United Nations Secretariat

Business Continuity Plan

New York Headquarters – Staff Version

2010

FOREWORD

While the effect of a crisis on operations cannot be predicted, understanding the risks to which an organization is subjected and planning to conduct operations under crisis conditions can mitigate the impact of the emergency on UN staff, physical infrastructure and programmes.

A Policy Statement on Business Continuity Management (BCM) was adopted by the Senior Emergency Policy Team (SEPT) at its meeting of 31 January 2008. It describes the aim of a Secretariat-wide business continuity planning process, its scope and way forward. As mandated, all Secretariat Departments, Offices Away from Headquarters (OAHs), and Regional Commissions must be able to maintain continuity of critical functions during and following a disaster and/or crisis event which impacts operations and therefore must have a Business Continuity Plan (BC Plan).

This BC Plan is an important resource to ensure that New York Headquarters can continue to perform essential operations under all conditions.

Questions concerning this plan can be directed to:

Mr. Brian Gray
Chief – Business Continuity Management Unit
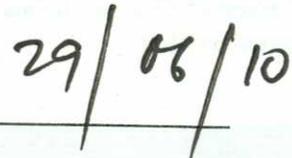Email: gray5@un.org

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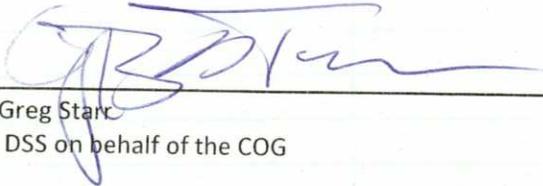
APPROVAL

I approve this BC Plan.

(signature)   29/06/10

Mr. Vijay K. Nambiar
Chef de Cabinet on behalf of the SEPT   **Date**

I recommend this BC Plan for approval.

(signature)   29/6/10

Mr. Greg Starr
USG DSS on behalf of the COG   **Date**

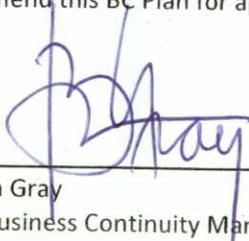I recommend this BC Plan for approval.

(signature)   29/VI/2010
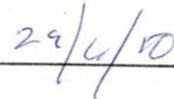
Mr. Warren Sach
Assistant Secretary General – Office of Central Support Services   **Date**

I recommend this BC Plan for approval.

(signature)   29. VI. 2010

Mr. Brian Gray
Chief – Business Continuity Management Unit   **Date**

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RECORD OF CHANGES

This Business Continuity Plan of the United Nations Headquarters – NY will be affected by substantive changes, such as critical processes, roles and responsibilities and crisis organization, and will require regular updates. The Business Continuity Management Unit, in close cooperation with the Principal Advisor, Security Coordination and Operations Centre staff, is responsible to maintain the plan as well as the Record of Changes below. All proposed changes should be submitted to the Business Continuity Management Unit.

BUSINESS CONTINUITY PLAN Record of Changes		
Date	**Change Description**	**Change Entered by**

All information contained in this Plan will be treated in a confidential manner and disseminated accordingly.

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BACKGROUND

1. EXECUTIVE SUMMARY

United Nations Headquarters Business Continuity Plan (BC Plan) reflects an all-hazards approach[1] – including the worst case scenario – to recover from a crisis event that disrupts operations at UN headquarters sites in New York at its 13 different locations at 380 Madison, 730 3rd Avenue, DC1, DC2, Daily News Building, 300 East 42nd Street, UNITAR Building, 305 East 46th Street, FF Building, North Lawn Conference Building, UNFCU Building, DHL Building, and South Annex Building; a graphic of these locations can be found at Annex A. This plan integrates some aspects of crisis management and IT Disaster Recovery and is not scenario-based. It details information required by managers to determine the impact of a crisis and to effectively respond, and provides a structure for maintaining critical functions and processes.

The BC Plan is presented in four parts, constituting phases of BC planning, implementation and return to normal operations:

1. Preparedness;
2. Response;
3. Reconstitution and recovery; and
4. Maintenance.

As an overall approach to maintain critical functions following a crisis event, the UN Secretariat will employ concentric bands of redundancy and a variety of mitigation strategies, depending on the gravity and impact of the disruption. In case of a major disruption in the Manhattan area, a number of recovery locations will be utilized. If necessary, the UN Secretariat in New York will recover using a distributed processing model under which critical processes will be devolved to Secretariat offices outside of NYC.

2. INTRODUCTION

Many people's lives are dependent upon the Organization's ability to discharge its mandate effectively. Business Continuity Management (BCM) in the UN Secretariat is considered a management process that strengthens the organization's ability to respond to risks and to maintain continuity of its critical business processes at a minimum agreed level following disruptive events. All departments within the UN Secretariat must be prepared to continue their critical operations at all times, including when facing critical incidents of any nature (e.g., fire, power outage, bomb threat, hostile act, pandemic outbreak, or natural disaster).

Under the Organizational Resilience Management Policy Framework, business continuity (BC) planning is included alongside related crisis and disaster management efforts. BC refers to measures that ensure

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[1] An *'all-hazards'* approach involves planning for a multitude of potential disruption scenarios, including the named *Black Swan*: a rare, catastrophic event that is **unpredictable**. Because the risk is unique – potential significant length of the event horizon, simultaneous human, society, economic and technology impacts – specific preparedness measures for pandemic influenza are detailed in the UN Pandemic Contingency Plan, a supplemental plan to the enterprise BCP.

continuity of critical functions following a disruption. Headquarters-level crisis response refers to "first response" efforts to ensure staff safety and protect physical assets in a crisis event.

This Business Continuity Plan is designed to enable UNHQ's recovery from a crisis event that disrupts its operations. The effectiveness of the Plan demands a consistent level of management support to ensure it remains current, relevant and reflective of the Department's critical functions. This Plan provides the outline of a supporting structure and a core of procedures through which to maintain critical processes after a disruption.

3.   PURPOSE OF BUSINESS CONTINUITY MANAGEMENT PROGRAMME

The UN Secretariat's Business Continuity Management programme is an internal initiative that provides policy and guidance to ensure that capabilities needed to continue critical processes are sufficiently robust when exposed to a broad range of risks, including acts of nature, critical infrastructure failure, loss of key suppliers and catastrophic loss of staff or office collapse. Under an all-hazards approach, these preparedness measures are codified in the Business Continuity Plan, as required of all offices as described in the Policy Statement on Business Continuity Management, endorsed by the Senior Emergency Policy Team (SEPT) on 31 January of 2008.

4.   OBJECTIVES

In the event of a major disruption of UN critical processes and operations in New York, following are the objectives of the BC Plan:

- Eliminate or mitigate the impact of disruptions on UNHQs operations;
- Direct and guide appropriate actions to ensure the capability exists to continue critical functions;
- Re-establish control and direction of UN HQs in the event a disruption renders senior leadership unable, unavailable or incapable of assuming and performing their responsibilities and delegations of authority;
- Facilitate decision-making during an emergency or crisis event, ensuring, if required, the succession of UN HQs management;
- Re-establish control and direction of New York operations if UN leadership is unable, unavailable or incapable of assuming and performing their responsibilities and delegation of authorities;
- Ensure and validate BC Plan readiness through testing, simulation and exercising of the BC Plan, and training of UN Headquarters staff on BCM and BC Plan invocation;
- Achieve a timely and orderly recovery and reconstitution of normal operations that allows the resumption of critical functions and operational services following an emergency; and
- Assist with protection of UN essential facilities, equipment, vital records and assets;

Additional Preparedness Plans, such as the Crisis Management Plan and the Pandemic Preparedness Plan, provide additional detail to maintain critical processes and operational services under specific conditions.

The objectives of distributed processing – executing a business process in another location – and/or the possible establishment of an Emergency Recovery Site (ERS) include the following:

- Reduce disruptions to operations through the seamless transition of processing to another UN office location;
- Protect essential equipment, records and assets;
- Minimize damage and losses;
- Provide organizational and operational stability to continue critical processes and functions for up to 30 days or until normal activities are reconstituted ;
- Facilitate UN decision-making during an emergency or crisis event;
- Achieve an orderly recovery from a crisis environment; and
- Mitigate risk to UN staff, facilities and critical operations and services.

5.   APPLICABILITY AND SCOPE

The provisions of this BC Plan are applicable to all UNHQ Secretariat staff and reflect a multi-hazards approach. The Plan is complementary to procedures contained in the Crisis Management Plan for UN Headquarters New York.

This BC Plan details business continuity procedures covering the UN Headquarters in New York City and therefore facilitates the continuity of critical operations in the event of crisis event. For the purposes of the BC Plan a crisis is defined as:

"Any global, regional or local natural or human-caused event or business interruption that runs the risk of:[2]

1. Escalating in intensity;
2. Adversely impacting UN's financial position;
3. Endangering the safety and security of staff or damage to UN property;
4. Resulting in close media or donor attention;
5. Interfering with normal operations and wasting significant management time and/or financial resources;
6. Adversely affecting staff morale; or
7. Jeopardizing UN's reputation, brand, or executive management, and therefore negatively impacting its future."

The BC Plan <u>DOES NOT</u> address day-to-day activities that enable the UN to fulfill its mandate, NOR does the BC Plan cover evacuation of the UN Secretariat's different office locations; these immediate emergency response activities – for events such as a fire – are addressed in the UN Crisis Management Plan.   Senior management will ensure that all Headquarters staff are made aware of their responsibilities under this BC Plan.

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[2] **Amended from ASIS *Business Continuity Guideline*, 2005, p. 7.**

6.   SUPPORTING REFERENCES

The principal documents, mandating or directing the development and implementation of Business Continuity Management are:

- • A Policy Statement on BCM adopted by the Senior Emergency Policy Team (SEPT) at its meeting of 31 January 2008; and
- • An Interoffice Memorandum from the Chef de Cabinet, dated 13 March 2008.

7.   OFFICE AND ORGANIZATIONAL FUNCTIONS

The Secretariat services the principal organs of the United Nations and administers the programmes and policies laid down by them. The duties carried out by the Secretariat range from administering peacekeeping operations to mediating international disputes, from surveying economic and social trends and problems to preparing studies on human rights and sustainable development. Secretariat staff also inform the world's communications media about the work of the United Nations; organize international conferences on issues of worldwide concern; and interpret speeches and translate documents into the Organization's official languages.

As of 30 June 2009, the Secretariat had some 40,000 staff members around the world. The United Nations, while headquartered in New York, maintains a significant presence in Addis Ababa, Bangkok, Beirut, Geneva, Nairobi, Santiago and Vienna, and has offices all over the world. Figure 1 depicts all the Office of the UN Secretariat in New York that are included in this BC Plan.

Figure 1: Departments and Offices of the UN Secretariat in New York

UN Secretariat
New York

Departments and Offices

OSG Office of the Secretary-General (includes UN Ethics Office, Obudsman Office, and Office of Information and Communication Technology)
OIOS Office of Internal Oversight Services
OICT Office of Information, Communication and Technology
OLA Office of Legal Affairs
DPA Department of Political Affairs
UNODA Office of Disarmament Affairs
DPKO Department of Peacekeeping Operations
DFS Department of Field Support
OCHA Office for the Coordination of Humanitarian Affairs
DESA Department of Economic and Social Affairs
DGACM Department for General Assembly and Conference Management
DPI Department of Public Information
DM Department of Management
UN-OHRLLS Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
DSS Department of Safety and Security

PART I: PREPAREDNESS PHASE

1. CRITICAL FUNCTIONS

The SEPT at its meeting of 22 December 2008 has endorsed the following overarching critical functions:

- The protection of the staff and physical assets;
- The ability of the principal organs (i.e., the Security Council and General Assembly) to conduct critical meetings and communicate with other organizations and governments;
- The ability of the Secretary-General to represent the Organization, to respond to the needs of the international community, to provide the means for diplomatic discourse and negotiation and to play a leadership role;
- Ability to make important operational and policy decisions for critical global and field operations and mandates, including peacekeeping and humanitarian operations;
- Ability to communicate with other organizations, governments, and media;
- Ability to communicate with staff;
- Maintenance of telecommunications and information technology services;
- Maintenance of utilities (electricity, water and sanitation);
- Continuation of critical administrative functions;
- Ability to make financial transactions (e.g. payment of staff and vendors, fund transfers and remittance);
- Ability to provide advice on HR matters; and
- Ability to provide advice on legal issues.

The BCMU assisted all Secretariat departments and offices to identify the critical processes that are needed to continue these overarching functions and that must be continued under any disruption. The list of UN Headquarters critical processes by department can be found in Annex B.

In support of the Disaster Recovery project of the Office of Information and Communications Technology, the BCMU is conducting a Business Impact Analysis (BIA) within the Department of Management. A BIA constitutes an objective analysis of the criticality of business processes. When conducting a BIA, all business processes of a division are prioritized based on their Recovery Time Objective (RTO), Recovery Point Objective (RPO), and based on potential tangible and intangible impacts. A business process is considered critical, if its interruption will compromise one or more of the organization's overarching critical functions. The preliminary analysis of the processes of the Procurement Division can be found in Annex C.

2. RISK ASSESSMENT

The UN Headquarters Risk Assessment is detailed at Annex D, and based on the following risk map:[3]

The risk map has been deleted for reasons of information security.

A BC management-related risk assessment involves the identification of risks that could, if materialized, disrupt the operations of the office.[4] Risks identified in such an assessment are categorized according to impact and likelihood, with the output and risk tolerance reviewed and endorsed by the COG and SEPT.

3. PLANNING ASSUMPTIONS

This BC Plan is based on the following assumptions:

- The UNHQ offices in New York are vulnerable to being rendered unusable or inaccessible;
- At a minimum, the BC Plan will enable UNHQ management to maintain voice and data communications with staff and other UN offices;
- Pre-established critical functions may be altered once the actual extent of the threat has been identified and impact of an event is fully understood;
- UN Headquarters will be obliged to contend with rules and restrictions imposed by local authorities;
- The Chef de Cabinet (or designates) chairs the Senior Emergency Policy Team (SEPT) and will actively participate in all staff security decisions;
- The Under Secretary-General of the Department of Safety and Security (or designate) chairs the Crisis Operations Group (COG);
- Most UNHQ staff (other than those on duty travel, approved leave or receiving medical treatment) are available for work;
- All data stored on UNHQ networks and within corporate systems is backed up and can be recovered remotely or accessed by designated critical staff remotely. Data stored locally on desktop computers is not backed up.
- UN HQs Vital Records are remotely available should the BC Plan be activated.

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[3] **Conducted by the ORMS DG on 2 June and endorsed by the COG on 10 June 2010.**

[4] **Further information on NYC-specific hazards can be found on the website of the New York Office of Emergency Management at http://www.nyc.gov/html/oem/html/hazards/hazards.shtml**

1.   ACTIVATION OF THE BC PLAN

The UN Headquarters BC Plan may be implemented because of threats or events that are anticipated (with warning) or unanticipated (without warning). In either scenario, once the BC Plan is invoked the deployment phase will be followed through to completion and reconstitution.

The BC Plan will be invoked upon the order of the Chef de Cabinet, or the designated officer-in-charge, on the advice of the Senior Emergency Policy Team (SEPT) and the Crisis Operations Group (COG), using the high-level BC Plan invocation model (see Figure 2 below) and following the incident management and recovery timeline (Figure 3) as a guide to decision-making. Assembly points the crisis management structure are detailed at Annex E.

Figure 2: High-level BC Plan Invocation Model
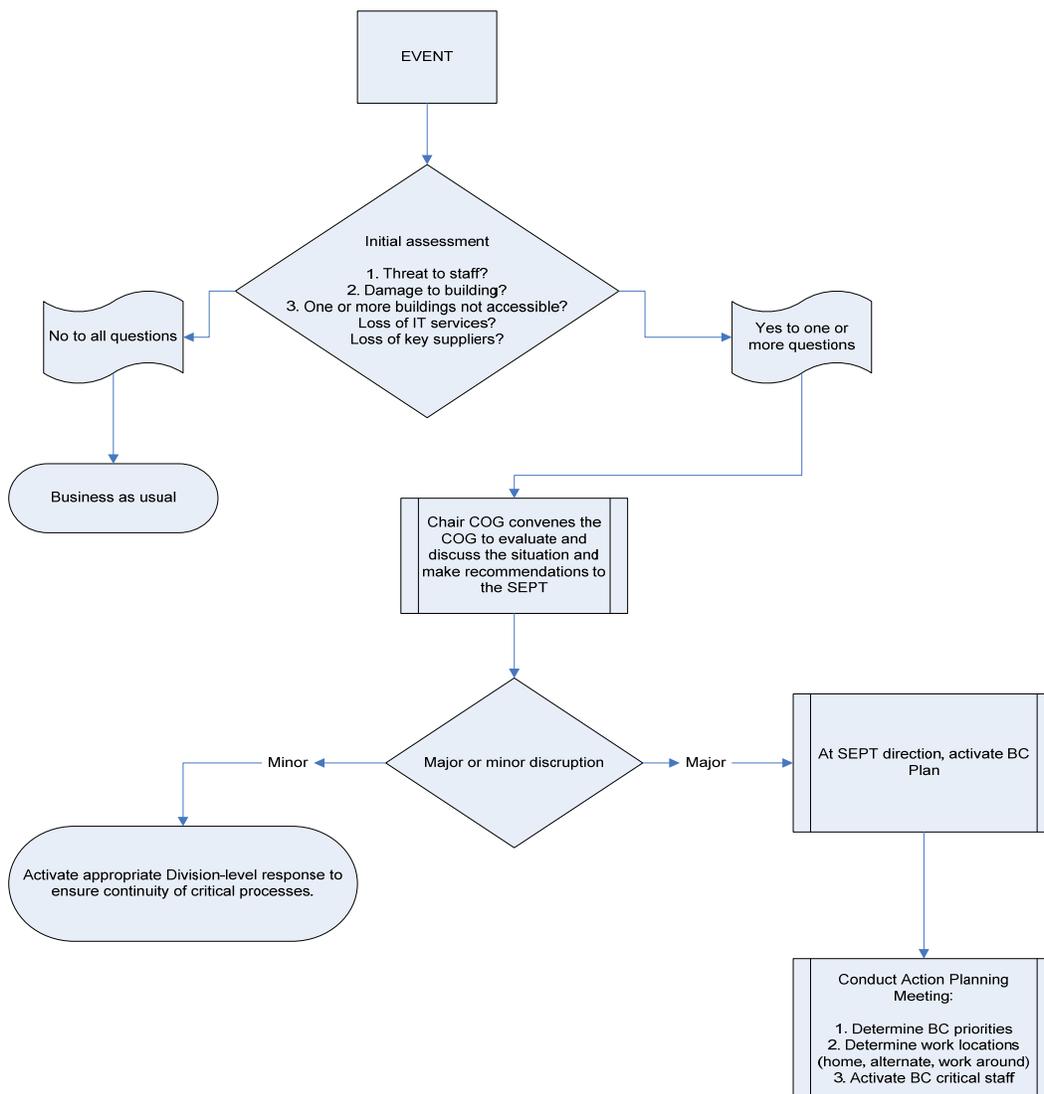
Three types of activation are possible:

1. **Warning:** A situation is developing which may require activation of some mitigating strategies, such as messaging to staff, procurement, heightened surveillance, etc.

2. **Minor Disruption:** This situation reflects a minor, yet disruptive event, which is capable of being handled from within the resources of UNHQ and managed with limited external intervention (i.e. by the COG).

3. **Major Disruption:** This situation reflects a major event with a broader impact (local or national) and which is not capable of being handled exclusively from within the resources of UNHQ. These circumstances will likely require not only UNHQ engagement, but also COG/SEPT interaction.

Although developed under a multi-hazards approach, three general classifications of crisis event impacts will be considered for purpose of structure:

	Level 1 Localized Event	Level 2 UN Premises Affected	Level 3 Manhattan Inaccessible
Scenario[5]			
Characteristics	Routine crisis event	Minor business disruption: • No casualties • Minimal damage to infrastructure • Local media interest only	Moderate or major business disruption: • Several injuries or deaths • National media attention

2. DECISION-MAKING-PROCESS

After initial verbal notification from the Chef de Cabinet (or designate), the Senior Emergency Policy Team or Crisis Operations Group will complete a BC Plan Activation/Reconstitution Memorandum for signature by the appropriate authority, who is either the Chef de Cabinet or the Under Secretary-General of DSS. This ensures that the BC Plan is not implemented, either anticipated or unanticipated, without proper authority and accountability. This Activation/Reconstitution Memorandum will record

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the timing of important decisions and help to ensure that proper procedures were followed (see Annex F).

Known threats and emergencies can include natural and human-induced events with catastrophic impact, denial of access, failure of IT services or loss of a key supplier or vendor. The UN Headquarters Risk Assessment includes critical service failures, pandemic, extreme weather events and fire. In some cases, advance warning of these risks afford can permit the purposeful alert, notification, evacuation, and if necessary, relocation of employees.

Many natural, technological, or human-induced events can also occur without warning resulting in BC Plan activation. Unanticipated risks and emergencies included in the UN Headquarters Risk Assessment are civil unrest, terrorist attacks, and fire and cyber-attack. To mitigate the impact of certain unanticipated emergencies, the UN Headquarters, the Under Secretary-General of DSS or designate, may commence actions for survival and take initial pre-deployment preparatory actions. However, the formal authorization of BC Plan activation will only be given by the Chef de Cabinet.

If the threat or emergency occurs during work hours, the BC Plan may be invoked when the emergency plans for the respective premises are activated, which may require, for example, the immediate evacuation of staff. During these first hours, the BC Plan will take a secondary priority until the incident is assessed and brought under control. In an emergency that dictates evacuation of the building, the COG will assemble at a pre-determined designated location to assess the situation.

To ensure proper record keeping for BC Plan invocation with no warning, the Chair of the SEPT will sign a BC Plan Execution Memorandum as soon as possible. In this case the BC Plan Execution Memorandum will document the steps taken by the SEPT and the COG to confirm that the BC Plan invocation followed the correct procedures. To ensure rapid and timely BC Plan invocation, notification procedures must be in-place and well-known to emergency personnel.

3.   ALERT AND IMPLEMENTATION PROCESS

The UN Headquarters BC Plan invocation has been developed around a time-phase approach to ensure efficient use of resources. These processes are followed whether UN Headquarters receives warning or not, employing the following groups:

Category	Description
Senior Emergency Policy Team (SEPT)	Based on results of an initial assessment by the COG, the SEPT decides on the activation of the BC Plan and monitors the implementation of business continuity activities. Under the umbrella of the Organizational Resilience Management System (ORMS), the SEPT is also the governance body for the BCM project.
Crisis Operations Group (COG)	The COG gathers information on 'the event', determines the impact and its implications for UNHQ operations, and recommends business continuity action to the SEPT.
Critical On-Site Staff	The Critical On-Site Staff are pre-designated UNHQ staff, whose function requires them to remain on-site during emergencies.
Critical Off-Site Staff	The Critical Off-Site Staff are responsible for the continuation of the organization's critical processes, which they perform remotely or from a recovery location.

Time-scale for BC Plan Activation

Activation (and Relocation if required) Phase (0–12 Hours)

- Following a crisis event, the Chair of the Crisis Operations Group (COG) and the Assistant Secretary-General of OCSS, with assistance from the BCMU, will conduct an initial assessment;
- The COG will meet in conference room 7 to be briefed on the situation by the Chair and will advise the SEPT on whether or not the BC Plan needs to be activated;
- Critical Staff are briefed of the situation by the COG and informed of their roles and responsibilities and location from where they will be working when supporting BC Plan Activation;
- The Director of the Procurement Division, or designate, informs all external suppliers and contractors of any changes to services to be provided;
- Within 12 hours (exact time to be determined and notified), activated critical staff assemble at the designated location and commence business process recovery as outlined in the BC Plan;
- The Chair of the COG confirms the safe evacuation of staff from the UN premises, if applicable, and accounts for personnel throughout the duration of the BC Plan event. Supervisors and managers will make contact with staff under their span of control.

The specific incident management and recovery timeline is detailed at Figure 3.

Figure 3: Incident Management and Recovery Timeline

Detection / Notification

Chair of COG and ASG of OCSS with BCMU to conduct initial assessment:
- Is there a threat to UN staff?
- Have the UN buildings been damaged?
- Are some of the UN buildings inaccessible?
- Has there been a loss of IT services?
- Has there been a loss of a key partner/vendor/supplier?

If yes to any of these questions, Chair of COG to convene the COG

Be prepared to brief the COG on the following:
- How widespread is the event and its expected duration
- Impact of the event on staff, premises, and IT services
- Movement restrictions imposed by local authorities
- Length of time we expect to be out of the building
- Inform and alert the SEPT
- Alert Departmental BC Focal Points
- Initial Status Assessment Communication

Prepare initial communication to staff

Activation

Question to consider:
- Is the event local in nature or does it have a Manhattan-wide, national or international scope?
- What Departments need to be mobilized for support?
- What actions have already been taken?
- Do we have any preliminary assessments from the Departments and NY-based agencies?
  - Staff safety and security
  - Critical Processes
  - Infrastructure
  - IT
- Has the event already occurred or is it threatening?

Assessment to be conducted by the COG:
- Will there be a need to activate the shelter-in-place protocols?
- What funding issues do we have?
- Will there be immediate media interest that impacts the UN? If yes, is there a common UN position that should be adopted?
- Are there widespread transportation impacts?

Managing the Crisis

Questions to consider:
- Has magnitude of impact been determined?
- Review business priorities:
  - UN critical functions/ processes
  - What actions have already been taken?

Review preliminary assessment

60 Minutes   **120 Minutes**   **4 Hours**

Action	Responsible
Alert Crisis Operations Group of incident & place on stand-by	USG DSS and ASG OCSS with assistance from BCMU
Activate selected floor wardens and searchers if appropriate	
Place IT recovery site (Piscataway) and DSS OPSCEN on stand-by	OICT; DSS
Contact building landlords to determine what action they are taking	OCSS/FMS
Place transportation on stand-by	DSS; OCSS/Transportation Unit
Prepare internal communications	DPI; OHRM; DSS; MSD; BCMU
Inform SEPT of incident & place on stand-by	Chair COG

Action	Responsible
Activate IT Recovery Site	OICT
Activate DSS OPSCEN	DSS
Activate full Crisis Management Framework	Chair COG
Critical staff implement process recovery strategies	Critical Staff
Issue communication to staff	DPI; OHRM; DSS; MSD; BCMU
Transport staff to recovery site (if required)	OCSS/Transportation Unit

Action	Responsible
Schedule BCP Focal Point meetings as required	BCMU
Distribute Crisis Management summary reports	DSS; BCMU
Schedule status update meetings with SEPT	Chair COG; BCMU
Maintain contact with the landlords	OCSS/FMS
Activate Issue tracking group	COG
Track issues and resolutions of business impacts	COG
Damage Assessment	OCSS/FMS; DSS; SSS
Provide Business Status	COG

Recovery Operations Phase (at the recovery location if available)

- The activated Critical Staff continue critical operations and redefine them, as needed, based on duration of the operation;
- The COG provides additional guidance as determined by the situation to non-BC Plan staff;
- The COG provides the SEPT with a daily situation report (SITREP) on the status of offices in close coordination with critical staff;
- The COG provides direction on the performance of critical functions (e.g., prioritization) and keeps other UN system bodies notified of the status of the move to the alternate location, operational and communication status, and the anticipated duration of relocation, if known.

Reconstitution Phase (Termination and Return to Normal Operations)

- The Critical Staff continue critical processes;
- The COG develops and implements plans to phase down work at the recovery location and return activities and any relevant records or materials to the UN Headquarters when appropriate;
- The COG informs all personnel that the threat of or actual emergency no longer exists, and provides instructions for reconstitution, using telephones, e-mail and the intranet;
- As soon as possible following return to normal operations, UN Headquarters conducts a review of its BC Plan operations and lessons learned on the effectiveness of its plans and procedures to identify areas for correction, and develop a remedial action plan. The review will be lead by the Assistant Secretary-General of OCSS, with assistance from the BCMU.

4.   BUSINESS CONTINUITY ROLES AND RESPONSIBILITIES

Senior Emergency Policy Team (SEPT)

As described in the Terms of Reference (Annex G), the SEPT is responsible for immediate policy decisions required to deal with the particular impact of a crisis, such as decisions on the continuation of scheduled meetings and conferences, the suspension of routine operations, extraordinary procurement mandates, and formal requests to the host country authorities for assistance.

The membership of the SEPT consists of (details about the members and their alternates, including contact information can be found in Annex I):

- Chef de Cabinet (Chairperson);
- Under Secretary-General for Management (Vice-Chair);
- Undersecretaries-General for Safety and Security, General Assembly and Conference Management, Humanitarian Affairs, Legal Affairs, Public Information, Political Affairs, Peacekeeping Operations and Field Support;
- UNDP Administrator;
- UNICEF Executive Director;
- UNFPA Executive Director;
- Assistant Secretaries-General for Central Support Services, Human Resources Management, Controller and CITO; and
- Chief of the Business Continuity Management Unit (ex-officio).

Crisis Operations Group (COG)

As described in the Terms of Reference (Annex H), the COG, under the lead of the USG of the Department of Safety and Security, is comprised of personnel from key administrative and support functions of the United Nations Headquarters and is responsible for the implementation of decisions of the SEPT.

The membership of the COG consists of representatives from the following departments and offices (details about the members and their alternates, including contact information can be found in Annex I):

- Department of Safety and Security;
- Office of Human Resources Management;
- Office of the Controller;
- Office of Legal Affairs;
- Department of Public Information;
- Department of General Assembly and Conference Management;
- Department of Peacekeeping Operations/Department of Field Support (DPKO/DFS);
- Office of Central Support Services;
- Office of Information and Communication Technologies;
- United Nations Children Fund;
- United Nations Development Programme; and
- United Nations Population Fund.

Management Responsibilities

During an event, the following individuals or designees, positions, and/or functions will have the following responsibilities:

Chef de Cabinet
- Chairs the Senior Emergency Policy Team (SEPT) and decides whether to implement the BC Plan;

Under Secretary-General of the Department of Management
- Acts as alternate chair of the Senior Emergency Policy Team (SEPT);

Under Secretary-General of the Department of Safety and Security
- Chairs the Crisis Operations Group and assists the Chair of the SEPT with the decision to activate the BC Plan;

Assistant Secretary-General of the Office of Central Support Services
- Act as the BC Plan Coordinator with assistance from the Business Continuity Management Unit;
- Immediately notifies the critical staff on the SEPT's decision to activate the BC Plan;
- Supervises BC Plan activity during the crisis and ensures that all pertinent Business Continuity policies and guidelines in-force are applied;

Critical Staff

The Critical Staff (including all members of the COG) are pre-designated and trained staff with the necessary management, technical and programme expertise to support implementation of the critical processes and essential functions. Upon activation of BC Plan, the Critical Staff are responsible for the maintenance of pre-identified critical process to which they have been assigned in accordance to the mitigation strategies attached at Annex B. Contact details of critical staff can be found in the ORMS eRoom at:

https://eroom.un.org/eRoom/UNHQ01/ORMS/0_38fd5

Critical Staff will need to be provided with specific equipment and training in order to facilitate remote access to UNHQ core applications.

Non-Critical Staff

Non-critical staff are all the remaining staff members. They remain on call to be activated for substitution of activated personnel or, as the situation may demand. Due the likely capacity strain on IT infrastructure which may arise in the event of a disruption, non-critical staff are directed not to remain permanently logged on to corporate systems such as "UN Webmail" unless instructed to do so. All non-critical staff should be provided regular information updates through the UN websites in order to be able to monitor the ongoing situation (see box below).

UN Staff Info Page: http://staffinfo.un.int
UN Pandemic Website: http://www.un.org/staff/pandemic
UN Influenza Portal: http://www.un-influenza.org

5. CRISIS COMMUNICATIONS

The objective of crisis communications is to maintain effective communication with all UN staff following a crisis event, ensuring that staff are provided with complete and timely information. To this end, and based on experience gained when dealing with the influenza A(H1N1) outbreak in 2009, the UN Secretariat in New York has developed a strategy that allows for maintenance of information flow to all UN staff in New York and globally by means of broadcast e-mails and websites. The workflow to draft, approve and distribute messages is summarized in Figure 4 below.

Figure 4: Broadcasting of Messages to UN Staff during a Pandemic
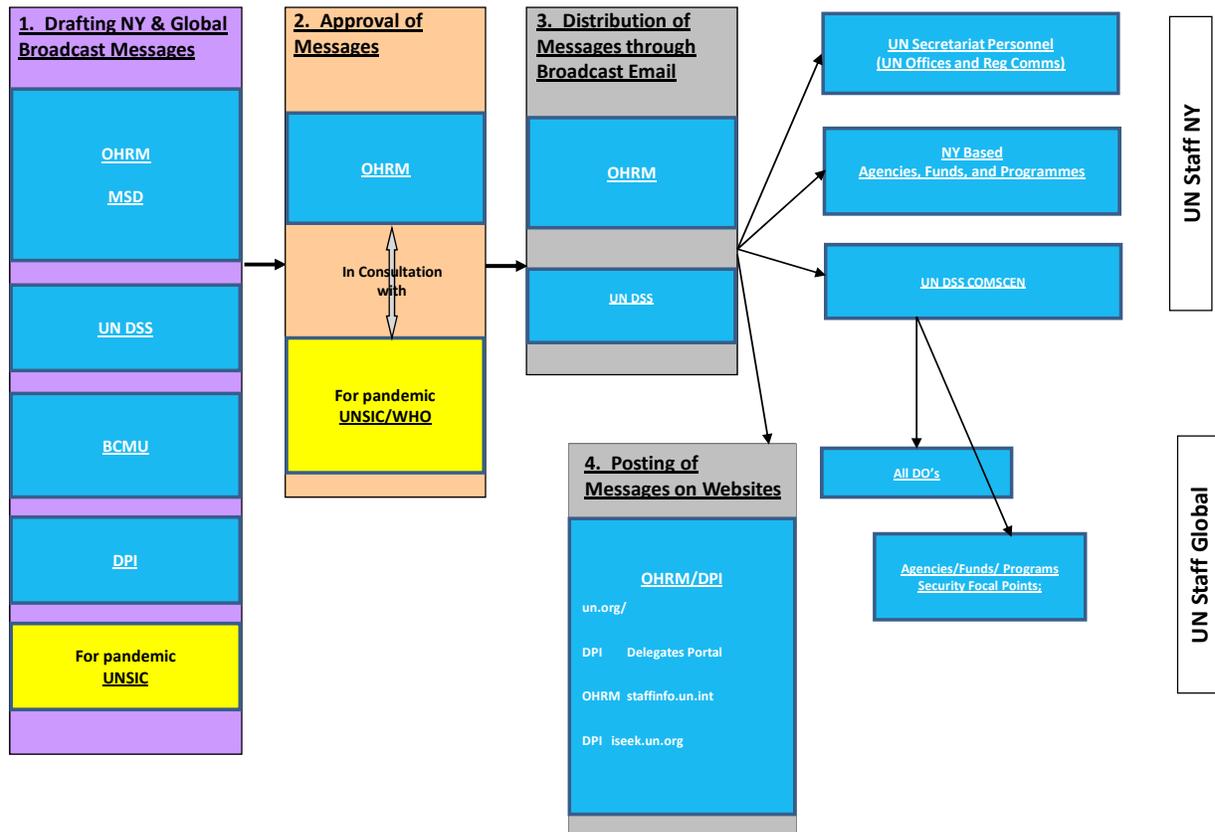
As detailed in Figure 4, up to five different parties (Office of Human Resource Management and its Medical Services Division, Department of Safety and Security, Department of Public Information, the Business Continuity Management Unit and, in the case of a pandemic, the UN Influenza Coordination Office) might be involved in the drafting of a broadcast message to staff, depending on the content of the message. If, for example, the content of the staff message is entirely medical, then the Medical Services Division will take the lead in drafting the message and will only consult with the other parties, if necessary. If the content of the message involves several different areas, such as medical, human resource-related and business continuity, then the respective parties will coordinate the drafting of this message with each other.

Once a message is drafted, it goes through the approval process. The Office of Human Resource Management (OHRM) has the lead in the approval messages. Once a message is approved, it is distributed to staff via two channels:

1. E-mail broadcast; and
2. Posting on websites.

Again, OHRM takes the lead in the distribution of messages through broadcast e-mail, but it is assisted in this capacity by DSS. The e-mail messages to UN staff in New York are also sent to the New York-based

agencies, funds, and programmes. Messages to all UN staff globally are sent via the DSS Communication Center to all UN Designated Officials and agencies', funds', and programmes' Security focal points with the request to distribute them to all staff present in a duty station.

Concurrently, all messages that are sent via broadcast email are also posted on several websites for easy access. These websites include: UN intranet (iSeek) and the Delegates Portal, both managed by the Department of Public Information; OHRM's staff information website (staffinfo.un.org), and in the case of a pandemic, the UN's staff pandemic website (un.org/staff/pandemic), which is also externally accessible.

5.   CRITICAL PROCESSES AND MITIGATION STRATEGIES

All Departments and Offices of the UN Secretariat in New York have identified their critical processes and, along with it, have identified the strategies that they would use in order to continue those business processes under different types of threats. The threats that could disrupt operations at UNHQ have been classified as falling into the following four broad categories:

1. Major information and communication technology systems failure;
2. Denial of access to the Secretariat's premises;
3. Loss of major vendors or suppliers; and
4. Catastrophic loss of information technology systems, staff and/or premises.

Departments and Offices have identified mitigation strategies for their critical business processes for each of these four categories. In general, there are five main recovery strategies:

- Closure;
- Manual Workarounds: manual methods or use of alternative systems;
- Telecommute;
- Use of alternate location; and
- Devolution or transfer of business processes.

Depending on the characteristics of the crisis or interruption, mitigation strategies differ. For example, if there is a major outage of IT systems, telecommute would not be feasible and possible mitigation strategies would be workarounds, transference of business process, or use of an alternate location. As depicted in Figure 5 below, most business interruptions can be dealt with using manual workarounds, office closure, or telecommuting strategies. Only very few threats will lead to an organization having to implement a recovery site or having to devolve its critical processes to another location.

Figure 5: Mitigation Strategies

Devolution

Operate from
Recovery Site

Telecommute

Manual
Workarounds or
Closure
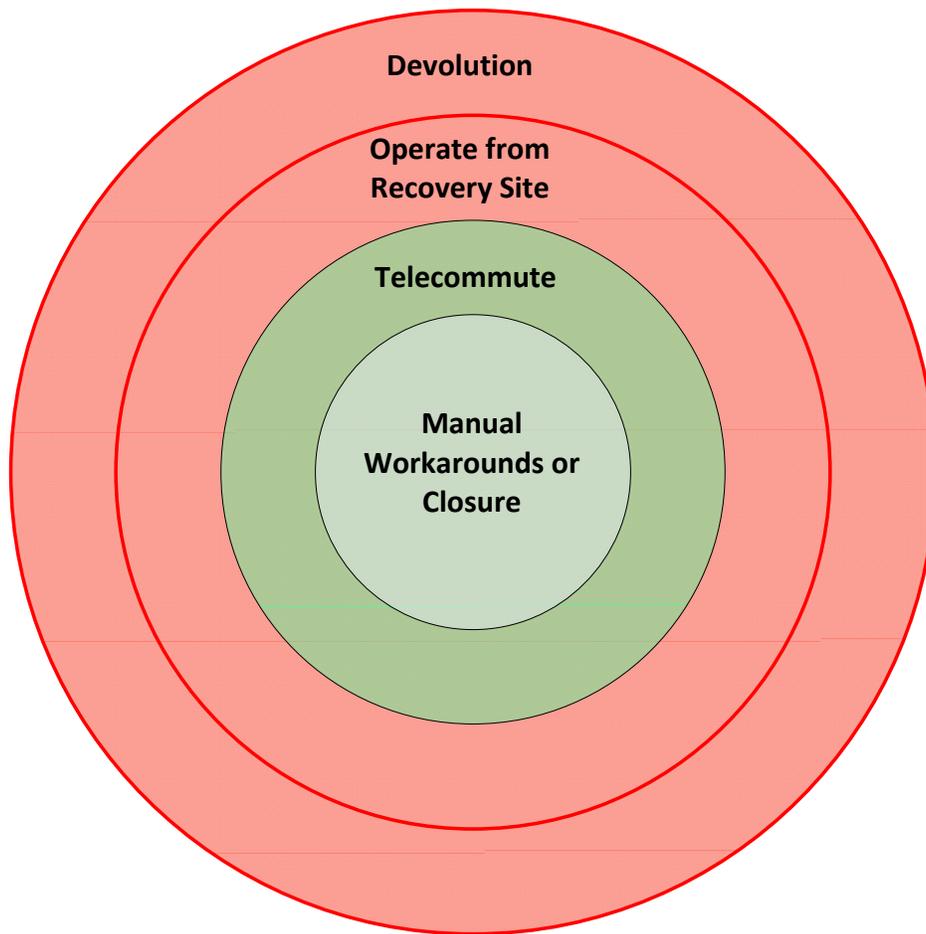
The critical business processes and their mitigation strategies by department are detailed in Annex B.

6.   DEVOLUTION

The possibility that threats or attacks could render the UNHQ premises inoperable or unavailable for even a brief period MUST be reduced or diminished. The UNHQ must therefore plan in advance to be able continue operations under all circumstances.

Devolution or transference of processes planning supports the overall BC effort and addresses catastrophic events that may compromise management and render staff unavailable or incapable of performing critical processes from either primary or recovery locations. Consideration needs to be given to determining a mechanism to temporarily transfer some critical functions to other locations (e.g. Geneva, UNON) particularly to address the likelihood of the following situations:

- Function of the primary location is significantly hampered, so as to impede or prevent execution of critical processes; and/or
- Senior management is unavailable, incapacitated, or eliminated.

In these cases, UN HQs would likely devolve following processes:

- Certification and approval of invoices;
- Payment of suppliers;
- Payment of staff entitlements; and
- Procurement urgent supplies.

7. CORE IT SYSTEMS

The United Nations Secretariat depends on a number of mission critical, core IT systems to effectively function and execute critical business processes. A list of the core IT systems is provided at Annex J.

8. VITAL FILES, RECORDS AND DATABASES

UN Headquarters staff will identify and update, on a regular basis, BC Plan vital records (electronic and other formats). The broad categories of UN Headquarters vital records include:

- Working records and documents;
- Legal, financial and administrative records;
- Personnel files;
- Contracts; and
- UN publications.

In general, UN Headquarters vital records are electronic and hard copies of procedures, regulations and information needed to conduct minimum critical functions for a period of up to 30 days. UN Headquarters staff will access these documents through three modes:

- Hardcopy;
- The UN intranet; and
- Shared Drive.

Vital files, records and databases identified by Department staff are listed at Annex K.

PART III - RECONSTITUTION AND RECOVERY

1.   RECONSTITUTION

Following a crisis, the reconstitution of the UNHQ as a work place with adequate facilities and personnel to restore complete functions is a priority, the planning for and execution of which should begin as soon as practical. Reconstitution operations may include actions to restore the original facility to operational capability, or acquiring/renting a new facility in the immediate neighborhood. Depending on the scenario it might be necessary to redeploy operations to sites outside of New York.

Reconstitution will be considered complete when:

- A majority of UN Headquarters functions have been restored;
- The senior management is fully supported; and
- The UN Headquarters Departments are fully productive and under the full control and direction of their respective department heads.

Termination of operations at a recovery location will only commence upon the order of the Chef de Cabinet or his alternate. In the case of the inaccessibility or destruction of the UN Headquarters offices, the UN Headquarters will devolve some of its critical processes in accordance with the strategies detailed in Annex 2.

2.   RECOVERY LOCATIONS

If the UNHQ office buildings become uninhabitable or inaccessible for whatever reason, UNHQ may choose to relocate to a recovery location. In order to determine a suitable recovery location, the SEPT, with assistance from the COG, will engage with the Facilities and Commercial Services Division and source suitable available office space.

Additional information on the recovery locations can be found in Annex V of the Crisis Management Plan.

PART IV – MAINTENANCE OF THE PLAN

1.   MAINTENANCE, EXERCISES AND REVIEW

The aim of enterprise preparedness is to ensure that the organization can act along a continuum from Crisis Management to Business Process Recovery to Pandemic Contingency Planning following a critical event, as these components naturally overlap (see Figure 6 below).

Figure 6: Enterprise Preparedness Continuum
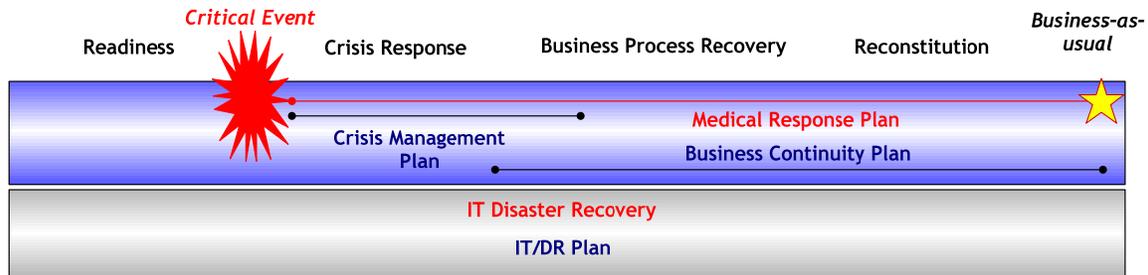
Consequently, the close coordination between established preparedness processes, namely Crisis Management Planning, Business Continuity Planning, Contingency Planning (e.g. for Pandemic Influenza) and IT Disaster Recovery Planning, is a precondition for a comprehensive and effective response to and recovery from a critical event. Besides ensuring that the various plans are interlinked and informed by one another, exercising and testing of common parts and interdependencies allows to improve individual plans and overall to strengthen the coordination along the preparedness continuum.

The Maintenance, Exercising & Review (ME&R) of preparedness measures provides the organization with lessons learned that feedback into the assessment of risk, of all related planning processes, while validating in-place controls, standard operating procedures and recovery strategies. Lessons learned also facilitate maintaining the following elements of preparedness plans:

- Decision-making processes and leadership responsibilities;
- Alert, notification and invocation procedures and workflows; and
- Critical functions/processes and recovery practices.

While the ME&R regime has been developed to specifically maintain, exercise and test the BC Plans, it is intended that the ME&R of those plans will be done in the context of an organizational resilience management framework, which includes Crisis Management, Business Continuity, Pandemic Contingency Planning and IT Disaster Recovery elements. To maximize the effectiveness of the ME&R regime all actions will build on the lessons learned in previous tests and exercises, and be followed-up by corrective action.

The ME&R regime will be the principal tool that the UN will use to maintain preparedness and update the component plans. Maintenance, Exercise and Review goals are to:

- Improve the capability of Divisions, Centres, Units and Sections, and individuals to execute and evaluate their business continuity responsibilities;

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- Familiarize all staff, and those directly involved in BC invocation in particular, with the issues encountered during a major emergency or following a critical event of any kind;
- Validate plans, policies, procedures, and systems;
- Test fail-over support to other UN agencies within the country, or externally to other organization offices or private firms;
- Identify deficient plans, policies, and procedures as well as systems for subsequent correction;
- Identify needs to train and re-train staff; and
- Maintain/update preparedness plans.

The ME&R regime will:[6]

- Exercise the technical, logistical, administrative, procedural and other operational systems of the BC Plan;
- Exercise preparedness arrangements and infrastructure (including roles and responsibilities);
- Validate technology and telecommunications recovery, including the availability and relocation of critical staff; and

The ME&R regime consists of the following elements:

1. Exercise: a planned event that allows participants to apply knowledge and skills; and
2. Test: trial and evaluation of a capability against an established standard
3. Maintenance: frequent updating and improvement of plans based on results of exercise and test measures in accordance with agreed maintenance procedures as outlined in respective plans

The ME&R regime is to be understood as a continuous, active cycle of the elements outlined above, with Exercising being the first phase (see Figure 7 below).

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[6] **Adapted from BS25999-1:2006 – Business Continuity Management, p. 35.**

Figure 7: ME&R Programme Cycle

Unless stated otherwise, the 'No Fault' concept will apply during both exercises and tests. Unless otherwise indicated, performance by individuals or organizations will not be graded. Exercise evaluation is intended only to identify systemic weaknesses and to suggest corrective actions that enhance readiness. However, following an exercise, an after-action report will be completed and corrective action (BC Plan maintenance) implemented as necessary.

The types and methods of exercising and testing the preparedness plans are detailed in the table[7] below.

Complexity	Exercise	Process
Simple	Desk check	Review/amend content Challenge plan content
Medium	Walk-through of the BC Plan Simulation	Challenge plan content Use 'controlled' disruption or practice crisis event to validate that the plans contain necessary and sufficient information to enable successful response
Medium	Exercise business recovery and response strategies	Invocation in a controlled situation that does not jeopardize business-as-usual operations
Complex	Exercise fully integrated preparedness plan	Office-wide exercise

The ME&R regime structure will consist of three elements:

- Work Area Exercises and Tests – implementation of business continuity strategies at the Unit/Divisional level on a regular basis (ie. All staff telecommute at least one day per week);

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[7] **Adapted from BS25999-1:2006 – Business Continuity Management, p. 37.**

- Technical Exercises and Tests – regular implementation of process and technical service fail-overs; and
- Crisis Management Simulation – periodic crisis simulation to exercise the organization's crisis management system.

There are several media for testing and exercising the UNHQ BC Plan. They include:

- Drill: The testing or exercising of a single emergency response function or action (e.g., notification, data recovery, etc.);
- Tabletop: Conceptually stepping through the procedures to be followed for either a single function or entire phase of a crisis event with a limited group of personnel;
- Functional: Allows testing and exercising of one component of the BC Plan and Supplemental Plans; and
- Full-scale: Allows for the testing and exercising of the entire UNHQ BC Plan or Supplemental Plans from activation through deployment, and concluding with reconstitution or returning to normal operations, in which the BC Plan is one element.

2.   MULTIYEAR STRATEGY AND BC PLAN MANAGEMENT

The UN Headquarters will conduct a quarterly review of the BC Plan at the office- or unit-level and an annual review of the overall UNHQ BC Plan. The annual review will be timed so that enhancements to UN Headquarters' overall Business Continuity preparedness can be integrated into the Office Management Plan. The BC Plan can also be updated on an ad hoc basis after any of the following instances:[8]

- Systems and application changes;
- Changes to business processes;
- Major personnel changes;
- Major supplier changes; and
- Lessons learned during ME&R and/or actual crisis events.

Directors and Chiefs of Unit must report any changes, such as changes in BC Plan staff responsibilities, staff contact information or functional changes, to the BC Plan Focal Point within **72 hours**.

BC Plan maintenance will be done through one or more of the following means:

- Written notification to the BC Plan Focal Point, from the Chief, of a change;
- Quarterly BC Plan review by the Crisis Management Group;
- Information obtained from the after-action report submitted following a test or exercise (using the Corrective Action Plan template); and
- Notification of policy changes by technical divisions.

Changes to the BC Plan tables do not require further approval by the BC Plan Focal Point of UNHQ; however, any changes to the BC Plan main body will require submission to the ASG of OCSS for

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[8] **Adapted from ASIS *Business Continuity Guideline*, 2005, p. 32.**

signature. The Business Continuity Management Unit, in close cooperation with the Departmental BC Plan Focal Points will review the BC Plan on an annual basis and sign approval for the whole document or updated sections.

Annex A: United Nations Locations in NYC

United Nations locations in New York City
as of November 2009

For internal use only

1	Secretariat (S), General Assembly (GA), Library (L), South Annex (SA), Conference Building (C), and Temporary North Lawn Building (TNLB)	405 E. 42nd St. (1st Ave. at 46th St.)
2	DC1 (1 UN Plaza)	1st Ave. at 44th St.
3	DC2 (2 UN Plaza)	323 E. 44th St.
4	UNICEF House (3 UN Plaza)	44th St. (between 1st/2nd Ave.)
5	FF Building	304 E. 45th St.
6	UNITAR Building	801 UN Plaza (Pass Office entrance on 1st Ave., other offices entrance on 45th St.)
7	Alcoa Building	866 UN Plaza
8	Albano Building	305 E. 46th St.
9	1 Dag Hammarskjold Plaza	885 2nd Ave.
10	Teachers' Bldg/TIAA CREF	730 3rd Ave.
11	Madison Building	380 Madison Ave.
12	Daily News Building	220 E. 42nd St.
13	Innovation Luggage Bldg.	300 E. 42nd St.
14	UNFCU / Court Square	24-01 44th Rd., Long Island City, NY
15	Falchi Building	31-00 47th Ave., Long Island City, NY

M = MTA Subway Service

Locations in Long Island City (Queens)

Locations in Manhattan

A **Shuttle service** between the Secretariat Bldg (1 on map) and 380 Madison Avenue (11 on map) is available with a valid UN I.D.

This map has been designed by the Outreach Division, DPI
November 2009

Annex B: UN HQ Critical Processes with RTO and Mitigation Strategies

The material in this annex has been deleted for information security reasons.

Annex C: Business Impact Analysis

The material in this annex has been deleted for information security reasons.

Annex D: Risk Assessment

The material in this annex has been deleted for information security reasons.

Annex E: Assembly Points – SEPT and COG

The material in this annex has been deleted for information security reasons.

Annex F: BC Plan Activation/Reconstitution Memorandum

In response to the following:

I approve __activation__ of the UN Headquarters Business Continuity Plan.

_____   _____

Mr. Vijay K. Nambiar   Date

Chef de Cabinet

                                                                                      _____

                                                                                      Time

I hereby approve the __reconstitution__ of normal operations at UN Headquarters.

_____   _____

Mr. Vijay K. Nambiar   Date

Chef de Cabinet

                                                                                      _____

                                                                                      Time

Annex G: Terms of Reference of the Senior Emergency Policy Team (SEPT)

The Senior Emergency Policy Team (SEPT) along with the Crisis Operations Group (COG) are the key elements of the crisis management structure of the UN in New York.

The SEPT is responsible for immediate policy decisions required to deal with the particular impact of a crisis. Decisions such as the continuation of scheduled meetings and conferences, the suspension of routine operations, extraordinary procurement mandates, and formal requests to the host country authorities for assistance are examples of issues that may need to be addressed by the SEPT.

The membership of the SEPT consists of:

a. Chef de Cabinet (Chairperson);
b. Under-Secretary-General for Management (Deputy Chairperson);
c. Under-Secretary-General for General Assembly and Conference Management (Alternate Chairperson);
d. Under-Secretary-General for Legal Affairs;
e. Under-Secretary-General for Public Information;
f. Under-Secretary-General for Political Affairs;
g. Under-Secretary General, Department of Safety and Security;
h. Under-Secretary General, Department of Peace Keeping Operations;
i. Under-Secretary General, Department of Field Support Service;
j. Under-Secretary-General and Emergency Relief Coordinator, Office of the Coordinator of Humanitarian Affairs;
k. Assistant-Secretary-General for Central Support Services;
l. Assistant Secretary-General for Human Resources Management;
m. Assistant Secretary-General for the Office of the Controller;
n. Assistant Secretary-General for the Office of Information and Communication Technology;
o. Assistant Secretary-General and Executive Director of the Capital Master Plan;
p. Administrator UNDP;
q. Executive Director UNICEF;
r. Director UNFPA; and
s. Chief – Business Continuity Management Unit (Ex-officio).

In the absence of any of the members, a designated alternate may participate in the SEPT meetings and related activities. Heads/Representatives of other offices may be invited to join the SEPT as required by the circumstances of the specific situation/issues.

In discharging its responsibilities, the SEPT will:

1. Directly report and provide advice to the Secretary-General on any political questions arising from any emergency situation.
2. Make policy decisions with respect to recommendations made by the Crisis Operations Group (COG) regarding measures for prevention and containment of any threat. Priority considerations will pertain to maintaining (i) security and safety of staff and assets, and (ii) continuity of critical operations of the UN.
3. Act as a standing body with the authority to direct the allocation of necessary resources for any office in support of measures that have been identified as priority corporate measures.
4. Endorse and monitor the business continuity plan for the United Nations in New York, as well as business continuity plans at other UN headquarters locations and regional commissions.
5. Communicate decisions to the COG on operational issues, matters relating to security and safety of staff, and matters relating to intergovernmental and other meetings.

6. Meet regularly to make an assessment of the threat situation, and to respond to any ongoing issues that may arise. Meetings may also be held as and when deemed necessary.

Depending on the nature of the threat or emergency, the SEPT will operate from the Deputy Secretary-General's Conference Room (North Lawn Building) or an alternate site away from Headquarters with members being notified accordingly.

Annex H: Terms of Reference of the Crisis Operations Group (COG)

The Crisis Operations Group (COG) is comprised of personnel from key administrative and support functions of the United Nations Headquarters. They serve as staff to the USG, Department of Safety and Security who is responsible for operational decisions and their implementation in accordance with the policy directives of the SEPT. In the event that USG, Department of Safety and Security is incapacitated, the Officer-in- Charge, DSS will act as Chairman of the COG.

The COG comprises the following senior officials (at USG or ASG or Unit Director/Chief level):

- a. USG Department of Safety and Security (DSS) (Chair);
- b. Assistant-Secretary-General for Central Support Services (Deputy Chair);
- c. Office of Human Resources Management (OHRM);
- d. Medical Services Division (MSD);
- e. Office of the Controller;
- f. Office of Legal Affairs (OLA);
- g. Department of Peacekeeping Operations/Department of Field Support (DPKO/DFS);
- h. Department of Public Information (DPI) ;
- i. Department of General Assembly and Conference Management (DGACM);
- j. Facilities and Commercial Services Division, (FCSD/OCSS);
- k. Procurement Division, (PD/OCSS);
- l. Office of Information and Communications Technology , OICT;
- m. Capital Master Plan;
- n. Department of Regional Operations/DSS (Deputy DRO);
- o. Safety and Security Service-New York/DSS (Chief, SSS-NY);
- p. OCHA;
- q. UNFPA;
- r. UNDP; and
- s. UNICEF.

The Chair COG can invite staff members from other offices/units as necessary, or matter experts/bodies depending on the nature of the crisis or incident: e.g., UNSIC for the Pandemic crisis, BCMU (OCSS) for continuity matters, CMOSU (DSS) for crisis management or the Spokesperson's Office for Media issues.

The main tasks of the COG are as follows:

1. The USG DSS, Chairman of the COG will play his specific DSS responsibilities while being responsible to lead the COG efforts in order to provide management assessment to the SEPT on crisis situations.
2. OCSS will coordinate all DM areas and will act as Deputy Chairman of the Group.
3. The Office of Human Resources Management is responsible for keeping staff informed and for providing information and data on staffing, guidance to the Chairperson of COG on communications with the staff, and briefing/counselling services to the staff of the Organization.
4. The Medical Service coordinates with host authority, governmental and private sector resources and takes appropriate actions on health issues. The Service assists in providing trauma support services to staff of the Organization, and keeps the COG fully informed about medical matters;
5. The Office of the Controller is responsible for maintaining essential financial transactions and for maintaining key financial management functions. It provides guidance to the Chairperson of COG on financial matters;
6. The Office of Legal Affairs is responsible for providing legal advice and counsel to the Chairpersons of SEPT and COG;

7. The Department of Peacekeeping Operations and Field Support will ensure to coordinate Peacekeeping Operations from Headquarters and maintain the Situation Centre operational to provide support to field missions.
8. The Department of Public Information will continue to carry out public information activities, to ensure the speediest recording and wide dissemination of statements and briefings or other activities by the Secretary-General, United Nations bodies or senior officials, using secondary studios and ad-hoc newsrooms, as necessary. It will also establish press facilities and a briefing area for media at the location to which operations have been relocated;
9. The DGACM is responsible for the provision of essential services to support meetings, on an as-available basis in an emergency. The Security Council Affairs Division will advise the Chairperson of COG on support for the Security Council, in consultation with DGACM;
10. The Facilities and Commercial Services Division is responsible for the proper functioning of physical infrastructure systems and facilities throughout the complex. It advises the Chairperson of COG on the impact of an event on the infrastructure and makes recommendations on the viability of returning to normal operational conditions;
11. The Procurement Division arranges for the urgent procurement of goods and services related to mission critical functions;
12. Office of Information and Communication Technologies is responsible for servicing computer and telecommunications functions on a 24 hour basis, including the maintenance of leased lines and satellite communications;
13. Capital Master Plan is in charge to keep the COG updated on locations and evolution of the Capital Master Plan that can affect COG regular duties;
14. The Deputy Director of the Division of Regional Operations is the Crisis Manager for DSS and the Senior Advisor for the USG DSS Chairman of the COG. The Crisis Management and Operations Support Unit (CMOSU) is under the command of the Deputy Director DRO supporting all Chairman COG activities.
15. The Security and Safety Service is responsible for immediate life/ safety issues and for security related matters. It maintains the Security Control Centre.
16. The OCHA is responsible to oversight of all emergencies requiring United Nations humanitarian assistance. OCHA also acts as the central focal point for Governmental, intergovernmental and non-governmental relief activities.
17. Agencies, Funds and Programmes will maintain their capability to liaise with their respective organizations and will exchange information with the COG and the SEPT to modulate a coordinated response for the United Nations in New York.

For each member of the COG, alternates have been designated, in the event that COG members become casualties in a major emergency incident, or are otherwise unavailable. New York-based organizations and DSS/DRO are represented in the COG. The representative per Unit/Department will be seated at the COG table, the rest of the additional staff will assist his/her representative during the meeting.

Annex I: SEPT and COG Contact Lists

The material in this annex has been deleted for information security reasons.

Annex J: UNHQ Critical Applications

This annex has been deleted for information security reasons.

Annex K: Vital Files, Records and Databases

UN Headquarters staff will identify and update, on a regular basis, BC Plan vital records (electronic and other formats). The broad categories of UN Headquarters vital records include:

- Working records and documents;
- Legal, financial and administrative records;
- Personnel files;
- Contracts;
- UN publications;

In general, UN Headquarters vital records are electronic and hard copies of procedures, regulations and information needed to conduct minimum critical functions for a period of up to 30 days. UN Headquarters staff will access these documents through three modes:

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- The UN intranet; and
- Shared Drive.

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