



Executive Director's Circular (Office of the Deputy Executive Director)

Date: 08/07/2021

Circular No.: OED2021/013

Revises:

Amends:

Supersedes: OED2016/010

WFP ORGANIZATIONAL RESILIENCE MANAGEMENT

Purpose and scope

1. This Circular operationalizes the United Nations (UN) Policy on the Organizational Resilience Management System (ORMS) in WFP.¹ It clarifies roles and responsibilities for ensuring an integrated and effective approach to managing organizational resilience in WFP.
2. This Executive Director's circular provides a policy framework for the three core elements of WFP's ORMS: "Crisis Management decisions making and operations coordination", "Crisis Communications" and "Business Continuity". This circular should be read in conjunction with the WFP Crisis Management, describing the organization, and roles and responsibilities for managing crises and critical incidents affecting WFP,² and WFP Business Continuity Management, describing the policies, organization and management required to ensure that the Organization's critical business processes can continue functioning following a disruptive event.³
3. This Circular is addressed to all WFP offices worldwide.

Background

4. The ORMS framework was approved by the General Assembly in June 2013, under A/RES/67/254. It aims to assist UN entities to build resilience by aligning and harmonizing preparedness efforts to enhance the ability to continuously deliver on mandates. The UN Policy prescribing the adoption of ORMS across the UN system was approved by the High-Level Committee on Management (HLCM) on 8 October 2014, and subsequently approved by the United Nations Chief Executives Board for Coordination on 20 November 2014 and became effective as of 1 December 2014.⁴

¹ [Policy on the Organizational Resilience Management System \(ORMS\)](#), Chief Executives Board, UN, effective 18 January 2021

² OED2021/014 WFP Crisis Management

³ OED2021/015 WFP Business Continuity Management

⁴ General Assembly Resolution A/RES/67/254 of 7 June 2013; and conclusions of the 27th and 28th Session of the High Level Committee on Management, CEB/2014/3 and CEB/2014/5.



Executive Director's Circular (Office of the Deputy Executive Director)

5. The ORMS, the structure of which for WFP is illustrated in Annex 1, is currently composed of seven core elements whose definitions are explained in Annex 2:
 - a. Crisis management
 - b. Safety and security of personnel (including visiting individuals), premises and assets
 - c. Crisis Communications
 - d. Emergency medical support
 - e. Information and Communication Technology (ICT) resilience
 - f. Business Continuity; and
 - g. Support to UN personnel and eligible family members.

Key Roles and Responsibilities

6. Under the UN Policy on ORMS, the Executive Heads of the UN Organizations have overall responsibility for the implementation of ORMS in their respective organizations.
7. In line with OED2021/014 WFP Crisis Management and OED2021/015 Business Continuity Management, the Executive Director delegates to the Deputy Executive Director (DED) the responsibility for the implementation and maintenance of organizational resilience in WFP. The DED will appoint the Chair of the Organisational Resilience Management Group (ORMG).
8. The Chair of ORMG is accountable, on behalf of the DED, for ensuring an integrated approach across all core elements of organizational resilience, including the development of resiliency-related plans based on early detection of threats and effective assessment of risks.
9. The Chair of ORMG will prepare reports on the application of ORMS in WFP for the HLCM, when requested.
10. The Chair of ORMG is responsible for the preparation and maintenance of the CORP-Crisis Management Plan.
11. The ORMG consists of representatives from functional areas (see article 14 below) with responsibilities for business-critical processes⁵ or corporate oversight functions. It is responsible for ensuring an integrated approach to the implementation, maintenance and continuous improvement of organizational resilience and may take decisions that are within the scope of the members' regular lines of authority.
12. The ORMG must meet at least once a quarter, with the Chair submitting a report on the state of WFP readiness under each of the headings, once a year to the DED, based on submissions from each official responsible for each of the core elements.
13. The ORMG provides supports to the Chair of the Corporate Crisis Management Team (CMT)⁶, if requested.

⁵ Business critical processes are listed in the WFP Business Continuity Plan (BCP) and are documented in the e-Guide (<http://eguide.wfp.org>). They are identified and maintained through a process described in the WFP/ BCP.

⁶ Crisis Management Teams are established at Corporate, Regional and Country levels as requested by the circular on WFP Crisis Management; the Chair of the Corporate Crisis Management Team is the Deputy Executive Director.



Executive Director's Circular (Office of the Deputy Executive Director)

14. Functional areas represented in the ORMG, at the date of this circular, are listed in Annex 3. These areas can change over time, as determined by the Chair in consultation with the ORMG members and the DED, to reflect WFP's evolving business processes and organization.
15. The Corporate Business Continuity Management team supports the ORMG, under the direction of the Chair of the ORMG.
16. Regional, Country, Divisional and other Directors⁷ are responsible for ensuring that organizational resilience is implemented in their areas of responsibility, as required by the relevant plans (developed under the normative framework for Organizational Resilience Management⁸), or as communicated to them by the Chair of the ORMG.

Exceptions and review

17. The Executive Director may make exceptions to the provisions of this Circular as deemed appropriate under the circumstances.
18. The Deputy Executive Director may issue further guidance in respect of the framework established by this Circular.
19. This Circular shall be subject to periodic review and adjustments, as appropriate, at least bi-annually

Effective Date

20. This Circular takes immediate effect.

Annexes:

1. Framework for the application of ORMS in WFP
2. Definitions
3. Membership of the WFP Organizational Resilience Management Group

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Executive Director

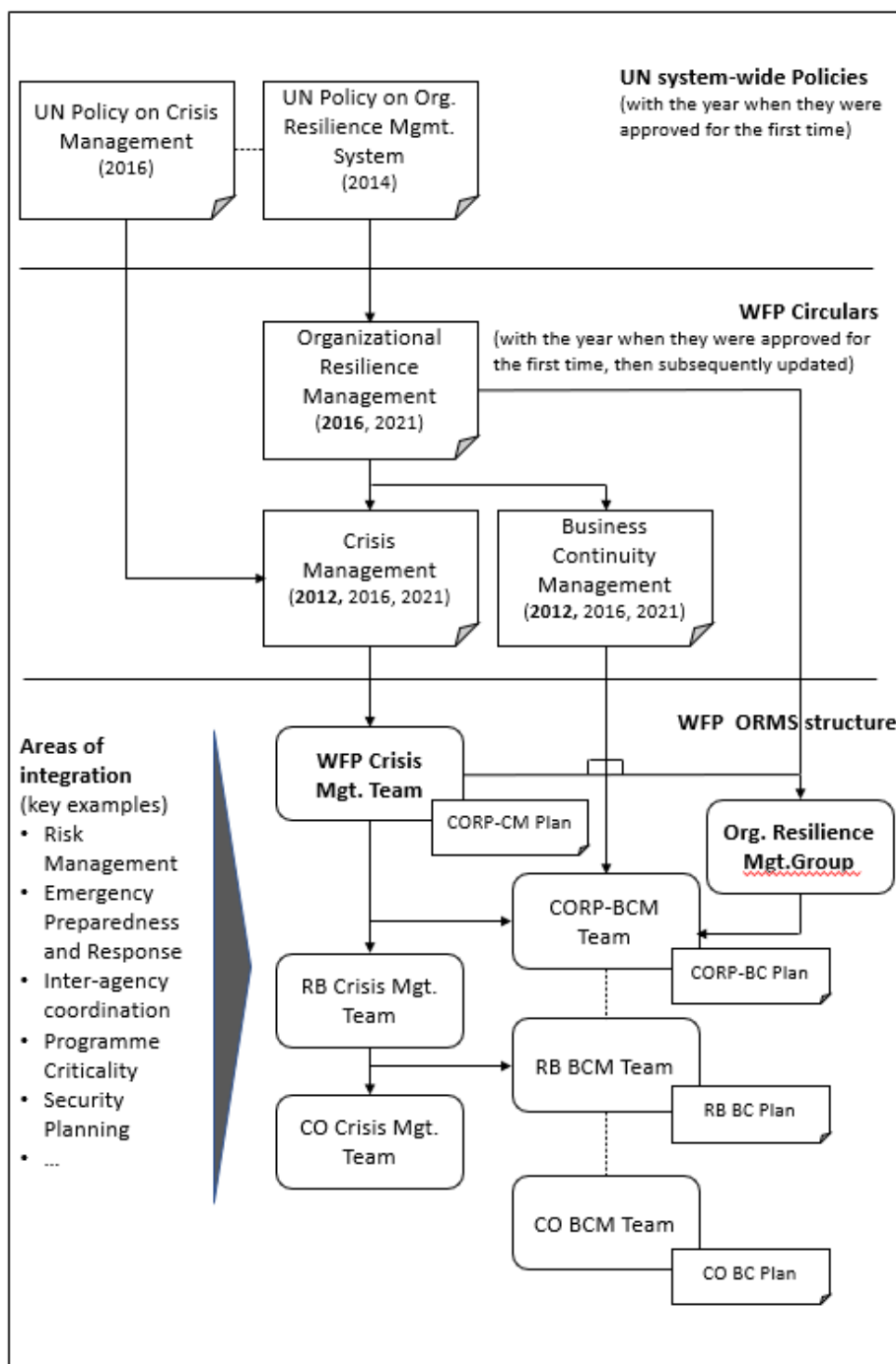
⁷ These include Directors/Heads of WFP Offices, and other non-HQ locations (such as UNHRDs).

⁸ OED2021/014 WFP Crisis Management, and OED2021/015 WFP Business Continuity Management.



Executive Director's Circular (Office of the Deputy Executive Director)

Annex 1. Framework of the application of ORMS in WFP





Executive Director's Circular (Office of the Deputy Executive Director)

Annex 2. Definitions⁹

Crisis: An incident or situation, that, due to its magnitude, complexity or gravity of potential consequence: a) presents an exceptional risk to the safety and security of UN personnel, premises and/or assets, b) presents an exceptional threat to the effective functioning of a UN system organization, and/or c) presents an exceptional threat to the effective implementation of a mandate of a UN system organization.

Crisis Management: Decision- making in support of the identification, prioritization, coordination and execution of crisis response activities.

Security: The condition of being protected against hazards, threats, risks, or loss.

Crisis Communication: Internal communication (to UN personnel and other UN offices/duty stations) and external communications (to Member States, donor, cooperating partners, the media, other stakeholders and the public at large) during a crisis.

Emergency Medical Support: A range of emergency medical arrangements that deal with preparedness and response, e.g. emergency communications, immediate lifesaving actions (First Aid), casualty evacuation, timely provision of medical resuscitation and provision or organization of provision of life saving surgery, medical evacuation and mass casualty incident response.

ICT Resilience: The capacity of an organization to support its business operations by preventing, detecting and responding to disruptions, maintaining connectivity and recovering information and Communications Technology services. ICT Disaster Recovery is a component of ICT Resilience and consists of the policies, tools and procedures that enable the continuation or recovery of services provided by technology infrastructure and systems during and/or following a disruptive event.

Business continuity: The capability of the organization to continue delivery of essential and time-critical services at acceptable predefined levels during and/or following a disruptive incident.

Support to UN personnel and eligible family members: The provision of essential human resources support for personnel and eligible family members, comprising a multitude of services for those affected by malicious acts, natural disasters or other crises.

Organizational resilience: the ability of the organization to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper.

⁹ From UN Policy on Organizational Resilience Management System (ORMS), Chief Executives Board, effective 18 January 2021.



Executive Director's Circular (Office of the Deputy Executive Director)

Annex 3. Membership of the Organizational Resilience Management Group

The Organizational Resilience Management Group (ORMG) represents the functional areas holding Business Critical Processes.

Critical business processes are those which, if suspended for a relatively short amount of time (e.g. two or three days), jeopardise the organization's capacity to meet its minimum acceptable objectives. In the case of WFP, these are providing life-saving food assistance, and the safety and security of its staff.

The ORMG includes divisional director representation from:

- Communications, Advocacy and Marketing
- Corporate Finance
- Corporate Planning and Performance
- Emergency Operations
- Enterprise Risk Management
- Human Resources
- Information Technology
- Management Services
- Programme – Humanitarian and Development
- Public Partnerships and Resourcing
- Security
- Staff Wellness
- Supply Chain Operations

All members must designate the deputy or Officer in Charge as an alternate in case they are not available to attend a meeting.

Any other representatives from functional areas or the field as determined by the Chair, after consultation with the ORMG and the DED, may be invited to become members of the group, to reflect WFP's evolving processes, organization and priorities.