

**Secretary-General's Report on the progress in the implementation of the
organizational resilience management system**

5th Committee

Introductory statement by

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Mr. Chair, distinguished Delegates,

It is an honour to present to you this morning the progress report on the Organizational Resilience Management System, or ORMS A/70/660. As you know, the ORMS provides clear guidance on how different stakeholders contributing to emergency preparedness, prevention, response and recovery collaborate to ensure the organization's resilience when facing events that may cause operational disruptions.

This report constitutes the follow-up report requested in resolution 68/247 B and summarizes the implementation of ORMS at the United Nations Secretariat Headquarters in New York, as well as the progress made at Offices away from Headquarters, the Regional Commissions and in field missions of the Departments of Peacekeeping Operations, Field Support and Political Affairs. The report demonstrates that the chosen strategy on how to extend the framework to the Specialized Agencies, Funds and Programmes has been successful and provides information on the progress made in implementing the principles of the ORMS framework within these United Nations organizations.

At the Headquarters of the United Nations Secretariat in New York, under the umbrella of the ORMS, collaboration among the Departments of Management, Safety and Security, and Public Information, has become a regular routine, as has collaboration among the different offices of these departments in the bodies specifically created for emergency management, such as the Senior Emergency Policy Team (SEPT), the Crisis Operations Group (COG) and the Emergency Operations Centre. The ORMS framework has been promulgated to members of the above mentioned emergency management bodies, including through a joint simulation exercise for SEPT and COG, and orientation sessions for Focal Points of all departments providing guidance on how to practically implement the principles of the ORMS. In addition, online courses on emergency preparedness, specific support for staff and families as well as face-to-face training sessions have been offered to strengthen the ability of staff members to act professionally in emergency situations.

The Offices away from Headquarters as well as the Regional Commissions have reported impressive progress in their efforts to implement the ORMS. We would like to highlight Geneva, Nairobi, and Vienna in demonstrating that the framework of the ORMS opens the door for joint emergency management among all United Nations organizations at the same location, and that this represents huge synergy gains and brings benefits to the efforts being undertaken by each office.

After full implementation of the ORMS at Headquarters for DPKO/DFS and DPA, the ORMS policy was promulgated to the field, and a target set for full implementation by summer 2016. For all peacekeeping and special political missions, an assessment of the status of implementation has been undertaken, applying the Key Performance Indicators of the ORMS. Remote support and a review of the emergency plans of peacekeeping missions are ongoing. An assistance mission was provided to UNMIL in December 2015 and another to UNMIK in February 2016. Dates for assistance missions to MINUSCA, UNAMID, and UNSOM are to be confirmed.

We are also pleased to report significant progress in the development and application of the ORMS across the United Nations Common System. Major milestones in this respect have been the endorsement of the ORMS Policy by the High Level Committee on Management and the Chief Executives Board for Coordination in late 2014 and the subsequent efforts of 16 Specialised Agencies, Funds and Programmes to initiate or strengthen the implementation of the organizational resilience management system in their respective organizations.

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The ORMS as a management system represents an approach of coordination, harmonization and integration and prescribes the collaboration between relevant stakeholders in emergency preparedness, prevention, response and recovery. The ORMS is a means of emergency management, building on existing capacities and mandated responsibilities of United Nations departments and independent specialised Agencies, Funds and Programmes. For example, the United Nations Security Management System, led by the Department of Safety and Security leads on managing security-related incidents on behalf of the UN system. In the cases of emergencies in peacekeeping missions, the Departments of Peacekeeping Operations and Field Support lead the response. This shows that the ORMS should not be seen as a monolithic programme or project that has a start and an end. The ORMS reflects an ongoing way of doing smart business by mainstreaming emergency management components into the day-to-day business, especially in times when crisis has become the new normal. There are no other costs linked to the UN system's choice of applying the organizational resilience management, besides the efforts of coordination as detailed in the report.

The ORMS framework also provides a system of benchmarking consisting of the Key Performance Indicators to measure the progress of implementation. The Key Performance Indicators are structured in five different areas:

- 1. Policy:** key indicators in this areas assess the general availability of a policy on ORMS and its promulgation, as well as its integrative and harmonizing characteristics;

2. **Governance:** the responsibility and accountability to oversee the production and implementation of ORMS deliverables must be clear and build on existing structures;
3. **Maintenance, Exercise and Review:** The ORMS also includes a systematic approach to the provision of training; the experience in management of real emergency incidents or simulation exercises serve as the most important sources of reviewing and improving the implementation of the ORMS.
4. **Risk Management:** Risk management in the context of the ORMS deals with operational risks to the organization that represent parts of the enterprise risk management registers. The ORMS requires that the risk assessment is done under a holistic, systemic approach including specific risks such as security risks, medical risks, IT risks and business continuity risks.
5. **Planning:** The ORMS expects that the emergency plans of Security, Crisis Management, Business Continuity, IT Disaster Recovery, Crisis Communication and Staff Support are harmonized and frequently up-dated to ensure their fitness for purpose.

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Along with the implementation of the ORMS, the United Nations Secretariat Headquarters has also completed the implementation of all 25 recommendations emanating from the after-action review of Storm Sandy. New York Headquarters' vulnerability towards extensive flooding has been mitigated and the degree of preparedness greatly strengthened.

Today our only request is to take note of the progress made and hopefully welcome that the approach of the Organizational Resilience Management System has become the regular way of doing business.

Thank you Mr. Chairman and distinguished Delegates.