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Progress Report
on the Implementations of ORMS

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Executive Summary

Since the endorsement of the Organizational Resilience Management System (ORMS) by the HLCM in October last year, 26 organizations/entities represented in the Chief Executives Board report on their progress applying the Key Performance Indicators (KPI)[1] of the ORMS.

Progress

Main achievements have been made in the KPI areas of Policy, Governance and Risk Management. Main challenges are reported in the area of Maintenance and Exercise, specifically in keeping the different plans up-to-date and in ensuring that staff members are well-trained to perform their functions according to these plans.

Conclusions

The report provides a first overview of progress achieved on organizational resilience and the UN system's capability to safeguard its personnel and assets and to continue its mandate.

This report clearly shows the importance of intra- and inter-agency collaboration of the different ORMS stakeholders. Collaboration is not only needed to avoid unnecessary double efforts but also to strengthen the intended holistic approach of the Organizational Resilience Management System for all organizations represented in the CEB.

Thanks to HLCM's request to report on the progress in the implementation of ORMS, the inter-agency working group will be strengthened through the inclusion of additional organizations. As a concrete outcome of this report, the inter-agency working group on ORMS will focus on the development of awareness raising and training materials for all staff.

Requests to the Members of the HLCM

1. Take note of the present report
2. Ensure that your organization is member of the Global Working Group on ORMS

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[1] See Annex 1

Introduction

The UN system-wide implementation of the Organizational Resilience Management System (ORMS) aims to assist the UN entities to build and strengthen resilience by aligning and harmonizing efforts of emergency preparedness and response. Stronger resilience will enhance the UN system's ability to maintain its critical functions and continuously deliver its mandates.

At its meeting on 8 October 2014 the High Level Committee on Management approved the UN System ORMS policy, its associated key performance indicators and the supporting maintenance, exercise and review regime, requesting follow up reports for its fall meeting 2015 at Headquarters' level, at regional level for its spring meeting 2016, and at country level for its fall meeting in 2016.

Progress Achieved

Following are the summaries of progress made with regard to the implementation of the Key Performance Indicators of the Organizational Resilience Management System (ORMS) at HQs level for the UN Secretariat, specialized Agencies, Funds and Programmes.

Key Performance Indicators: Self-Assessments by the Organizations

(Caption: C = Fully Completed; P = Partially Completed; N = Not Completed; N/A = Not applicable)

Serial	Indicators	UN HQs	UNOV	UNON	UNOG	UNFPA	UNICEF	WFP	ILO	FAO	UN Women	UNDP	WHO	WIPO	IFAD	IAEA	UNAIDS	UNOPS	UPU	World Bank	UNIDO
	Policy																				
A.1.	Availability of Policy document(s) on ORMS	C	C	C	C	C	C	C	C	N	C	C	C	C	C	P	P	C	C	C	P
A.2.	Active promulgation of the ORMS policy	P	P	P	P	C	P	C	P	N	C	C	P	C	C	N	P	P	C	C	P
A.3.	Policy document(s) integrate the different planning instruments	C	P	C	C	C	N	C	C	N	C	C	P	P	P	P	P	P	P	C	P
A.4.	Policy document is harmonized (with other UN standards)	C	P	P	C	C	C	C	C	N	C	C	P	C	P	C	P	P	P	C	P
	Governance																				
B.1.	Availability of designated programme manager for ORMS	C	C	P	C	P	P	C	C	N	N	C	P	C	P	C	P	P	P	C	C
B.2.	Coordination structure for crisis management established	C	P	C	C	C	C	C	C	P	C	C	C	C	C	C	N	C	C	C	C
B.3.	Senior level chair of the crisis management structure	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	N	C	C	P	C
B.4.	Clarity of roles and responsibilities	C	P	C	C	C	C	C	C	P	C	C	C	C	C	C	N	C	C	C	C
B.5.	Inclusion of all relevant UN entities in the crisis management coordination structure	C	C	C	C	C	C	P	P	N/A	C	C	N/A	C	P	C	N	C	P	C	C
B.6.	Minimum of two meetings per year of crisis management structure	C	P	C	C	C	P	C	C	N	P	C	N	C	C	P	N	C	N	C	N

Serial	Indicators	UN HQs	UNOV	UNON	UNOG	UNFPA	UNICEF	WFP	ILO	FAO	UN Women	UNDP	WHO	WIPO	IFAD	IAEA	UNAIDS	UNOPS	UPU	World Bank	UNIDO
									Maintenance & Exercise												
C.1.	Availability of training programmes for ORMS	C	P	P	P	P	N	P	P	N	P	N	P	N	P	C	N	P	P	C	P
C.2.	Availability to staff of ORMS awareness raising materials	C	N	P	P	C	N	C	N	N	P	N	P	N	P	C	N	P	P	C	P
C.3.	Frequency of training conducted	C	N	N	N	N	N/A	P	N	N	P	N	P	P	P	C	N	P	N	Yearly +	N/A
C.4.	Maintenance, Exercise and Review (ME&R) programme implemented	C	N	P	P	C	P	P	N	N	P	C	N	N	C	N	N	P	P	C	N
C.5.	Percentage of members of the crisis management structures that have received an ORMS training programme	75%	50%	100% Brief on	100%	C	N/A	P	42 %	N	C	80%	N	100%	100 %	100 %	0%	50%	N	85%	P
									Risk Management												
D.1	Availability of documented risk assessment, such as a Security Risk Assessment	P	C	C	C	C	C	C	P	P	C	C	C	C	C	C	C	C	C	C	P
D.2	Risk assessment is updated annually	P	C	C	P	C	P	C	P	P	C	C	C	C	C	C	C	C	C	C	P
D.3	The risk assessment includes security risks, medical risks, IT disaster recovery risks, and business continuity risks.	P	C	C	C	C	C	C	P	P	C	C	C	C	P	C	C	C	C	C	C
D.4	Risks are identified,	P	P	P	C	C	C	C	P	P	C	C	C	C	P	C	C	C	C	C	C

Serial	Indicators	UN HQs	UNOV	UNON	UNOG	UNFPA	UNICEF	WFP	ILO	FAO	UN Women	UNDP	WHO	WIPO	IFAD	IAEA	UNAIDS	UNOPS	UPU	World Bank	UNIDO
	assessed, treated and managed																				
	Planning																				
E.1.	Security Plan	C	C	C	C	C	C	C	P	P	N/A	C	P	P	C	C	C	C	C	C	C
E.2.	Crisis Management Plan	C	C	C	C	C	P	P	C	N	C	C	P	C	C	C	P		C	C	C
E.3.	Business Continuity Plan	C	C	C	C	P	P	P	C	P	C	C	P	P	C	P	P	C	C	C	C
E.4.	IT Disaster Recovery Plan	C	C	P	C	C	P	C	C	P	C	C	P	P	C	P	C	C	N	C	C
E.5.	Crisis Communication Plan	C	C	P	P	C	N	P	C	P	C	C	P	N	C	C	P	C	N	C	C
E.6.	Mass Casualty Incident Response Plan	C	C	C	P	N/A	N	C	N	N	N/A	C	P	N	P	C	P	C	C	C	C
E.7.	Staff Support Plan	C	C	C	P	C	P	P	C	N	N	N	P	P	P	C	P	C	N	N/A	C
E.8.	The above plans are harmonized	N	P	P	C	C	N	P	P	N	P	N	C	P	P	P	P	C	P	C	C
E.9.	Frequency of plan reviews and update	Yearly	Yearly	Yearly and ad hoc	P	C	C	P	Yearly	N	P	Yearly	N	Yearly	Yearly	Yearly	N	Yearly and ad hoc	P	Yearly	3 YEARS

FAO

Implementation

FAO is considering a project for the implementation of ORMS both in the HQ and in the field. The current proposal would build on existing elements in the areas of Business continuity, crisis management and IT disaster recovery already prepared:

1. A Crisis Management Team (CMT) exists already and is chaired by the Deputy Director-General for Operations. CMT operating procedures need to be made ORMS compliant and exercised.
2. A draft Business Continuity Plan and a detailed draft Crisis Management Playbook have been prepared for integration and harmonization within the ORMS.
3. IT Disaster recovery capabilities are being created to mitigate the risk of IT failures.

In the preparation of the plans, FAO will work together with the other Rome-based UN organizations in order to ensure optimal use of existing infrastructure and capabilities.

IAEA

Implementation

In accordance with the ORMS policy approved by the General Assembly (A/RES/67/254), the IAEA has developed the Incident Management System (IMS) as an overarching framework for emergency management. The IMS enhances the Agency's preparedness, response, continuity, and recovery capabilities in the case of adverse incidents, offering an integrated and holistic approach aligned with the ORMS framework.

The IMS is overseen at the strategic level by the Incident Management Group (IMG), chaired by the Deputy Director General and Head of the Department of Management (DDG-MT). Reporting directly to the DDG-MT, the Central Security Coordinator is the designated programme manager for organizational resilience.

Key Achievements

The IAEA has strengthened its compliance with a number of Key Performance Indicators (KPIs), focusing its efforts on Crisis Management and Business Continuity. A detailed overview of the IAEA's compliance with the ORMS KPIs can be found in Annex I.

1. Crisis Management: A draft Crisis Management Plan (CMP) has been released in March 2015 to provide a procedural frame of reference for the members of the Crisis Management Team (CMT). The CMT is the body responsible for effectively dealing with crisis issues and acting as a central point of information for the Agency in any crisis situation. The draft CMP has been tested through a table top exercise aimed at familiarizing participants with the CMP procedures and investing in team building in the context of the structure for decision-making of the CMT in preparation for an actual crisis. Another crisis management table top exercise is planned for later this year with an emphasis on a mixing of attendees between principals and alternates to approximate an actual crisis where some principals may not be available and their duties will have to be taken over by the alternates.

   The CMP was written to work in conjunction with the UNOV Crisis Management Standard Operating Procedure and the UNOV Crisis Management Team Playbook approved by the Security Advisory Group in October 2014.

2. Security Support and Response: The UNOV Security Plan for the Vienna International Centre was approved by the Security Advisory Group in October 2014 and covers the IAEA HQ.
3. Crisis Communication Crisis Communication is included in the CMP referenced in (1.).
4. Mass Casualty Incident Response: The UNOV Mass Casualty Incident Plan for the Vienna International Centre was approved by the Security Advisory Group in October 2014 and covers the IAEA HQ.
5. IT Disaster Recovery: A Disaster Recovery (DR) strategy is being developed to improve the current infrastructure and capabilities of the IAEA. Based on the results of the ongoing Business Impact

Analysis (BIA), the Division of Information Technology of the Department of Management will determine the cost of implementing and sustaining DR solutions that mitigate the impacts to an acceptable level as defined by the business owners. A first strategic BIA report is to be released in fall 2015.

6. Business Continuity: The Agency has had Business Continuity (BC) Plans in place since 2007. During the fall of 2014, as a part of the process of updating the BC Plans, 130 staff members were nominated as Business Continuity Planning (BCP) Focal Points and trained to conduct BIA on the critical business processes of their respective administrative units. As of August 2015, BIA has been completed for approximately eighty percent of administrative units. The purpose of BIA is to identify the departmental recovery needs and the IT systems that need to be included in the DR infrastructure. A BCP knowledge management platform was launched on February 2015 to monitor the progress of project and ensure staff always have accurate and up-to-date information on BC.

7. Support to Staff, Survivors and their Families: The UNOV Mass Casualty Incident Plan for the Vienna International Centre referenced in (4.) includes support to staff, survivors and their families.

Key Challenges

The IAEA's main challenge facing enhancement of the IAEA's ORMS posture is the substantial lack of dedicated financial and human resources.

IFAD

Implementation

Prior the endorsement of the United Nations Organizational Resilience Management System (ORMS) by HLCM and CEB in 2014, IFAD initiated in 2010 its own ORM System with the promulgation of the Enterprise Risk Management (ERM) Policy based on COSO ERM model, a risk management standard used by IFIs and other UN organizations. In 2011, following the ERM adoption, IFAD established a Business Continuity Management System (BCMS) with the promulgation of a Presidents Bulletin (PB/2011/02) establishing a Crisis Management Structure.

IFAD's Executive Management Committee (EMC) is the formal owner of the BCMS. The Business Continuity Manager function is assigned to the Associate Vice-President of the Corporate Services Department (AVP, CSD) and the Crisis Management Team (CMT) comprises representatives (Business Continuity Owners, BCO) from relevant Divisions considered as critical functions to ensure business continuity. Based on a standard template each Division conducted its own Business Impact Analysis (BIA) and subsequently an overall Business Continuity Plan (BCP) outlining roles and responsibilities of all members. Under overall supervision of the AVP, CSD, HQ Security has been assigned the responsible for reviewing and updating the BCP as necessary and conducting regular BC exercises (e.g. 2 table top exercises with BCP owners are performed on a yearly basis).

Key Achievements

1. Since the creation of IFAD's BCMS in 2011, IFAD maintains an effective Crisis Management Structure including the participation of IFAD Country Offices. IFAD BCMS policy document has been posted online.

2. The following documents form part of the ORMS approach that is in place at IFAD: Enterprise Risk Register; Business Continuity Plan; Security Plan; IT Disaster Recovery Plan; Medical Emergency Plan; Crisis Communications Plan and a Staff Support Plan. The CMT is responsible to approve the plans and to decide on their activation, with the exception of security, medical and IT measures that are taken without need of activation by the CMT.

3. In addition to the ERM, HQ Security maintains a separate Security Risk Assessment (SRA) for IFAD Headquarters which is regularly updated as necessary.

4. As part of the IFAD BCMS, the IT Disaster Recovery Facility designed to protect IFAD's core operations against disruptions and minimize the business impact of a crisis and to support IFAD's Business Continuity has been inaugurated at an external site away from HQ.

5. In addition, IFAD's messaging, electronic document and record infrastructures are backed up at separate external secure facilities and therefore also protected against disaster. The IFAD Disaster Recovery Facility is the first of its kind in the Rome-based agencies and is the result of sustained interagency collaboration effort.

6. An automated Emergency Notification System (ENS) was implemented for members of the CMT and all staff.

Key Challenges

1. Harmonization between individual components of the ORMS/BCMS in all areas specially in Monitoring, Exercise and Review of the BCP within the individual departments and offices, including training and awareness-raising of all staff;

2. Integration of ORMS/BCMS with IFAD various Policies and Plans such as BCMS, Disaster Recovery and Security Risk Assessment;

3. Development of training material for CMT and Staff in general;

4. Development of Key Performance Indicators (KPIs);

5. HQ Security aims to conduct a joint table top exercise with all member of the CMT, staff and also involving local authorities such as Fire Department and Police;

ILO

Implementation

Since the onset of the Ebola virus disease crisis in West Africa, the ILO Crisis Management Team (CMT) has been solicited on a number of occasions. The CMT's working methods and communication flow have been tested and fine-tuned, for example through the development of a Critical Information Check-list that complements the critical processes and mitigation strategies that form part of the Crisis Management Playbook[2]. The checklist is comprised of key questions that, once answered, facilitate the work of the CMT in the earliest stages of a crisis. The checklist enables the CMT to rapidly take fully informed decisions and ensure that the CMT's management of the crisis is focussed, efficient, effective and complete.

Key Achievements

1. Crisis management Playbooks/Wallet Cards have been developed for all ILO locations. A Crisis Management Team (CMT) has been established at ILO/HQ in Geneva, chaired by the ILO Director-General. The Chair alternate is the ILO Deputy Director-General for Management and Reform.

2. The Playbooks include critical contact information and communication protocols, crisis management procedures, a critical information checklist, detail of critical processes and process recovery, etc. Roles and responsibilities are fully detailed in the Playbooks, as well as procedures relative to business continuity and coordination with other UN System agencies and bodies (UNCTs and local SMTs, UNDSS, UNMDWG, HR Network, etc.).

3. The ILO Enterprise Risk Management (ERM) Framework issued in April 2015 requires that risk registers address safety & health and security risks. As part an escalation process, risk registers that include aggravated risks must be accompanied by a briefing note on safety and security based on ILO field knowledge and UNDSS assessment. The **ERM Framework also requires on-going monitoring of risks and regular updating of risk registers.**

4. In coordination with Geneva-based UN ORMS group, ILO participates in ORMS Global Working Group. In this context, the ILO will propose a coordinated re-structuring of HQ Playbooks, to separate

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[2] See Annex 4

management of crises occurring at the HQ location from crises occurring at an external location, but requiring HQ support.

Key Challenges

Further progress is required in the area of Maintenance, Exercise and Review as well as in the development of ORMS awareness-raising materials. Although some training has been delivered, a fully structured training and stress-testing programme has yet to be put in place.

**United Nations Secretariat
Geneva (UNOG, ECE, UNCTAD, OHCHR and UNISDR)**

Scope of the report

This report includes the following UN Secretariat entities based in Geneva: UNOG, ECE, UNCTAD, OHCHR and UNISDR. The UN Crisis Management Team Geneva comprises members of all of these entities and UNOG emergency response plans, such as the Playbook, security procedures and business continuity arrangements also include the other UN Secretariat entities due to the UNOG being the main service provider for UN in Geneva. For ease of reference, "UNOG" includes all of the entities listed above.

Implementation

UNOG fully adopted the ORMS policy in 2013 and appointed a programme manager for ORMS at the beginning of 2014. The programme manager is supported by the UNOG Business Continuity Coordinator.

UNOG established a Crisis Management Team in 2013, which is chaired by the highest-level UN official in Geneva, the UNOG Director-General. The team comprises representatives from the main UNOG client entities (UNECE, UNISDR, UNCTAD, OHCHR, UNHCR), as well as representatives of key administrative and support functions. The team was provided with detailed Terms of Reference, outlining roles and responsibilities of all members, as well as with a Standard Operating Procedure for crisis management. Both documents make reference to ORMS and explain the responsibilities of the CMT vis-à-vis the different elements of ORMS. As a result, and due to the team being led by the most senior UN official, CMT members understand ORMS and are well aware of the necessity of emergency preparedness.

Key Achievements

The ORMS policy document has been made available to the UNOG Crisis Management Team and has been posted on an online repository that is remotely accessible for ease of access. Since UNOG adopted the same policy as UNHQ, the policy document is harmonized with other UN standards.

UNOG has a draft ERM Risk Register in place, which will be adopted by UNOG senior management soon. In addition, the UNOG Safety and Security Service maintains the Security Risk Assessment and updates it annually, with this year's update also including risks related to the major renovation programme, the Strategic Heritage Plan.

The following emergency response plans are in place at UNOG: An ORMS Crisis Management Playbook for the CMT which includes the UNOG Business Continuity Plan; a Security Plan for Switzerland; IT disaster recovery procedures for critical applications; a draft Crisis Communications Plan; a draft Mass Casualty Incident Response Plan; and a Draft Staff Support Plan. All these plans are harmonized and situated underneath the ORMS framework. The CMT is responsible to approve the plans and to decide on their activation, with the exception of security, medical and IT measures that are quickly taken without need of activation by the CMT. The plans are regularly reviewed and updated.

Key Challenges

While all CMT members have been trained in ORMS procedures, UNOG is awaiting decisions with regard to development of online training materials in a collaborative effort by all the entities that are members of the Global Working Group on ORMS (UNHQ led) to be able to offer awareness-raising sessions on ORMS to all staff

Additional Actions

UNOG further chairs the Geneva Interagency Group on Business Continuity and has continuously briefed the members of this group on ORMS. UNOG further led the development of an Organizational Resilience Management Template[3], by a sub group of the interagency group, consisting of WIPO, UNHCR, UNAIDS, ITU and ILO. The template was adopted by the ORMS Global Working Group and will be widely shared with UN country teams.

UNOG will conduct its annual crisis management table-top simulation exercise with the CMT in September 2015 and will provide more detailed training for CMT members on ORMS. The response plans that are still in draft form will be utilized and validated during the exercise so that they can be approved by the CMT afterwards. UNOG will modify its ORMS Crisis Management Playbook to reflect recent changes suggested by the Geneva ORMS Interagency Group. UNOG will further review and modify its business continuity arrangements after the implementation of Umoja on 1 November 2015 and conduct a joint risk assessment with all entities underneath the ORMS framework.

Nairobi (UNON, UNEP and UN-Habitat)

Implementation

Due to the recurring incidence of disruptions and the persisting threat of terrorism at the Nairobi duty station, UNON has a high degree of infrastructure resilience and a well-established inter-agency security and crisis management framework, both of which will be further supporting effective risk management and harmonized preparedness. As part of this framework, the UNON Business Continuity Planning (BCP) Unit is maintaining awareness on ORMS, based on the UNHQ ORMS Policy, and offers technical assistance to UNON clients by using the UNON BCP framework, the UNHQ guidelines on Monitoring, Evaluation and Review as well as the KPIs.

Key achievements

While preparing for the general elections in 2013, UNON adopted an ORMS approach, integrating security, crisis communications and business continuity strategies under one contingency framework. The consolidated approach was tested and reviewed through table top exercises by the Security Management Team (SMT) and the Crisis Management Team (CMT). Recommendations were used as reference by Agencies, Funds and Programmes for their internal preparedness.

Since the September 2013 attack at the Westgate shopping mall, UNON Services and UNDSS are jointly focusing on planning for a Mass Casualty Incident, enhancing plans to support staff and dependants, stream lining the Incident Command System and the Crisis Management structures. The Designated Official and Director General of UNON requested the nomination of a core CMT comprising UNEP, UNDSS, UN-Habitat, WFP, UNHCR, UNICEF, UNOCHA, UNSOA and UNON key managers. The core CMT is chaired by the UNON Director of Administrative Services.

The Crisis Management handbook, which describes the Terms of Reference of the various crisis response groups and provides practical tools, was reviewed by the key emergency players and endorsed by the SMT in February 2014. It now serves as a reference for activation and coordination of the various emergency plans under the ORMS framework. The content of the CM handbook is regularly reviewed and validated by the CMT through yearly simulations or each time a significant change has occurred.

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[3] See Annex 4

Key Challenges

Due to the attention required in preparing the implementation of Umoja on 1st June this year and the structural changes being now undertaken, UNON ORMS Project Manager and Service Chiefs were not available for strengthening all ORMS components as initially expected. However, in view of this, UNON is preparing to regain momentum first by reviewing its Business Continuity and IT Disaster recovery plans and in assisting UNEP and UN-Habitat in aligning themselves to the new arrangements. The next course of action will also be to implement an ORMS training programme for all staff. This is pending the availability of standard material at Global level so that UN entities based in Nairobi, especially those relying on UNON for their resilience, could join in and further adopt ORMS.

Additional Actions

The latest set of exercises conducted at UNON complex involved a MCI scenario, starting with an on-site Incident Command/Medical drill, a joint activation of the Crisis Hotline Call Centre and the Security Control Room to validate SOPs on the identification and prioritization of affected staff. It was followed by a table top simulation of the Emergency Operations Group (EOG) whose role is to manage the immediate security response. The initial scenario was then expanded based on issues that could not be resolved at operational level and escalated to the core CMT in a table top simulation. The later exercise was conducted in July 2015.

New York

Implementation

As an overarching framework for its emergency management, the United Nations Secretariat used the ORMS policy, as approved by the General Assembly (A/RES/67/254). The policy covers prevention, response, business continuity, recovery and reconstitution.

Under the Secretariat's governing bodies of the Senior Emergency Policy Team (SEPT) and the Crisis Operations Group (COG), the HQ-based ORMS implementation group brings together the necessary stakeholders to professionally prevent and manage any up-coming crisis.

Key Achievements

The Secretariat has strengthened its compliance with a number of Key Performance Indicators (KPI). The KPIs in the areas of Policy, Governance, Maintenance and exercise are well developed. In addition, the individual components of the KPIs in the areas of Risk Management and Planning are well developed. DSS for example has established full compliance with all KPI's in the area of security.

Key Challenges

With regard to KPIs in the area of Risk Management and Planning, the harmonization between individual components of the ORMS has not been completely achieved yet. The Secretariat's main challenges appeared in complying with the KPIs of the ORMS in the following areas: Application of the Monitoring, Exercise and Review system within the individual departments and offices, including training and awareness-raising of all staff.

Additional Actions

Additional measures have been undertaken to strengthen the Secretariat's resilience in view of an all-hazards approach:

1. The establishment and training of an Emergency Operations Centre strengthened the government of ORMS.
2. A corporate ICT disaster recovery strategy was developed and continues to be implemented.
3. A 24/7 helpline, institutionalized training and guidelines for relocating staff in countries in a public health crisis (i.e. Ebola) strengthened support to staff and their families. A booklet "Taking Care of those who Serve us: A Resource Guide for Staff and Families" was issued - also available on-line, and an

on-line and face-to-face training package offered to strengthen "Soft Skills in Crisis Management for Responders".

4. A specific emergency website (promoted by including its address on UN IDs) and the relocation of the server for the UN Secretariat's intranet bolstered resiliency of communications with staff and delegates.

5. An automated Emergency Notification System was implemented for members of the ORMS governing bodies, SSS and DFS/DPKO and will be offered to all staff at Headquarters.

6. All recommendations of the After Action Report on storm Sandy have been implemented.

7. Alternate sites for United Nations Headquarters were prepared and will be tested before the end of 2015.

8. The coordination of crisis management support to the field was strengthened, ensuring the continuation of the Organization's critical mandate.

Vienna

Implementation

A Project Manager has been designated for ORMS. The project manager is supported by the ORMS and Business Continuity focal point. In addition, UNOV is supported by the UNOG Business Continuity Coordinator. An ORMS plan is in development in is expected to be in place by the end of 2015.

Key Achievements

UNOV has an approved ERM Risk Register in place which was approved by UNOV/UNODC senior management in 2014. The local Safety and Security unit is very strong in risk assessment, planning and training. The following emergency response plans are in place in UNOV: security plan, external crisis communications plan, mass casualty incident plan, IT disaster recovery plan, business continuity. Crisis Management Standard Operating Procedures and a VIC CMT Playbook have been created.

Key Challenges

One of UNOV's main challenges has been in the area of application of the Monitoring, Exercise and Review system, including training and awareness-raising of all staff. An exercise and review schedule is being drafted and will be in place by end of 2015.

Additional Actions

UNOV will conduct its first crisis-management table-top simulation exercise with the CMT in September 2015.

The crisis management and staff support plans will be reviewed and submitted for approval.

UNAIDS

Following the approval of the ORMS policy and associated key performance indicators by HLCM, UNAIDS is currently adapting the ORMS policy to meet its own specific requirements. In parallel, UNAIDS has been working on aligning the key performance indicators with the UNAIDS Secretariat's objectives and priorities to strengthen the step by step approach towards the adoption of the ORMS.

Implementation

UNAIDS has already developed several of the Key Performance Indicators (KPI), including Enterprise Risk Management, which includes identification, assessment and treatment of risks as well as identification of Secretariat wide top risks.

UNAIDS has also completed a security plan and IT Disaster recovery plan. The Secretariat is currently in the process of updating the Business Continuity Plan and Crisis Communication Plan. The Mass Casualty Incident Response Plan has also been partially addressed through the Security Plan.
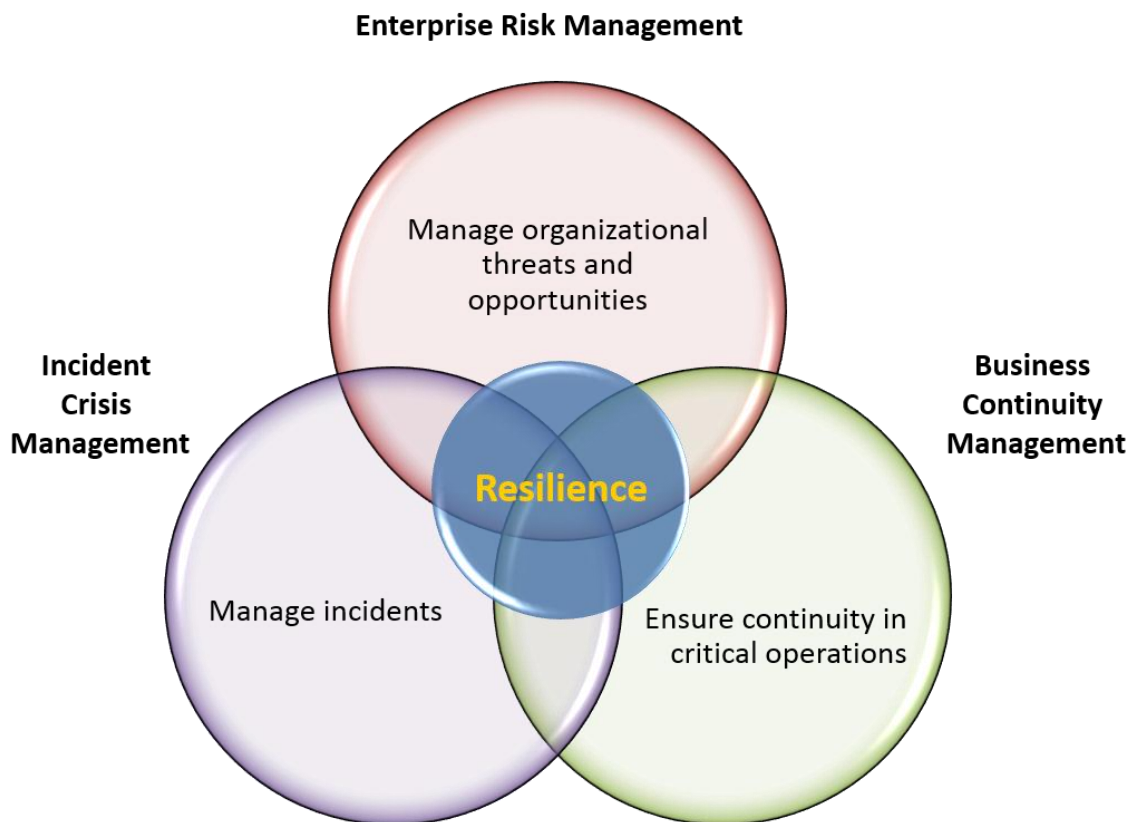
Key Achievements

UNAIDS has actively contributed to the development of the ORMS Crisis Management Playbook template[4] through participation in the Geneva-based organizations ORMS working group.

The ORMS Crisis Management Playbook template has been developed as a primary tool and reference during periods of crisis.

UNDP

Implementation

The discourse about resilience in UNDP has been initiated since 2014. Therefore in the new Strategic Plan for UNDP (2014 – 2017) it was clearly stated that UNDP would strive to be an organization that promote resilience. UNDP sees 'Resilience' as an inherent and as acquired condition achieved by managing risks over time at individual, household, community and societal levels in ways that minimize costs, build capacity to manage and sustain development momentum, and maximize transformative potential. As an organization who promotes resilience, UNDP is very committed in implementing making itself resilient. The implementation of ORMS in UNDP is initiated in 2015 by revamping its components. UNDP takes the approach of capitalizing the existing on-going programme within the organization (e.g. Incident crisis management, ERM and BCM). The assumption is, when all of these programme are implemented, "resilience" will be achieved. The three main components of ORMS are Business Continuity, Incident Crisis Management and Risk Management. See the diagram below:

Enterprise Risk Management

Manage organizational threats and opportunities

Incident Crisis Management

Business Continuity Management

Resilience

Manage incidents

Ensure continuity in critical operations

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[4] see Annex 4

Key Achievements

- In 2015, UNDP adopted the policy on ORMS;
- New Policy on Enterprise Risk Management is adopted with clear reference to Organizational Resilience;
- Crisis Management Group is re-established and convened at least twice a year;
- Business Continuity Plan is updated and tested.

Key Challenges:

- How to introduce ORMS to UNDP staff worldwide without making it an additional burden of compliance.
- How to develop an ORMS training programme that meets UNDP's needs and business model.

Additional Actions

- UNDP has established a dashboard system to monitor the implementation of ERM and BCM compliance in all UNDP offices globally and report the result to the Executive Board.
- As of 2015, all critical ICT systems are on the cloud, and thus, better ensure their resilience against natural disasters.

UNFPA

Implementation

A main focus of UNPA's implementation of ORMS was the strengthening of its Crisis Management and Preparedness. A table top exercise was conducted with the Security Management Group (SMG), using a weather related scenario, (storm) gradually escalating to a Hurricane, leading to the closure of UNFPA HQs in Manhattan. Subsequent to the table top exercise, an emergency communication system was activated and HQs Divisions were tasked to account for their personnel through established communications means. Full accountability of all personnel was accomplished within 30 minutes, with only a few taking up to an hour.

Progress has also been made to implement several components of the Business Continuity Management. Integration of the Minimum Preparedness Action (MPA) with business continuity planning and alternate work modality is progressing well.

An ORMS Policy, mirroring that of the UN Secretariat is in development and is expected to be in place by the end of 2015.

Key Achievements

As part of the Enterprise Risk Management (ERM), the UNFPA Executive Committee (EC) has identified and assigned twelve corporate risks to Division Directors to address them in a systematic manner.

The UNFPA Crisis Management System was strengthened by up-dated Security/Crisis Management Plans and Standard Operating Procedures (SOPs) for Headquarters'. Both tools give guidance for a professional response to a crisis that may affect UNFPA operations or the safety and security of its personnel.

Significant improvements have been made in enhancing emergency notification for Headquarters' personnel.

Key Challenges

The availability of an accurate personnel list continues to be a challenge. However, is currently implementing an online directory of contact information for all personnel to address this challenge.

In relatively safe duty stations, it represents a major challenge to keep the momentum in improving crisis management, including organizational preparedness and support; this is being addressed through the inclusion of compliance with security policies in the corporate online mandatory activities, enabling regular monitoring and follow up.

Additional Actions

Table Top exercises were also conducted for selected country offices to stress test their emergency and crisis preparedness. The exercise has revealed that communications equipment (Satellite Phones) is not always functional due to either non-functional equipment or discontinuation of service due to expiration of subscription. To address this, more frequent checks are implemented through the Regional offices. A UNDSS Active Shooter Guideline was translated into Spanish and French, by UNFPA Security professionals, enabling better understanding by the clients.

UNICEF

Implementation[5]

As an overarching framework for emergency management, UNICEF adopted the ORMS policy, as approved by the HLCM and subsequently the CEB, and signed by the Secretary General. The policy, promulgated across all Headquarters, Regional Offices and Country offices, addresses the preparedness, prevention, response, and recovery tenets of emergency management.

ORMS is governed by the UNICEF New York HQ Crisis Management Team (NYHQ CMT) and the programme is managed by the Business Continuity Unit (BCU), which is an active member of the Global ORMS Working Group. UNICEF continues to be an active member on the various interagency emergency management bodies at respective HQ locations; namely the UN Senior Emergency Policy Team (SEPT) and the UN Crisis Operations Group (COG) at NY HQs, and Security Management Teams (SMT) at locations outside of New York. At the NYHQ, the UNICEF Executive Director and Deputy Executive Director of Management are members of the SEPT, while the BCU Manager, together with the Principal Security Adviser, are members of the COG. At HQ locations outside of NY, Division Directors and/or Deputy Directors represent UNICEF on the interagency SMTs.

UNICEF implemented a Business Continuity Management (BCM) strategy via CF/EXD/2007-06, whereby all UNICEF offices must be able to "maintain continuity of highly critical functions during and following a disaster and/or crisis event". The central element of this strategy was the development of Business Continuity Plans (BCPs) for all UNICEF offices. As a result of the existing BCM programme, there are a few indicators of some of the ORMS components – namely Governance and Planning – which the agency already has implemented. The organization will now work on strengthening these and implementing the remaining components, as noted in the policy and required by the ME&R regime.

UNCIEF is also working on formally implementing enterprise risk management (ERM) practices and monitoring within the organization. To achieve harmonization and a more holistic approach to emergency management, ORMS will work closely and be implemented simultaneously with the ERM initiative.

Key Achievements

UNICEF has achieved compliance with a number of the Key Performance Indicators (KPI). The KPIs in the areas of Policy and Governance are well developed. The policy, as signed by the UN Secretary General, was approved by the NYHQ Crisis Management Team to be formally adopted by UNICEF and an Executive Directive was promulgated throughout the organization. Each HQs location is an active member of the interagency emergency management structures in the respective locations. Implementation of the indicators for Risk Management is in progress as the organization implements the Enterprise Risk Management (ERM) framework. Along with the Security Risk Assessments performed at each location, the ERM is allowing UNICEF to identify, assess and manage all risks, on what will be an annual basis going forward.

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[5] Following is the summary of progress made with regard to the implementation of the Key Performance Indicators of the ORMS for UNICEF's HQ locations: New York U.S.A., Geneva Switzerland, Copenhagen Denmark, Florence Italy, Brussels Belgium, Tokyo Japan.

Key Challenges

UNICEF still has to strengthen compliance with the KPIs of the ORMS in Planning, and the application of the Maintenance, Exercise and Review regime within HQ divisions and offices, including training and awareness-raising of all staff. The Planning component poses some challenges as we proceed to develop some of the indicators which have become more relevant over the past few years (e.g. crisis communications and mass casualty incident response). In addition, the harmonization between Security, Crisis Management, Business Continuity, IT Disaster Recovery, Crisis Communications, Mass Casualty Incident Response and Staff Support plans is planned to start from 2016.

A detailed overview of UNICEFs compliance with the Key Performance Indicators of the ORMS can be found in Annex 1.

Additional Actions

Additional measures have been undertaken to strengthen UNICEF's resilience in view of an all-hazards approach:

1. To initiate the formal implementation of the ME&R regime, UNICEF has developed:

    a. Online emergency management training courses, offered via partnership with the United States Federal Emergency Management Agency (FEMA)

    b. A SharePoint website for all BCM/ORMS Focal Points to share best practices and upload plans and exercise documents

2. The UNICEF Operations Center (OPSCEN) continues to provide 24/7 support to all UNICEF offices globally and provides crisis communications support and coordination during any emergency. The OPSCEN performs regular testing of its recovery location and devolution process.

UNIDO

Implementation

In UNIDO there is an ongoing effort for enhancing its crisis management (CM) response capacity, both at the Vienna International Centre (VIC) and in the field, in order to make it more comprehensive, co-ordinated, timely and effective, and also to further harmonize it with the ORMS management framework, endorsed by HLCM and CEB in 2014. Such a response implies involvement and eventual re-arranging of different functions and is not limited to security aspects.

A VIC Crisis Management Standard Operating Procedure (CM SOP), administered by UNOV, enables the Vienna-based Organizations (VBOs), among them of course UNIDO, to effectively set out in a coordinated manner the policy and decision-making processes for managing a crisis event at the VIC, minimizing its effects and maintaining the mission, critical functions and essential processes. The CM SOPs also outline a supporting structure and a number of procedures to respond to and minimize the effects of a crisis event. They identify the key players both at the policy and operational levels, and explain their roles in the overall crisis management.

Some more staff should be added on efforts towards implementation of ORMS since Oct 2014

Key Achievements

1. Crisis Management: In addition to the structures foreseen in the above-mentioned VIC CM SOP, where UNIDO is properly represented, a UNIDO-own CM mechanism exists in parallel, to be activated whenever a crisis erupts affecting the Organization alone, which should comprise a Security Management Group (SMG), a Crisis Management Group (CMG) led by the Director-General or Deputy to the Director-General, and a UNIDO Crisis Operations Group, with the participation of all UNIDO services/persons concerned.

2. The UNIDO CM Plan builds upon the decision-making and operational structures drawn up for the VIC as a whole in the VIC CM SOP and the VIC CM Team Playbook approved by the VIC Security Advisory Group in October 2014.

3. Crisis Communication: Crisis Communication is included in the CM Mechanism and in the VIC CM SOP mentioned above.

4. Mass Casualty Incident Response: A Mass Casualty Incident Plan for the VIC was approved by the Security Advisory Group in October 2014.

5. IT Disaster Recovery: An IT Disaster Recovery Strategy and the corresponding Teams to administer it exist in UNIDO within the corresponding BCPs.

6. Business Continuity: UNIDO Business Continuity Plans exist as stand-alone or embedded in DSS-coordinated Continuity Plans at duty-station levels. For the case of HQs, said BCPs exist at the divisional level.

7. Support to Staff, Survivors and their Families: The VIC Mass Casualty Incident Plan for the VIC, administered by UNOV, includes support to staff, survivors and their families.

Key Challenges

UNIDO's present main challenges refer to training of CM and BCP procedures and harmonization and update of BCPs in a context of growing limitations in terms of financial and human resources, as well as on developing ORMS training materials.

UNOPS

Implementation

A main focus has been placed on ensuring efficient decision-making for crisis management in UNOPS, which included improving the efficiency of processes related to core elements of the ORMS. In addition, components of UNOPS Security Plan have been exercised, resulting in improved efficiency.

Management of the Business Continuity process is a key priority. Therefore full update of all HQ plans has occurred while the work on an overarching framework (incl. policy development) on the ORMS is continuing.

Key Achievements:

UNOPS approach to crisis management has been strengthened, especially with regards to relevant decision-making processes. In 2015 the organization has established an Enterprise Risk Management (ERM) programme to further identify and operationalize elements in these areas. Work is progressing well.

Much focus has been given on support to our personnel, including implementation of additional insurance coverage as an improvement on what we already had in place. UNOPS has also contracted a private company specialised in delivering high-quality care services, including stress counselling with a service available to all our personnel on a 24/7 basis.

With the aim of better managing the impact from a threat, our HQ has just implemented an Emergency Notifications System (ENS) that will assist in the management of incidents.

Key Challenges

Implementation of various contingency plans in duty stations with low risk can be challenging. This is being addressed through added focus on the need for preparedness, including through crisis management and support as well as by completing mandatory activities.

Additional Actions

Table Top exercises and activation of BCPs have taken place in a number of countries so to test their preparedness, mostly related to natural hazards and security threats.

All entities at HQ regularly update their respective BCPs; this has also been done within the last few months.

UN WOMEN

Implementation

UN Women's 2014 implementation focused primarily on the development of the UN Women Business Continuity Management (BCM) Framework which was finalised and signed off by UN Women senior management in mid-2014. From this strategic framework, UN Women then prioritized the development and implementation of HQ BCM and Crisis Management Plan (CMP), whilst in parallel the developed UN Women ORMS policy went through organisational deliberation. UN Women actively supported the ORMS working group, which included participation support at the HLCM in October 2014.

In early 2015 the UN Women ORMS policy which is fully aligned with the UN System ORMS policy, was signed off by the senior management team, whilst NY based HQ BCPs were finalised, as was the CMP and respective training given to those involved. All members of the Crisis Management Team (CMT) and Crisis Response Team (CRT) were identified and roles and responsibilities communicated, in addition a full educational session was completed for both CMT and CRT members. A consultative service has been engaged to complete both testing and evaluation of the HQ BCPs, in addition to a full CMP simulation for October 2015.

Whilst initially focus was aimed toward UN Women HQ, throughout 2014 and 2015, UN Women has provided BCP/ORMS workshops in each of its six regions, targeting operations managers and senior personnel. During this period, UN Women field based offices, which include regional offices, country offices and programme presence have systematically migrated existing BCPs to the current UN Women format. To assist in the expeditious process, UN Women engaged expert consultant services to interact directly with each of UN Women 93 locations; to date circa 80% of UN Women field locations have fully functional BCPs, with full compliance envisaged by November 2015.

Key Achievements:

1. Approved and partial implementation of UN Women ORMS Policy, aligned with UN System ORMS Policy.

2. Approved and full implementation of UN Women Strategic BCM Framework.

3. Delivery of regional BCM/ORMS workshops plus other multi-faceted promulgation of the UN Women process and documentation.

4. Identification, formulation and education of both HQ CMT and CRT.

5. Extended UN Women global roll out and implementation of the UN Women BCM model.

Key Challenges

Due to limited personnel, the identification and motivation of BCM/ORMS focal points remains a challenge as does the finalisation and testing of agreed plans. To encourage organisational managers, BCM has been integrated into the UN Women Security Compliance business process, which is reported upon on a monthly basis to the Senior Management Team (SMT), through the UN Women Programme Division Country Office Assessment Tool (COAT) platform. This inclusion commenced in June 2015 and has resulted in a greater uptake by field office locations.

Additional Actions

UN Women has initiated a number of additional actions that will complement and enhance the ORMS strategy; these include but are not limited to:

1. A dedicated ORMS portal within the Safety and Security Sections intranet site, containing all UN Women BCPs, CMPs, DRPs, etc.; global focal points; best practice models; educational material; policy support, etc.

2. Procured an Emergency Notification System (ENS) 'BroadBlast' that is capable of multiple field use based on a three tiered permissions process.

3. The UN Women ERM currently under development will interface with the ORMS and Security.

4. Alternate sites for UN Women have been and will be tested before the end of 2015.

5. Through central funding, global issue of SAT Phones to all field locations will be finalised by the end of 2015 and where applicable, primarily at regional and multi-country offices, the pre-positioning of BGAN systems.

UPU

General implementation

At the UPU, ORMS has been traditionally treated as part of the "Crisis Management and Business Continuity Plan". The corresponding policy was approved by Executive Management and presented to the Council of Administration in 2007 and 2010 (an update is due in 2015).

When the policy was first issued in 2007, all Directorates were required to identify their business critical processes and indicate which activities and resources would be required to ensure a prompt recovery in the event of a crisis. The exercise was renewed in 2010 and, since 2014, it has become part of the annual risk and control self-assessment, which the UPU Secretariat undertakes as part of its internal control system framework.

Key achievements

Plan already produced in 2007, updated in 2010 and assessments of business continuity on an annual basis since 2014.

Key challenges

Raise awareness among staff and further develop the framework while ensuring that it remains realistic considering the size of the UPU (250 employees, mostly at headquarters).

WFP

Implementation

ORMS is being implemented within WFP through the Organizational Resilience Management Group (ORMG), which has been established to coordinate the day-to-day implementation and maintenance of ORMS. Membership comprises the Functional Area coordinators (see below); monthly meetings are chaired by the Director of Emergencies.

Key Achievements

1. ORMS Governance Structure

    The Deputy Executive Director and Chief Operating Officer (DED & COO) is responsible[6] for:
    a. The approval of HQ Business Continuity Plans and the maintenance and oversight of WFP's Business Continuity Management programme
    b. Management of a crisis response at HQ level and designation of the Crisis Management Team

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[6] Authority currently delegated to the Chief of Staff, Office of the Executive Director

    c. Implementation and maintenance of the WFP Crisis Management Plan

    d. The Director of Emergencies is responsible to the DED/COO for the implementation of WFP's ORMS, including the Business Continuity Management Programme.

2. WFP HQ Crisis Management and Business Continuity (CMBC) Plan

A comprehensive WFP HQ CMBC Plan has been endorsed by all Functional Areas (see below) and is being submitted to the Executive Management Group in Q3 2015 for final approval and implementation.

3. Crisis Management Team (CMT)

Chaired by the DED/COO, the CMT membership comprises Directors of the relevant WFP HQ Divisions. Representatives of other Rome-based Agencies will be asked to join the CMT when required.

4. Functional Area Coordinators

Each of the 12 Functional Areas[7] has appointed an ORMS Coordinator responsible for the implementation and maintenance of the ORMS in their Functional Area.

5. BCM Project Team Established

A project was initiated in Q3 2014, the objective of which is the design and implementation of a business continuity management (BCM) solution for WFP. The project is being managed within a formal framework, including well-defined milestones and deliverables. The project team, comprising a project manager, a business analyst, an IT team and several business process experts, submits regular progress reports to the Project Sponsor (the Director of Emergencies).

6. Exercise, Maintenance and Review (EMR)

While a comprehensive EMR programme has yet to be formalized, a number of exercises and training sessions are being conducted:

    a. Ebola Response Simulation. One day simulation for the CMT, the objective of which was to ensure that the WFP senior management team is prepared in the event of a potential Ebola incident in Rome. (November 2014)

    b. Corporate Response Exercises (CRX). CRX4 included a Tabletop Exercise for the CMT in order to validate its structure and ToR and to practice participants in the roles, responsibilities and procedures described in the WFP HQ CMBC Plan. (June, July 2015)

    c. Training. Regional Bureau and HQ staff are being trained in the execution of the business processes they will be required to undertake in the event of the activation of the Business Continuity Plan. (July-October 2015).

Key Challenges

The key challenge is to integrate resilience and business continuity management into the operational activities and organizational culture of WFP at all levels. This will require an effective and sustainable exercise, maintenance and review programme.

Additional Actions

WFP is collaborating with other UN Rome-based agencies to provide mutual support in the event of a crisis or disruptive incident.

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[7] The 12 Functional Areas are: Administration, Budget and Programming, Communications, Government Relations, Field Security, Finance, Human Resources, Information Technology, Logistics, Operational Information Management/Operations Centre, Performance Management, Procurement. Programme

WHO

Implementation

Work was done during 2014 to develop a business continuity plan for WHO headquarters. In scope of this work were formulations of plans covering all clusters and IT disaster recovery, global gap analysis, and development of templates usable by offices worldwide. The business continuity management framework for WHO headquarters approved in 2009 was also reviewed to prepare updated policy and guidance documents.

Key Achievements

The preparation of business continuity plans was based on an approach aligned with ISO 23001 standards. Based on workshops involving senior managers and key staff from various clusters, drafts of the following were prepared:

1. Emergency response plan covering activities immediately after a significant disruption.
2. Crisis management plan outlining activation of recovery plans, allocation of resources and management of internal and external communications.
3. IT disaster recovery with recovery strategies for critical IT services
4. Department recovery plans covering prioritized and specific functions across all clusters.
5. Policy and guidance documents.

The documents also provide the structure, roles and responsibilities for business continuity management. The above will be the basis for fine-tuning and alignment with ORMS for finalization and approval.

Key Challenges

Building and maintaining plans and capacity to test and implement them requires buy-in and significant resources. While this has been challenging to obtain in the past, the importance is now well recognized and will form the basis for providing continuity to these activities.

The Organization's lead role in the response to Ebola underlined the importance of a well-functioning ORMS. At the same time it also diverted the focus away from the implementation of ORMS as resources were fully occupied by the response.

Additional Actions

The newly formed department for Compliance, Risk and Ethics has established risk management process across the Organization globally.

WIPO[8]

Implementation

As an overarching framework for its emergency management, in February 2015 WIPO adopted and published three internal Office Instructions on Organizational Resilience: Policy; Strategy; and Roles and Responsibilities.

Key Achievements

1. WIPO created a Crisis Management Team (CMT) in January 2015, chaired by the Director General. To provide guidance for the CMT, a Terms of Reference is being developed, as well as CMT Checklists – based on the template Crisis Management Playbook[9] developed jointly by the Geneva Working Group. The CMT undertook its first desktop training exercise in September 2015.
2. The Organization's first Emergency Notifications System (ENS) was implemented towards the end of 2014, and is now automatically included in all internal security emergency training and exercises (evacuations, updates on incidents etc).
3. April 2015 saw the launch of a large scale cross-sector exercise to undertake WIPO's second Business Impact Analysis (BIA). The BIA will reconfirm the Organization's critical business functions, and update

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[8] See signed report as Annex 3
[9] Annex 4

identification and cross-referencing of critical business processes and priorities for reconstitution following an emergency event. This BIA exercise covers Headquarters and all WIPO External Offices.

Key Challenges

Next steps will be for the Organization's continuity, recovery and training plans to be updated or created as needed. This is an ongoing activity whose importance is recognized and supported by Senior Management.

Additional Actions

1. ICT disaster recovery plans are being tested and continue to be expanded.

2. WIPO has a 24/7 Security helpline, which has been widely publicized to all staff.

3. A specific Organizational Resilience Intranet site is in the course of being developed.

World Bank

Implementation

The World Bank Group ("the Bank") was very supportive in the design of the Policy of the Organizational Resilience Management System (ORMS). The ORMS is aligned with the Bank Business Continuity and Crisis Management Policies, which follow the industry standards (BS25999 and ISO 22301) and were designed and implemented in the Bank some years ago.

Key Achievements

Over the past years the WBG has strengthened its compliance with the ORMS Key Performance Indicators (KPIs) in all the required areas. Particularly relevant last year has been the extension of the scope of the Bank Business Continuity Program to offices and units outside of Washington and New York areas. A new Risk Assessment methodology, which analyses the business and strategic significance of Bank locations and their threat of disruption, has been developed to provide an assessment of inherent business continuity risks. This has served to prioritize efforts by location based on resilience needs. Quarterly updates on business continuity risk indicators are provided to the Operational Risk Committee and Senior Management.

Key Challenges

While the overall status of the implementation of the program is in a mature stage, the focus for the next year will be to reinforce Senior Management training and exercises as well as business continuity corporate awareness activities.

Conclusions

This report combines 20 individual reports of 26 different entities represented in the CEB. Unfortunately, not all UN entities represented in the CEB have been connected to the inter-agency group and therefore were reached too late or not at all in the preparation phase of this joint report. It is therefore suggested that these organizations may report to the next session of the HLCM in spring 2016.

With 26 entities contributing, this report provides a valid overview of progress achieved on organizational resilience and the UN system's capability to safeguard its personnel and assets and continue its mandate.

The report also clearly shows the importance of intra- and inter-agency collaboration of the different ORMS stakeholders. Collaboration is not only needed to avoid unnecessary double efforts but also to strengthen the intended holistic approach of the Organizational Resilience Management System for all organizations represented in the CEB.

Continuous senior management support, at all levels, will remain critical not only for the successful implementation of all the components of the ORMS emergency management framework, but also for the integration of resilience planning and practices into UN system organizations' culture.

Thanks to HLCM's request to report on the progress in the implementation of ORMS, the inter-agency working group will be strengthened through the inclusion of additional organizations.

As a concrete outcome of this report, the inter-agency working group on ORMS will focus on the development of awareness raising and training materials for all staff.

Requests to the Members of the HLCM

1. Take note of the present report

2. Ensure that your organization is member of the Global Working Group on ORMS