

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

Fifth Committee

Introductory statement by

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Mr. Chairman, distinguished Members of the Committee,

I am pleased to present to you the Secretary-General's Progress report on the implementation of the Organizational Resilience Management System (ORMS). The report provides an update on the implementation of ORMS within Secretariat entities and a summary of progress made by agencies, funds and programmes, specialized agencies, and international financial institutions represented in the United Nations System Chief Executives Board for Coordination (the CEB).

During the timeframe covered by this report, calendar years 2019 through 2021, organizational resilience management systems across the UN family were tested and strengthened as never before by the global COVID-19 pandemic.

The health and safety of our personnel and the people we serve are at the core of our response.

The UN System's integrated and collaborative approach to ORMS proved fit for purpose and has enabled the UN System to maintain its operations, apply lessons learned, and continue to deliver on its mandates.

The approach was strengthened during the reporting period by a revision of the ORMS policy that was approved by the CEB in January 2021.

The revised policy makes clear that UN System organizations are responsible for building their resilience at field and non-field duty stations. In addition, to avoid duplication and maximize the use of resources, UN System organizations are encouraged to collaborate and share resources where effective at duty station level and/or country levels.

Following the approval of the revised ORMS policy, the ORMS Global Working Group developed a maturity model that provides a framework for assessing the advancement of ORMS and encouraging continuous improvement. The CEB approved this model in December 2021.

The COVID-19 pandemic was also a test of the recent management reforms and their impact on the UN Secretariat's organizational resilience. I am happy to report that the division of labour between DMSPC and DOS proved effective.

The COVID-19 pandemic also tested the new integrated approach to information and communications technology (ICT) and demonstrated that management reform better facilitated a holistic approach to introducing new initiatives and technologies.

The pandemic response validated the new supply chain approach. The Secretariat's supply chain has proved to be resilient and has enabled the rapid and cost-effective deployment of unplanned aviation, health care and ICT requirements to field locations.

The COVID-19 pandemic galvanized UN country teams to further strengthen their emergency management coordination and planning functions across the United Nations system. Country teams in field duty stations have been at the forefront of assisting Member States to deal with the effects of the pandemic. In doing so, the UN entities on the ground have felt the impact on the health and safety of their personnel and have created new mechanisms to manage risks and ensure organizational resilience.

Across UN System entities, there are several important, shared lessons learned and best practices from the COVID-19 experience. First, the move to cloud computing and video teleconferencing proved critical to organizational resilience and, in particular, to business continuity. The pandemic accelerated uptake of these technologies and has put us in a much stronger position to deal with future emergencies.

Going forward, we need to ensure that we continually provide staff up-to-date tools, systems and learning resources to reap the full benefits of the new technologies.

The pandemic also taught us the importance of timely, clear and consistent communications during a crisis as well as the importance of a multi-layered crisis governance structure in ensuring integration across functions, particularly those that are responsible for the core ORMS elements.

We have also learned how important occupational safety and health, including mental health and wellbeing, are to resilience and our capacity to deliver on our mandates. We must continue to prioritize the health and safety of our personnel.

The pandemic has demonstrated that modern working practices can greatly enhance organizational resilience and agility and that they also require vigilant cybersecurity, more frequent and different types of communication, and proactive support for managers and staff, including in the areas of mental health and wellbeing.

In closing I would like to note that each organization and the UN system community at each duty station should mainstream the lessons learned and best practices into their management frameworks and reflect them in their post-COVID-19 planning. By doing so, we will strengthen our mandate delivery and support to Member States.

Thank you, Mr. Chairman.