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ASSESSMENT OF BUSINESS CONTINUITY MANAGEMENT IN UNOAU

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ADDIS ABABA, ETHIOPIA

**ASSESSEMENT OF BUSINESS CONTINUITY
MANAGEMENT IN UNOAU**

**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

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SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS

ASSESSMENT OF BUSINESS CONTINIUTY MANAGEMENT IN UNOAU

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Declaration

I, Kidist SHEMELES, hereby declared that this study entitled as “Assessment of Business Continuity Management in UNOAU”, is my own work. I have carried out the research work independently with the guidance and support of my research advisor. This study had not been submitted to any degree/diploma in this or any other institution. It is done in partial fulfillment of the requirements for the Award of the master’s degree of Project Management.

Addis Ababa

Date:

Signature:

Acknowledgement

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List of Acronyms

ANAO: Australian National Audit Office

AS: Australian Standard

BC: Business Continuity

BCI: Business Continuity Institute

BCM: Business Continuity Management

BS: British Standards

BSI: British Standard Institute

BOS: Business Operations Strategy

CEB: Chief Executives Board

CMT: Crisis Management Team

CRO: Chief Risk Officer

DDR: Disarmament, Demobilization and Reintegration

DRII: Disaster Recovery Institute international

DRP: Disaster Recovery Plan

FDRE: Federal Democratic republic of Ethiopia

HR: Human Resource

ISO: International Standardization Organization

ICT: Information and Communication Technology

IT: Information Technology

NCEMA: The National Emergency Crisis and Disaster Management Authority

RPO: Recovery Point Objective

RTO: Recovery Time Objective

SPC: Statistical process control

SPSS: Statistical Package for Social Scientists

SSR: Security Sector Reform

UN: United Nations

UNOAU: United Nations Office to the African Union

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Abstract

The study was entitled “Assessment of Business Continuity Management in United Nations Office to the African Union (UNOAU)”. Business Continuity Management (BCM) can enable the continuation of key business processes, whatever the cause of the disruption or crisis or catastrophe, through its holistic approach. Following reports by Ivan postal (2011), The UN (2013), Posta and Wynes (2011) and Zawya (2009), it was indicated that many of the organization especially in the UNOAU are still in their infancy stages of implementing BCM. This had exposed them to several risks including natural, artificial, financial, social and political among others (McAndrew, 2013). This study was initiated to assess the level of implementation of BCM in the UNOAU and the specific objective were to assess the level of awareness and preparedness of importance of BCM, to assess considerations and factors followed by UNOAU when planning an initial BCM programs or modifying an existing one and to identify potential benefits, challenges, strength and weaknesses, risks and opportunities that are either addressed or exploited while. Implementing BCM in the UNOAU programs. A qualitative research method was adopted with a view to establish UNOAU have handled business continuity management (BCM). With a study Population of 68 selected using both purposive sampling and data was collected using a questionnaire. A CVI of 0.8 was obtained and data was analyzed using the Statistical Package for Social Scientists (SPSS) to generate descriptive statistics such as frequency counts, percentages, means, and standard deviations.. The key findings were UNOAU were aware and prepared for BCM although it is still in infancy stages and shaky preparations in case of a disaster to guarantee continuity. Several factors were considered while planning for BCM notably knowledge regarding business continuity operations, BCM policies, needs, probability of occurrence and regulations in place. BCM was faced with Benefits, Challenges, Strength and Weaknesses, Risks and Opportunities. The benefits realized were that BCM had helped UNOAU to detect and address inefficiencies and mitigate and prevent losses ahead of time, there was support from government and securing a permanent seat for Africa in the UN Security Council was a great opportunity for BCM for UNOAU in Ethiopia. The study

recommends among others information about BCM from UNOAU to effectively reach key stakeholders, increased funding, Staff Awareness of BCM, in UNOAU, secure ICT systems, all departments in UNOAU need to be included in the BCM programs. disaster has occurred. It also involves defining potential risks including fire, flood, or cyber-attacks.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Business continuity management is characterized as the progressed arranging and detailing of an organization to keeping up business functions or rapid proceeding after a business leader arrange to recognize and address potential crises before they happen. At that point testing those methods to ensure that they work, and intermittently looking into the method from beyond any doubt that is up to date

Business continuity management is the method of building up frameworks of expectation and recovery to deal with potential threats to the organization. In addition to anticipation, the objective is to empower continuous operation before and during execution of disaster recovery.

An organization's resistance to failure is "the capacity to oversee changes in its environment and still work". Frequently called resilience, it could be a capability that empowers organizations to either survive natural changes without having to for all time adapt, or the organization is constrained to adjust a other way of working that better suits the new environmental conditions.

Business continuity management is a critical process. It makes sure the organization maintains normal business operations during a disaster with minimal disturbance.

Business continuity management works on the principle that good response systems Mitigate damages from theoretical events

Business Continuity is the arranged result of appropriate execution of Business progression arranging and Disaster recovery. It is the installment for cost-effective buying of extra machines and servers, performing reinforcements and bringing them off-site, assigning obligation, performing drills, teaching workers and being careful.

Business continuity management falls largely within the department of risk management; with some intersect into related fields such as governance, information security and compliance. Gittleman (2013) notes that risk is a core consideration since business continuity is mainly worried with those business functions, operations, supplies, systems, relationships, that are decisively important to achieve the organization's operational objectives. Business impact analysis (BIA) is the generally accepted risk management term for the process of verifying the relative importance or criticality of those elements, and in turn pushes the priorities, planning, preparations, and other business continuity management activities. The foundation of business continuity are the standards, program development, and supporting policies, guidelines, and procedures needed to ensure a firm to continue without slowdown, regardless of the adverse circumstances or events. All system design, implementation, support, and maintenance must be based on this foundation in order to have any hope of achieving business continuity, disaster recovery, or in some cases, system support (Alexander, 2002).

Current events and natural disasters resulting in business disruptions around the world explain the importance of having a strong and mature Business Continuity Management (BCM) program as part of the company strategic planning process. Business continuity management moves to the front each time a major disaster, which demonstrates the value of building resilient infrastructures, designing sustainable supply chains, and defining communication and contingency procedures to restore critical business operations within tolerable recovery times.

Business continuity management is a process that organizations can set in place to ensure a pre-established level of continuity of operations after a crisis strikes. On the other hand, business continuity management is a wider process, including data collection and analysis for decision making; implementation of the plan of action; and evaluation of the whole process for learning purposes. Since united nation ranks among the biggest organizations, which are supporting and promoting human dignity and the wellbeing of the people through its different agencies, as such the united nation

needs to ensure the implementation of effective and efficient management system such as business continuity management. Accordingly, business continuity management is an established component of risk management in many of the united nation agencies, which was adopted by the united nation Senior Emergency Team at its meeting of 31 January 2008.

To improve business continuity management problems facing a company, the effectiveness of business continuity management should be considered and the factors which affect it need investigation. This study tried to examine the factors which affect the effectiveness of business continuity management in United Nations to Africa Union (UNOAU) Addis Ababa, Ethiopia.

1.2 Statement of the problem

Reports by Ivan postal (2011), The UN (2013), Posta and Wynes (2011) and Zawya (2009) indicate that BCM management has been given less attention in most organizations in the world. UNOAU programmers are not exceptional in this case. Many of the organization especially in the UNOAU are still in their infancy stages of implementing BCM. This has exposed them to several risks including natural, artificial, financial, social, and political, among others. Business functions can be critical, sensitive, and noncritical. BCM acts to mitigate the negative consequences of severe unexpected events.

Business continuity management can make opportunities for advantage and gain hence those business units that react positively to a disruptive event can position themselves to recuperate rapid and move forward their long-term business execution (Mc Andrew,2013)

This thus means that any business unit that performs a critical business function should develop and implement a BCP. When BCM is in place it is easy to keep people safe; reduce vulnerability to future business discontinuity; protect vital assets owned by the organization and those assets belonging to others for which it carries responsibilities; protect assets and contracts that place the organization in a value chain through suppliers and distributors; preserve the ability to meet stakeholder expectations in

A wide range of circumstance including assembly 3rd party course of action decreased on key staff for an efficient and assisted recovery after a disruptive event and keep up or gain competitive advantage due to a quick and successful reaction. Although the UN (2010) report indicated increased commitment to support the UNOAU activities, a lot more needs to be done to achieve the desirable objectives.

The current state of BCM in UNOAU does not guarantee facilitation of critical business functions during a service distraction. There is thus needed to investigate the level of implementation of BCM in the UNOAU Addis Ababa office and examine the underlying drivers and factors that need to be reorganized if UNOAU programs are to run on a continuous basis which is not fully achievable in the current state of the BCM programs. Thus, the study will try to analyze factors such as personal, administrative, and organizational which affect the effectiveness of time management.

This paper Prepared through various analyses and discussions to determine the unmet demand for support to programmed delivery, the BCM is powerful to address implementation challenges in UNOAU. Moreover, by studying the implementation of existing UNOAU program operations, it provides an overview on the assessment of its implementation and the costs and benefits of BCM in UNOAU.

Again, the researcher did not get the research done on Business continuity management in UNOAU earlier so there is gap needed to be addressed to improve the implementation of effective BCM system. Finally, the findings of this research will have significant contribution for an implementation of improved BCM systems for a quick restoration and preservation of UNOAU operations and services.

1.3 Research Questions

- What are the key factors for effective implementation of BCM in UNOAU?
- How does UNOAU implement the initially planned and modification of existing BCM?

- What are the opportunity and risk for the implementation of BCM in UNOAO?
- What are the strength and weakness of UNOAU for the implementation of BCM?
- To what extent UNOAU develop awareness of preparedness of BCM?

1.4 Objectives of the Study

1.4.1 General Objectives

To determine factors that affect implementation of business continuity management in United Nations Office to the African Union (UNOAU) Addis Ababa, Ethiopia.

1.4.2 Specific Objectives

- ✓ To analyze the business continuity management behavior of the organization.
- ✓ To determine the factor that greatly affects the effectiveness of business continuity management.
- ✓ To identify potential benefits, challenges, strength and weaknesses, risks and opportunities that are either addressed or exploited while implementing business continuity management.
- ✓ To examine the level of awareness of BCM in UNOAU

1.5 Significance of the Study

The study has the following significance to different internal and external stakeholders:

- ✓ It will provide an overview on the assessment of its implementation and the costs and benefits of proper business continuity management.
- ✓ It will create awareness on what things to focus to have a good business continuity management skill, to exercise it and improve the efficiency and effectiveness of employees while achieving the goals of the company.

- ✓ The study will directly benefit the organization and its stakeholders in achieving its goals, missions, and vision.
- ✓ Other researchers will use the finding of this study for further investigation in the area.

1.6 Scope of the Study

Geographical scope

The UN Country Team in Ethiopia, which implement Business Operation Strategy programs and encompasses BCM as one priority areas.

Thematic scope

The study was limited to a thematic scope is on the implementation factor of business continuity management. This study is delimited to the factors which affect the effectiveness implementation business continuity management in United Nations Office to African Union (UNOAU) Addis Ababa, Ethiopia. The researcher selected this area for the study because of having better understanding and prior knowledge about the study area. It is known that different internal and external factors may affect the effectiveness implementation business continuity management. However, this paper is delimited only on personal factors, administrative factors, and organizational factors.

1.7 Limitation of the Study

The study might face bias from respondent since human beings' attitude towards research work and expressing the reality is weak. Kothari (2004) stated that in psychological surveys, people tend to give what they think is the 'correct' answer rather than revealing their true feelings. In addition to this, some respondents did not return the questionnaires on the proposed time due to the current situation of COVID 19 pandemic many employees were not available in their workplace. Finally, literature, cost and time were the other limitations to undertake the study in larger scope.

1.8 Organization of the Study

The study has five chapters. Chapter one covers the introduction of the study which includes the background of the study, organizational overview, statement of the problem, objectives of the study, among others. Chapter two discusses the literature review which is theoretical and empirical reviews. Chapter three covers the research methodology which outlines the research design, target population, sample design to be used, sample size, instruments of data collection, sources of data and methods of data analysis. Chapter four covers the data analysis, presentation, and interpretation of the results. Finally, chapter five discusses the summary of the findings, discussions, conclusions, recommendations, and areas of further research.

CHAPTER TWO

Literature Review

2.2 Conceptual Literature

2.2.1 BCM Definition and Development

The Business Continuity Institute (Business Continuity Institute 2007b) characterizes Business Continuity Management (BCM) as an act of expecting incidents that will impact mission-critical capacities and forms for the organization and ensuring that it responds to any event in an arranged and practiced way. In addition, the Singapore Standard for BCM (SPRING 2008) looked at this concept as all-encompassing management prepare that distinguishes potential impact which incapacitate an organization and gives a system for building strength and the capability for a viable reaction that shield the interface of its key partners, notoriety, brand and value-creating exercises. Foster and Dye (2005) essentially seen BCM as the method of creating progress course of action and strategies that enable an organization to reply to an occasion in such a way that basic commerce capacities proceed with arranged levels of interference or basic change. In this setting, top management must take the lead in driving organizational BCM with a view to garnering the collective efforts of all individuals within the organization for this purpose (Low et al. 2008).

The major purposes of creating and implementing a BCM in an organization are (O'Hehir 1999; Health 1999):

- 1.To enable a focused approach in developing a business continuity plan (BCP), using a well-structured and comprehensive methodology.

2.To create a practical, cost effective and operable recovery arrangement, to empower the organization to realize critical business processes during a major disturbance to the organization's operations.

3.To minimize the effect of the disaster on the firm's operations.

Besides, Smith (2003) stated that a successful BCM technique should be guarantee the security of staff, maximize the defense of the organization's reputation and brand picture, minimize the effect of business continuity events on clients or clients, prevent impact of the organization, illustrate successful and effective management to the media, markets and partners, secure the organization's resources, and meet protection, legitimate and administrative requirements.

Historically, BCM was created numerous years back, where this concept is an advancement of a disaster recovery approach in a firm. Its roots lie in Information System (IS) security although it is argued that it has developed a long way since at that point. Elliott et al (2002) on these theories in more details clarifying that the advancement of BCM has advanced from centered specialized viewpoint to a broader vital organizational necessity. They moreover described the evolution as being connected to three mindsets inside the organization which are innovation, reviewing and esteem-based mindsets. The key highlights of this mindsets are:

1.Technology mindset within the 1970s the center was on the protection of computer frameworks, basically difficult corporate primary outline framework. Amid the 1970s, a common suspicion was that business disturbance were activated by a technology failure; in this way the need was put on securing difficult system such as corporate main outline framework (Pritchard 1979; Kuong and Isaacson 1986)

2. Auditing mindset in the 1980s— Technological changes within the 1980s which moved the IT component away from fundamental outline to conclusion client PC obligation, brought with it directions, corporate enactment and approaches. Auditing was required to guarantee compliance. The major center of the auditing viewpoint is still on the technology, the arrange itself, and how coherence can be set up through securing fundamental business exercises.

3. Value mindset in the 1990's; This mindset stated that value-based mindset as being centered on the needs of the business, where BCM is considered to have the potential to add value to the organization. The value-based perspective withdraws from the technology and reviewing perspective in the assumption that were made about the scope and purpose of BCM. The scope is seen as constituting the whole organization including employees, who are respected as presenting the great challenge process.

Organizational stakeholders are respected as being the most critical driver for change and BCM. The basic approach in this point of view is that business continuity is respected as the integration of social and technical framework which together enables but additionally seen to contribute to the value including prepare through more effective framework or providing value-adding benefits to customer through superior responsiveness, reliability, and security.

According to Foster and Dye (2005), after the September 11, 2001 attacks, an occasion that hit the World Trade Centers in New York City, numerous companies had realized that the world is now full of numerous unknown threats, requiring that business continuity plans be much broader than within the past. Significant threats are no longer as it were limited within categories of fire, natural disaster, and few infrastructure breakdowns. Threats such as terrorism, cyber-attack, reliance on third-party vendors and providers must ended up significant. Hence, business continuity planning should require strong prioritization endeavors for business recovery, proactive advancement of unused and inventive recovery techniques, and a greater reliance on the testing of plans. Besides, contemplations that require key consideration are not as it were on the choice of a company's claim offices, but also the area of choice of a business partner. All of these natural changes take BCM into a higher level, which is more focused on building resilience.

Smith (2003) also stated that BCM isn't as it were approximately disaster recovery or reacting to emergency. It should be a business-owned and driven handle that unifies a

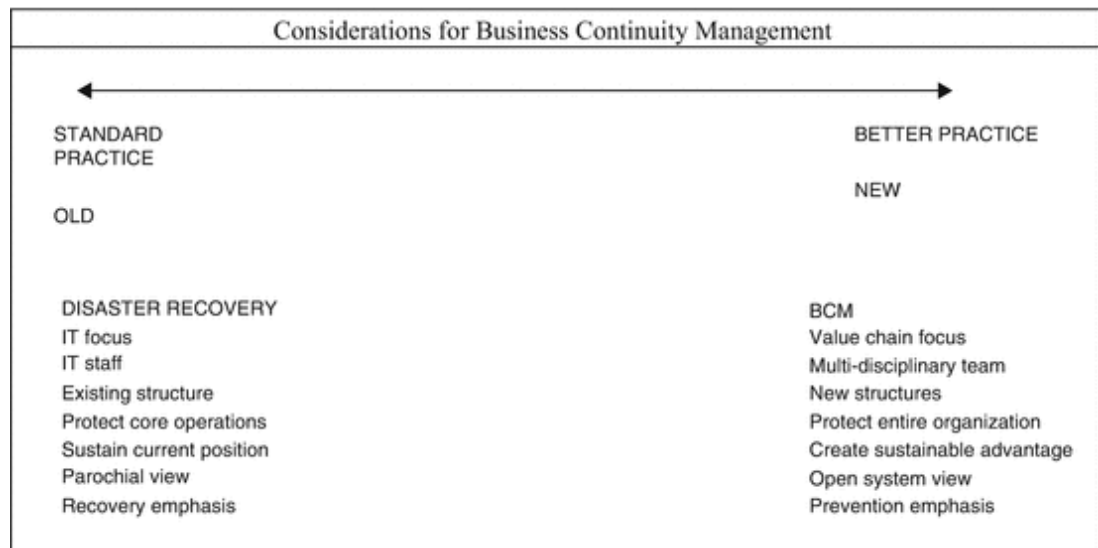
wide range of management disciplines. In expansion, crisis and risk management are portion of the fundamental utilized for developing a BCM concept.

Figure 2.1 shows the difference between the old and new BCM approach.

Herbane et al (1997) described the continuum of standard and better practice of BCM and recognized several measurements against which practice can be evaluated. The primary two measurement refer to the sorts of staff employed in continuity project and to the scope of their work. Standard practice is concerned with IT frameworks and utilized staff from different background on a extend which is business wide in scope. In standard practice there was small required for modern structure since IT may deal with continuity.

In better practice cases, new structure of facilitators was distinguished with responsibility for the continuity process being delegated to each business unit and the committed continuity group giving a supporting part. The ultimate group of measurement related to the strategies. Better practice saw continuity as a key issue both in terms of protecting its place within the supply chain and in marketing activities.

Fig. 2.1 The Difference Between Old and New BCM approach



Source: Adapted from Herbane et al. (1997)

Based on these reviews, it shows that new BCM has developed and evolved into a more holistic approach. It has advanced into a broader strategic organizational mentality which centers on its business values. Within the setting of definition, it appears that SPRING's (2008) definition of BCM has consolidated all of these aspects and speaks to the most recent BCM attitude. Other BCM definition from BCI (2007b), Foster and Dye (2005), and Smith (2003) give similar implications of the BCM concept, which centers on the keywords of: processes/procedures for the organization; response to incidents/threats/events; basic capacities; and a planned and practiced way. In any case, SPRING (2008) characterized BCM's basic functions in more detailed aspects which incorporate key partners, reputation, brand and value-creating exercises. Moreover, it specified the management process as holistic and the reactions to threats/incidents are developed as a framework for building resilience.

2.2.2 BCM and Other Related Concepts

BCM has been considered as portion of other concepts for overcoming crisis. There is connection between BCM and these concepts, such as risk management, crisis management and disaster recovery

2.2.2.1 BCM and Risk Management

There are differences between risk management and BCM. Risk management centers on an exhaustive organization-wide identification and assessment of risks and assessing risks in connection to their probability and affect some time recently distinguishing a suitable risk response. BCM is concerned only with events that cause a significant business disturbance, where it isn't primarily concerned with probability but with the effect of an event and the time required for an organization to return to ordinary business operations (Collier 2009). Besides, Goh (2010) specified that the relationship between risk management and BCM can be partially clarified by referring to the Australian Standard for risk management. BCM efforts focus on addressing those risks which are deemed not acceptable to the organization. Subsequent BCM activities are aimed at establishing the appropriate measures to address these risks. It relegates BCM as part of risk treatment. Business Continuity has been defined "to

safeguard the interests of an organization and its key stakeholders by protecting its critical business functions against predetermined disruptions” (BCI 2010, p. 3). The numbers and types of critical business functions in an organization would depend on the nature of the business and its mission as reflected in its Minimum Business Continuity Objective (MBCO). Risk management in BCM should be restricted to those instances where it affects the MBCO of the organization. It is also important to note that BCM is focused on identifying vulnerabilities within organizations, especially those linked to the underlying value they support and understanding the impact of their non-availability over time on the organization (BCI 2010; Hiles 2007). organization (BCI 2010; Hiles 2007). Table 2.1 summarizes the comparison between risk management and BCM.

Figure 2.2 Comparison between Risk Management and BCM [adapted from BCI (2005, p. 6)]

	Risk management	BCM
Key method	Risk analysis and assessment	Business impact analysis
Key parameters	Impact and probability or likelihood	Impact and time
Type of incident	All types of events	Events causing significant business disruption
Size of events	All sizes and costs of events	For strategy planning: survival-threatening incidents only
Scope	Focus primarily on risks to core business objectives	Mostly outside the core competencies of the business
Intensity	All from gradual to sudden	Sudden or rapid events (although response may also be appropriate if a slower-moving incident becomes severe)

Source: Drennan and McConnell (2007)

2.2.2.2 BCM and Crisis Management

BCM has strong links with crisis management through the incident management component. In the BCM context, incidents come in different shapes and sizes and will typically invoke the BCM plan. Crisis management is often seen as the domain of communication and public relations (PR) practitioners with the BCM practitioner in a support role, if involved at all. Crisis management is also seen as responding to non-physical as well as physical events such as financial performance and reputation tarnishing incidents (BCI 2010).

Besides, BCM considers any disturbance comprehensively and decides how an organization will react to the disturbance, proceed its exercises, and recover. BCM practitioners consider the media response to an incident or crisis to be fundamentally portion of full business continuity (BC) program. With respect to crisis planning that's usually included in incident management, BCM sees that this arranging isn't as it were seen as the domain of services from police, fire, ambulance and nearby authorities, but moreover for the organization in general. The company that receives BCM would have a particular emergency response group that will arrange with other outside emergency response offices (BCI 2010).

Other connections between BCM and crisis management were moreover mentioned by Elliott et al. (2002), where BCM gives standards that utilize a crisis management approach.

A crisis management approach may be characterized as one that:

- Recognizes the social and specialized characteristics of business interference (organizations are socio-technical systems).
- Emphasizes the commitment that directors may make to the determination of intrusions (the significance of the human reaction element).

- Assumes that supervisors may construct flexibility to business interruptions through forms and changes to working standards and practices.
- Assumes that organizations themselves play a major part in “incubating the potential failure” (early location is vital).
- Recognizes that, if overseen legitimately, intrusions do not definitely result in emergencies (the significance of preventative measures).

Acknowledges the impact, potential or realized, of interruptions upon a wide range of stakeholders (think beyond the impact on the organization itself) (Elliott et al. 2002).

Some considers had made a qualification between BCM and crisis management. BCM refers to the planning and execution of frameworks and methods to empower an organization to support ordinary operations within the event of a disaster or other potential interruption. It is the method of creating advance arrangements and procedures that enable an organization to respond to an event in such a way that basic business functions proceed with arranged levels of interruption or fundamental alter. Crisis management is seen to be a process by which an organization deals with major unforeseen events that have already happened. Crisis management centers on the quick activities which need to be considered when the occurrence happens. At most, the crisis management planning phase deals with the primary couple of hours of the incident occurring, detailing who the key choice makers are, who will conversation to the customers/clients/regulators and when this will be conducted (Smith 2003; Devlin 2007; Fost)

2.2.2.3 BCM and Disaster Recovery

According to Elliott et al. (1999), the distinction between disaster recovery and BCM is based on its scope. Disaster recovery may be a specialize in technology-based issues activated by outside components. BCM centers more on adding value, making an attitudinal change all through the organization and considering its related stakeholder groups. It is more concerned with the continuation of the complete business within the confront of any unusual or unanticipated occasion. In addition, disaster recovery is the

execution of a response capability to a particular sort of event that impacts the continuity of the business. BCM is at risk for the common identification of potential events, the probability of the event of the occasion, and so the anticipated effect on the organization. BCM puts in place plans to deal with such events. Disaster recovery is really an idea, with supporting framework, which is enacted inside the occasion of a disaster. In this way, disaster recovery may be a subset of BCM, as is contingency planning, high availability planning, and therefore the like (McCrackan 2005).

2.2.2.4 BCM and Business Resilience

BCM may be a moderately newcomer to the business disciplines; in any case, viewpoints of BCM may have continuously been present in organizations, beneath different names. The vulnerabilities within the business and working model of an organization can be considered in seven zones, which are reputation, supply chain, information and communication, sites and facilities, people, finance, and clients. The nature of the BCM approach is to supply the system to get it how value is made and maintained inside an organization and builds up a direct relationship to dependencies or vulnerabilities characteristic within the delivery of that value. This approach is conducted in a all-encompassing and cross-functional way. A fruitful BCM execution would increment an organization's resilience, where it is characterized as the capacity to absorb, react and recover from disturbances. This will inevitably contribute to higher corporate execution (BCI 2010).

2.3 BCM as a Management System

BCM could be a framework that creates a system of protocols and sets of procedures and informational which provide structure, order and stability to the specific work being managed. It is in line with the definition of a management system, expressed by Griffith (1999), that sets out and describes, for a particular management work, the organization's policies, strategies, structures, resources and methods utilized, inside the firm to manage the forms that delivers its items or services (Griffith 2011). Based on its hypothesis development and fundamental standards, it can be seen that BCM receives a few management standard theories. In its implementation, BCM receives

the Plan-Do-Check-Act (PDCA) methodology for accomplishing continual improvement. The BCM arrangement, objectives, processes and procedures are planned, executed, assessed, and reviewed routinely (SPRING 2008). PDCA may be a key property inside standards-based management systems that's broadly utilized these days. It was set up by Deming, who propounded the view of quality management inside a cycle of plan-do-check-act. The hypotheses supporting quality management have affected systems development and continue to make component parts of systems applications. Historically, quality management was created from a range of traditional organizational hypotheses such as scientific, human and classical schools of thought. These theories are moreover pertinent to the evolution, development and usage of management systems (Griffith 2011).

BCM also adopts the view of complexity theory, where an organization consists of several components (agents) that interact with each other according to sets of rules that require them to examine and respond to each other's behavior in order to improve their behavior (Stacey 1996). According to Griffith (2011), due to the extensive and complexity in the arrangement of business activities, processes and resourcing, a management system in an organization should establish an effective framework of responsibilities at various organizational levels. Parts of BCM principles are determining various responsibilities to the BCM members.

Based on its definition, BCM is developed and implemented in a holistic approach. The holistic perspective has much in common with systems theory. This theory viewed management system as a central part that directly supports the core business of the organization. Moreover, it is considered that a management framework centers not only on itself but moreover for the greater commitment that it can make to the organization (SPRING 2008; Griffith 2011; Checkland 1981). According to Lawrence and Lorsch (1967), contingency theory proposes that organizational factors are in a complex interrelationship with one another, where natural possibilities act as constraints and opportunities which impact the organization's internal structures and forms. Additionally, choice making are made through contemplations of all aspects and situational approach (Olum 2004; Carlisle 1976). In BCM, this approach is

adopted by actualizing risk analysis and trade impact analysis. The thought of risk is seen as a key component of the framework (BCI 2010).

The BCM strategy has solid joins with crisis management. Crisis management is regularly seen as responding to non-physical as well as physical events such as financial performance and reputation tarnishing incidents. Besides, the space of communication and open relations are critical in crisis management. BCM considers any disturbance holistically and determines how an organization will react to the disruption, proceed its activities, and recover. BCM practitioners too viewed that communication and reaction to open are part of a full business continuity program (BCI 2010). Regarding change management, it is additionally part of crisis management. Lawrence et al. (1976) expressed that a visible crisis confronted by an organization can be a critical force for triggering behavioral change, although such change may have costs determined from it. Basically, such crisis has an unfreezing impact on the members of the organization, causing them to review and analyze their current attitudes and behavior patterns. Managing change in an organization should be conducted in orderly phases which are diagnosing the problem, planning the change, launching the change, and following up on the change in the organization. In this matter, it appears that these phases are similar to the PDCA approach which is adopted by BCM (SPRING 2008; Lawrence et al. 1976).

In accordance with Griffith (2011), a common approach to planning, delivering, and executing any management framework comprises of the following key contemplations, which BCM moreover gives:

- Desires of the client and other stakeholders
- The policies and objectives of the organization.
- The organizational processes necessary to fulfill the policies and objectives.
- The assignment of responsibilities to manage processes towards the objectives.
- The arrangement of assets to achieve the goals.
- The foundation of methods and informational to manage the processes.
- The monitoring of processes to determine their efficiency and effectiveness.
- The identification and elimination of non-conformities in the processes.

- The encouragement of continual improvement in management of the processes.
- The review and survey of frameworks to improve the overall management approach
- The feedback on execution to improve arrangement to clients through improved arrangements and objectives.

Moreover, the highly influential components to be considered in executing a management framework are as followed (Griffith 2011)

Organizational culture. Instilling a trusting and agreeable workforce is crucial to embedding the system. Involvement, which is bottom-up involvement from grassroots level in framework development is basic, as is welcoming commitment and feedback to management. Resources, which are prepared, and capable managers, supervisors and workforce are fundamental and, as such, investments in training and system possession ought to be a need.

Flexibility. The system should be allowed considerable flexibility in performance upon system establishment, incrementally becoming more demanding as familiarity with its operation is developed.

Shared commitment. Management must create a blame-free culture where learning and change are favored to trouble and fault. These factors should be embedded in an organization for its BCM implementation effectiveness.

2.4 Main Principles of BCM

To execute BCM, each organization must recognize the threats and assess their resulting impacts. BCM ought to address issues and concerns in six wide ranges following the order (SPRING 2008):

1. Risk analysis and review: The threats to an organization can be identified through a risk analysis and review of its internal operations and external operating environment.

2. Business Impact Analysis: The potential impact of these threats on an organization and its ability to continue business operations and service can be obtained by conducting a business impact analysis. This would incorporate, where possible, the loss affects from both several days of business disturbance and financial results.

3. Strategy: The organization determines the appropriate methodologies to defend its interests. These procedures can be preventive or pre-emptive in nature

4. Business Continuity Plan (BC Plan): A detailed business continuity plan should be formulated to indicate the resources and capabilities required of the organization to prepare, respond, and recover from potential threats.

5. Tests and exercises: A built-up BC plan should be approved by executing tests and exercises. These are done to highlight errors or omissions and confirm if the assets committed are available, accessible, and satisfactory for effective and compelling recovery. It also confirms whether the staff is recognizable with recovery methods, and whether the BC arrange meets its recovery objectives

6. Program management: The organization will illustrate commitment in keeping up the currency of its plan through standard and systematic review of its risks and business impacts, frequently reviewing its BCM procedures and revalidating its BC plan. Program management serves to approve the capability of the BC plan to fulfill the plan's objectives. Approval points to uncover flaws within the plan design, for example any mistakes and inadequacy of the plan of the plan.

There are four main components that must be considered in implementing BCM in an organization, which are (SPRING 2008):

Policies: Senior management must policies to direct BCM endeavors by the staff. The approaches should set out the organization's aims, standards and approach indicating what is to be accomplished or delivered and will serve as the method of reasoning and support for all BCM areas. In addition, approaches give the method of reasoning for setting up the processes, people, and framework to support BCM on a continuous basis.

Processes: The set of activities with characterized results, deliverables, and evaluation criteria to achieve the objectives of the BCM policies. They incorporate formal change control and documentation processes

People: Cooperation from different business units within the firm should be built up to supervise BCM efforts and the aptitude sets of members are significant to the success of BCM. The parts and obligations of staff included within the organization's BCM efforts should be clearly defined.

Infrastructure: The organization should allocate resources to support basic business capacities against potential risk events. This consistently requires a great understanding and application of accessible technology and equipment, and physical offices to reply to risk events.

Generally, BCM has four main processes which are created in an organization. The processes are the initiation process, planning for business continuity, implementation, and in conclusion the operational management prepare. These four processes can be isolated more comprehensively into six stages which are (Pitt and Goyal 2004; Elliott et al. 2002; BCI 2010):

Phase one—Project initiation

The fundamental basic action required prior to the foundation of a BC Plan is getting senior management approval, back, and commitment. Having obtained management approval, the initial stage of the BC Plan will incorporate establishment of the BC Plan objectives and prerequisites of the plan. A business continuity controlling committee would regularly be established. This committee is likely to be made up of senior staff inside the organization who have the significant key see of the firm's operations. It is important that they moreover have assigned deputies who are reasonably briefed and have an in-depth understanding of the BCP process.

22. Phase two—Risk assessment/business impact analysis

The principal objectives of stage two relate to information gathering and review of alternative courses of activity. The identification and assessment of this information

will then allow senior management to make choices on the basic perspectives of the core business. Having recognized the risks, a business affect analysis should then be carried out. Karakasidis (1997) identified this as a key step in ensuring an organization, and recognized a few of the least objectives as being:

- Determine critical requirements and resources and the effects a disaster may have on the people, place, process, and premises.
- Estimate anticipated target recuperation time for each center business work and service
- Establish core business recovery priorities.
- Identify key work force, equipment, and offices required to support center functions.
- estimate costs of expanded business disruption
- Identify resources required to develop, test, and implement BC Plan.

Phase three—Design and development of the BC Plan

Essential issues to be addressed at this stage include detailed scope strategy and objectives of the plan, administration procedures, formation of business continuity committee and downstream business recovery teams, lines of communication, acceleration notice and plan activation, situation setting for plan execution, building up BC Plan records, capacity, access, and its budget.

Phase four—Creation of the business continuity plan

This phase basically deals with the creation of the BC Plan. The key issues to be addressed include:

- ❖ Emergency response strategies covering evacuation, tapping get to work areas, and access to documentation.
- ❖ Emergency control center foundation, command, and control procedures.
- ❖ Detailed procedure for communications, delegation or designation of authority, and key stakeholders.

- ❖ Detailed resumption, recovery, and restoration procedures.
- ❖ External support, vendor contracts, contacts, and resources.

Phase five—Testing and exercising BC Plan

To establish the effectiveness of BC Plan, it is fundamental to execute a regular testing and exercise program. The key exercises to be set up during the testing and working out organize will incorporate planning of exercise program and goals, the details of exercise scenarios and monitoring and recording procedures, and identification of training requirements, communication channels, and induction of new staff.

Phase six—Maintenance and updating

Having established the need for testing and the degree of probability that a substantial number of plans might fail following the testing exercise, it is essential that the lessons learned, and shortfalls documented are incorporated into the plans. The key issues to be addressed during this phase include:

- ✓ BC Plan review criteria and objectives
- ✓ Schedules and program of review
- ✓ Plan distribution and security

In reacting to the changing environment of a business from time to time, the support and updating process should be done in a regular and continuous basis. Based on this review, it is considered that BCM has evolved from a basic reactive disaster recovery planning to crisis management basically driven by information technology, and finally to a more proactive comprehensive approach.

2.5 Business Continuity Planning (BCP)

The main process of BCM is Business Progression Planning (BCP). BCP refers to the identification and protection of basic business processes and assets required to maintain a worthy level of business, assurance of such resources, and arrangement of procedures to guarantee the survival of the organization in times of business disruptions. Fundamentally, it looks for to moderate the effect of a disaster by

guaranteeing alternative mission-critical capability is accessible when disaster strikes. The method looks for to protect the organization's assets within the event of a disaster, which are its capability to achieve its mission, its operational capability, its reputation and image, its customer base and showcase share, and its productivity (Moo et al. 2008; Hiles 2007).

This can be respected as the most process due to its crucial output for the firm in taking care of disruptions and overcoming crises.

This planning process will be followed by regular monitoring and updates.

Before formulating the BCP framework, the following issues have to be considered thoroughly (Low et al. 2008a; O'Hehir 1999; Eternity Business Continuity Consultants 2007; Civil Contingencies Secretariat 2007):

Policy—formulating a policy statement at the managerial level to signify the company's attitude towards a particular risk and prescribing the objectives of such a policy.

Methodology—analyzing the evaluation processes included in evaluating a crisis and advancing greater commitment for the company to continue with the plans.

Accountability—establishing individual accountability for managing the risk and ensuring that the nominated person has the appropriated technical expertise and authority to manage the risk.

Management support—establishing the organization's current managerial attitude or procedure towards assessing and administering the risk, without which the company will not have the initiative to implement BCM in the organization.

Dependencies—defining the scope of the BCP clearly, so that every individual is aware of the dependencies involved, whether this is external or internal (key supplier, personnel, operating system, etc.) to successfully mitigate the specified crisis.

Being realistic- educating the management that a crisis brings around certain risks and to mitigate the impacts, certain costs are included. The management should be

prepared to acknowledge certain risks and ought to be arranged to spend the necessary funds to mitigate the risks include

Future actions—determining the appropriate business processes to be implemented or to be refined, to reduce the risk to an acceptable level, and assigning responsibilities and milestones.

Performance measures—establishing measurement indicators to enable assessment and monitoring the effectiveness of risk management which can be proactive or reactive. Proactive action is recommended to prevent occurrence.

Independent expert—appointing an internal or external, qualified, independent expert to determine the adequacy of the response to the crisis, such as through regular meetings, and reporting to higher management to signify the importance of BCM.

Contingency plan—establishing an alternate plan for the unforeseen circumstances not being provided for.

According to Vancoppenolle (1999) and Elliott et al. (2002), the individual components are included within the operational stream of a company's operations, which are:

- (1) Business forms (how the items and services are conveyed to the client)
- (2) Participants (who the members are, within the execution of the business process);
and
- (3) Infrastructure and resources (what is utilized within the execution of the business process). These components are vital to be investigated when analyzing a crisis during BCP.

Furthermore, upon the occurrence of a crisis, numerous parties may be affected (Elliott, Swartz and Herbane 2002). It could be the company management or intrigued groups like investors, suppliers, etc., who have direct or indirect speculations within the company. The event of a crisis, if not fittingly moderated, may lead to adverse results such as withdrawal of reserves, which is an outside factor. Even though

investors are not specifically included within the company's operations, they have a circuitous influence on the development of the company. Subsequently, the requirements of the different stakeholders in the organization should also be considered, which include the following (Singapore Commerce League 2003):

The ways and means of the employees' livelihood protection.

The defined timelines for the resumption of support and services and transparency of operations in a crisis, which relate to customers and suppliers. control of the situation cost effective solutions to handle the impact of the crisis and the effects on business resumption, and transparency of operations by managers.

Good corporate administration, ensuring the picture of the organization, and sharing of the company's benefits that connected strongly to what investors will review on the company

Hiles (2007) expressed that the company's BCP should not be driven by eliminating risks according only to their likelihood, but or maybe be based on the effects and impacts on the business if an unforeseen occasion were to happen. Such classification agreeing to impacts can be:

- ❖ Failure of an individual infrastructure component, counting single focuses of failure
- ❖ Longer-term interruption of a critical information flow.
- ❖ Longer-term interruption of a critical business activity chain or business process.
- ❖ Local longer-term business interruption.
- ❖ Complete business interruption.

These impacts from an unexpected event may cascade into larger affect levels. A few examples of these impacts are harms to infrastructure components and assets supporting the business operations. The damage can result in impacts such as inaccessibility of foundation components or assets or loss of data. Misfortune of data due to a disaster is not restricted to information in computers. All the data stored in

binders, folders (with, for occurrence, client data), contracts, property deeds, the archives, the legally required vital records, the paper client records, the business information spread over the put, and others can be misplaced too.

2.6 BCM Implementation

These days, BCM is broadly utilized in different sorts of firms. Firms in managing an account, telecommunication, oil and gas, and retail industries had created a BCM concept in their management frameworks. BCM is created based on their individual business strategies and activities. Due to the distinctive business situations, the firms created different procedures for overcoming different sorts of crises. A few of them had moreover centered not as it were on their business coherence, but the benefit progression to their clients. This shows that they had created the program based on the value mindset (Elliott et al. 2002).

Herbane et al. (2004) too found that BCM has advanced to include more extensive members, threats, techniques, and responses. It has been connected in the monetary service industry, vehicle breakdown administrations, gas providers, water utilities, supermarkets, and nearby specialists. All these organizations recognize that within the confront of inside and outside threats to the continuity of operations, a socio-technical approach (past IT disaster recovery) is fundamental to improve business recovery from crises. They also have connected BCM to deliberately critical measurements of their operations.

When implementing BCM for the first time in an organization, extend management practices ought to be embraced. The practices of extend management that will conveniently be utilized include the identification of deliverables, timescales and due dates, and budget and work effort control. Other information in project management such as communications, risks, obtainment, and human resources administration are moreover required for setting up compelling BCM components (Business Continuity Institute 2007).

2.6.1 Legislation and Standards Relating to BCM

Elliott et al. (2010) elaborated that the earliest legal provisions to influence disaster recovery and business continuity (BC) ideas can be found in the 1977 Foreign Corrupt Practices Act, which is the US financial services sector's provision. It is often cited as an important development in firm's reorientation of the perceived threats and impacts. Since then, the US financial services industry has developed various regulations and legal requirements to impose greater requirements on BC provisions. Although the acts do not refer specifically to BC, they specify the importance of countering the increasing risk of external threats to digital resilience, which is one of the dependencies on BCM.

Additionally, the presentation of BCM-specific directions within the financial services segment isn't as it were connected within the US. The Australian Prudential Control Specialist (APRA) Standard on BCM APS 222 (for store taking educate) and GPS 222 (for common safeguards) distributed in April 2005 (APRA 2005a, 2005b) requires Australian budgetary institutions to actualize a entire of business approach to BCM. Elsewhere, the Reserve Bank of India (RBI) set out a prerequisite for Indian banks to completely actualize BCP, presents a arranging technique, and assist indicates a template for plan substance. Banks are required to yield recuperation time targets for basic systems to RBI's Division of Keeping money Supervision at the conclusion of each budgetary year and to report major failures and reaction exercises or prevention measures on a quarterly basis (Parthasarathi 2005; Elliott et al. 2010).

In a few countries such as United Kingdom (UK), United States of America (US), Switzerland, Australia, New Zealand, and Singapore, BCM had been created into a national standard, where each firm from different segments is empowered to have this framework in its organization (Elliott et al. 2010). In Singapore, the SS540:2008 standard has been formally utilized as the standard for executing BCM in a firm. This Singapore Standard is applicable to all organizations regardless of their size. This standard emphasizes resilience and protection of basic resources, within the human, environmental, intangible, and physical domains. It centers on continuity management and recuperation of critical business capacities (SPRING 2008). Up to now, Singapore

is the only nation in Asia that has set up a BCM standard, though other BCM guidelines came from Europe, North America, and Australia (Elliott et al. 2010).

Besides, ISO has officially launched ISO 22301, “Societal security—Business continuity management systems—Requirements”, the new international standard for Business Continuity Management System (BCMS). ISO 22301 has been created in 2012 to help organizations minimize the risk of business disruptions (St-Germain et al. 2012). This standard is comparable to the past BCM benchmarks, but it has a few enhancements for BCM execution such as (St-Germain et al. 2012; SPRING 2012):

Greater emphasis on setting the objectives, monitoring performance and metrics. Clearer expectations on management; and More careful planning for and preparing the resources needed for ensuring business continuity.

2.6.2 BCM Level of Preparedness

According to Goh (2010) and St-Germain et al. (2012), the benchmarks from different nations have comparable substance. The differences are on how the determinations create the detailed components within the BCM arranging process. In general, each standard has the same BCM arranging strategy, which are: Risk analysis and review; Business impact analysis (BIA); Recovery procedure; BC arrange development; Testing and exercising; and Program administration. All the over standards have the common objectives, which are to direct the clients to recover from any disasters that have happened in their business environment and still continuously focus on the progression of their business processes. Moreover, the standards also help the clients in distinguishing the potential impacts of different disruptions to the firm and be able to prioritize the efforts in pointing to realize resilience.

Regarding implementing BCM in an organization, a few organizations from different countries had created assessment levels of BCM preparedness. These levels are valuable to assess whether an organization has received a total BCM concept or not. From understanding the position of the company within these levels, the organization gains criticism from its current BCM preparedness level and may increase its effort for a better a much better BCM development level.

Levels of preparedness assessments have been demonstrated to be an effective assessment strategy (Scott 2007). In general, this sort of assessment can help the organization to confirm what they have achieved relative to the subject assessed. The organization's current accomplishment can moreover be decided by describing their current activities. In addition, it can help the organization in prioritizing the vital change based on their assessment comes about (Peng et al. 2011; Stevanovic 2011).

The Ministry of Fund in British Columbia, Canada (MOF-BC 2007), had created the BCM development evaluation for each financial organization within the province. There are three levels of criteria included, which are:

- **High development.** This level illustrated solid official back for BCM, the foundation of an organization-wide structure supporting the action, and staff responsible for BCM had a solid awareness of and compliance with center policy requirements, rules, and strategies for BCP. BC plans for mission basic processes and business priority areas were developed and updated, and testing/exercising was ongoing, with results utilized to create changes. Monitoring and reporting forms were viable and proficient, and widespread arranging had been undertaken.
- **Moderate maturity.** This level illustrated solid official support and a level of coordination inside the organization to guarantee progress is made towards BCM objectives, although roles and responsibilities may not be adequately defined to guarantee all recovery staffs were clear on their expectations in a business interruption. Compliance with center policy was low, and BC plans for mission basic processes and business need zones were either under construction or in require of updating. Monitoring and detailing processes were largely advertisement hoc and pandemic planning may have been within the commencement phase.
- **Low maturity.** This is the lowest level of preparedness, where typically the organization had a lower level of executive support and BCM may not have been considered a high priority. These organizations exhibited a low level of awareness of policies and guidelines and of roles and duties. Compliance with

center policy was also low, and BC plans were either not created or in require of critical updating. Pandemic arranging may have been started, although exercises to date were constrained to those driven by existing OHS committees.

The Australian National Audit Office (2009) had also created characteristics of better BCM preparedness for open segment substances. There are two levels, which are (1) Essential level, that is for the most part found in small, non-complex, or less time-critical substances and (2) Develop level which is found in large, complex, geographically dispersed or basic entities. The characteristics that are described and assessed in each level are:

- A BCM framework is in place.
- Training and awareness of BC has been conducted.
- A risk assessment has been conducted.
- A BIA has been conducted.
- Preparatory controls have been implemented.
- The entity has documented, and the executive has endorsed, its BC plans and framework.
- BC testing and exercises have been conducted.
- The entity monitors BC.

Smit (2005) had considered and characterized another BCM development show that can be applied to organizations. According to the study, there are six level of BCM development, described as follows:

1. BCM started. An organization has started BCM in case there's formal management commitment to the organization of BCM. The duty for BCM is covered at a sufficiently high level inside the organization and an explicit BCM approach is in effect. The deliverable of the started organizing is BCM as an initiative.

2. BCM planned. An organization reaches the stage planned if it has performed all necessary analyses and has written all relevant plans. Therefore, this stage is

characterized by a BC analysis and a BC plan. The deliverable of the planned stage is BCM as a blueprint. 3. BCM actualized. Implemented arrange is come to as before long as not as it were the measures to guarantee BC are arranged, but also realized. This means BCM offices have to be realized, services have been contracted and BCM assignments got to be relegated to the proper individuals. The deliverable of the executed arrange is BCM as an implemented project. 4. BCM implanted. On the primary three stages, BCM could be a extend. As before long as an organization comes to the embedded stage, BCM has turned into a handle rather than a venture. This arrange is come to as before long as a upkeep prepare is outlined; thus a upkeep arrange is created, the arrange is known and accessible inside the organization and there's mindfulness with respect to the significance of BCM inside the organization. The deliverable of the implanted state is BCM as a process.

5. BCM controlled. At the arrange of BCM implanted, an organization has created a support arrange and likely defined a few BCM works out and tests. Within the another stage, BCM controlled, this maintenance process is additionally executed because it should and works out are done as planned for. In expansion to that, the existing BCM is audited and controlled. The deliverable of the controlled stage is BCM as business as usual. If an organization has come to arrange 5, it controls its existing BCM. For a few organizations, a BCM prepare that's controlled is adequate. In any case, other organizations will endeavor for organize 6.

6. BCM optimized. If an organization has optimized its BCM, it can use its BCM as a strategic instrument, for example to gain a commercial advantage or strive for operational excellence as a business strategy. For this, a strategic approach of BCM is a requisite. Furthermore, the organization should strive for continuous improvement of their BCM and the deliverable of the optimized stage is BCM as a strategic instrument.

Finally, the Singapore Business Federation (2011) provided a BCM preparedness assessment, based on the company's level of understanding about business continuity. Red level shows that the organization has a minimal understanding of BC, whereas Yellow level shows the organization has a basic understanding of BC, and finally

Green level describes the organization has a progressed understanding of BC. The evaluation is conducted through rating the firm's understanding and preparedness towards risk analysis and audit, BIA, technique advancement, BC arrange improvement, tests, and works out, and program management.

According to a study from New York University (2006), most businesses, especially little and medium sized ones, are missing formal BCM programs. Only one-quarter of the companies studied have formal, composed continuity plans. Besides, only four in those companies given BCM preparing to their representatives. These four companies had arranged the concept inside their organization due to regulatory forces, which are risks to employees and business operations, legal liability, and protections necessities. From this think about, it is suggested that an organization ought to analyze its possess case for BCM preparedness and invest appropriately.

2.7 Reviews of BC Plan

Various sectors have developed their BC plans based on the functions of their business and impacts that may occur from certain crises. There are general principles that can be gained from these plans that may provide insights on developing a BC plan.

2.7.1 BC Plan from Financial Services Sector

As mentioned before, the financial services sector is the pioneer of developing and implementing BCM. In general, the main principles that are established in their BCM policy are as follows (Monetary Authority of Singapore (MAS) 2003; Bank Van De Nederlandse Antillen (Central Bank) 2010):

1. Board of Executives and Senior Administration ought to be mindful for their institution's BCM. The obligation for the state of BC preparedness of an institution lies with the Board of Directors and senior management. Senior management is careful about coordinating BCM with approaches and strategies crucial for the continuation of CBFs. In expansion, they should illustrate that they have adequate awareness of the risks, relieving measures and state of preparation by way of a confirmation to the Board of Directors.

2. Institutions ought to implant BCM into their business-as-usual operations, incorporating sound practices. Based on the scale and complexity of the businesses, institutions seem receive sound BCM practices that incorporate the following components:

- Clear BCM arrangement, strategy, and budget.
- Well-defined parts and obligations for the BCM programme.
- BC plan comprising of detailed tasks and activities.
- Succession plans for basic staff and senior management.
- BIA or comparative process.
- Programme for the improvement, execution, testing and maintenance of BC plan.
- Programs for preparing and awareness.
- Emergency responses.
- External communications and crisis management coordination programs.
- Coordination with external parties (including authorities, interdependent parties, etc.).

3 Institutions should test their BC plan frequently, totally and meaningfully. It is basic to regularly test its usefulness and effectiveness. Tests will moreover familiarize staff with the area of the recovery site, as well as the recovery methods. Senior administration and staff ought to take an interest in these exercises and be recognizable with their roles and duties within the occasion of activation. Exercises may incorporate:

- ❖ Desk-top-walk-through work out to full framework test.
- ❖ Staff call-tree activation (with and without mobilization).
- ❖ Back-up site to back-up location work out (including with outside benefit providers).
- ❖ Alternative courses of action of shared services.
- ❖ Back-up tape restoration.
- ❖ Retrieval of imperative records.

4. Institutions should create recovery strategies and set recovery time destinations for CBFs. The foundation of recovery methodologies empowers educate to execute their BC plan in an efficient and predefined way that minimizes disruption and financial loss. Recovery methodologies shape the basis for characterizing recovery time targets of CBFs. Without these clear markers, scarce assets may be improperly redirected to less critical exercises. This may adversely influence the institutions' reputation and survivability. Recovery time objectives may run from minutes to hours. The transparency and sharing of recovery time destinations would offer assistance improve benefit level desires and understanding among educate and encourage contribute towards the relief of interdependency risk.

5. Institutions should understand and appropriately mitigate interdependency risk of CBFs.

When planning for the BC of CBFs, institutions should take into account the interdependencies of these business functions, and the extent to which they depend on other parties. Institutions should also understand the business processes of these parties that support their critical functions, including their BC preparedness and recovery priorities.

6. Institutions should plan for wide range disruptions. These financial administrations see to institutions to illustrate that they have planned and catered for a wide-area disruption in their BCM. A few planning parameters that teach may consider incorporate the geographical concentration of institutions, transactional processing activities and conditions on inside or outside service providers. Institutions are mindful for choosing on the need to cater for multiple zones blackout scenarios, taking into consideration their respective levels of basic business activities and judicious risk administration approaches. In addition, they should also consider broadening and developing their BCM scope to cater for prolonged operational disruptions.

7. Institutions should practice a partition arrangement to relieve concentration risk of CBFs. Critical staff and data are critical resources that are difficult to supplant rapidly.

Many institutions assume that the same pool of staff would be available to recover their CBFs at the recovery sites. This may not always be true as disruptions may result in the unavailability of critical staff. Also, identifying alternates to critical staff may not always reduce the risk, especially if both the primary and alternate critical staffs are housed in the same location or zone. It is important, therefore, to find the right balance between mitigating concentration risk and not losing the efficiencies gained from the centralization of business processes and critical staff.

2.7.2 BC Plan from Education Institutions:

A Case Study on April 16, 2007, Virginia Polytechnic Institute and State University (Virginia Tech) experienced one of the most horrific events in American university history. A double homicide had occurred, followed by a mass shooting that left 32 students and faculty killed, with many others injured, and many more scarred psychologically. Families of the slain and injured as well as the university community have suffered terribly from this event. One of the main recommendations from the tragedy is to update and improve the university's emergency response plan. It is recommended that the plan should be more systematic, including conducting risk analysis (threat assessment) in advance and choose a level of security appropriate for the campus. Along with that, the university should update and enhance the plan where students, faculty and staff should also be trained annually about responding to various emergencies (Tridata Division 2009; Flynn and Heitzmann 2008).

In 2010, the school had developed a comprehensive emergency response and continuity plan. The brief description of the plan is as follows (Virginia Polytechnic Institute and State University 2010):

General purpose

The plan outlines procedures for managing major emergencies that may have threatened the health and safety of the campus community or disrupt business operations on the local campus. It identifies individuals and departments that have a direct or supporting role in emergency response, and it provides a management structure for coordinating and deploying university resources to handle the event.

This plan consists of the basic plan, the appendices, and the emergency support function and incident annexes. The basic plan provides an overview of the university's approach to emergency response and operations. It explains the policies, organization and tasks that would be involved with the response to an emergency. The annexes and appendices give definition to the terms and acronyms used throughout the basic plan, and are the location for any supporting figures, maps and forms. The emergency support function appendices focus on detailing the specific responsibilities, tasks and operational actions to complete a specific emergency operations function, while the incident annexes focus on any additional special planning or response needs beyond the basic response plan for particular event scenarios.

Scope

This plan applies to all of the university's students, facilities, staff and visitors. Surrounding community in addition to the campus may be impacted by major emergencies, and if this happens, the university will further cooperate with local, state, and federal officials in their delivery of emergency services. Categories of emergencies or hazards are identified through risk assessment with significance ranking that are most likely to impact the university.

Priorities

The plan's response priorities are (1) to protect life safety; (2) to secure critical infrastructure and facilities (in priority order: buildings used by dependent population; buildings critical to health and safety; facilities that sustain the emergency response; classroom and research buildings; administrative buildings); (3) to resume teaching and research programs.

Response phases

The university response to a disaster or emergency will generally involve the following phases:

Planning and mitigation. The process of evaluating exposures and developing or refining response plans that will assure an orderly and effective response to an emergency, and for identifying and mitigating areas of vulnerability.

Response. The reaction(s) to an incident or emergency in order to assess the level of containment and control activities that may be necessary.

Resumption. The process of planning for and/or implementing the resumption of critical business operations immediately following an interruption or disaster. During this phase, more in-depth forecasts of the impact will be available, and university-wide priorities for program resumption will be determined.

Recovery/restoration. The process of planning for and/or implementing recovery of non-critical business processes and functions after critical business process functions have been resumed, and for implementing projects/operations that will allow the university to return to a normal service level.

Emergency notification systems protocols

The university provides an Emergency Notification System (ENS) which is intended to rapidly circulate emergency information on an incident and give instructions to the campus population.

Emergency operations command structure

The university's emergency response and continuity plan had been coordinated with the town's agencies, local government, and organizations. The functional groups in delivering the response and continuity process are:

The policy group, which is composed of lead administrators. It establishes policies and procedures as needed to support emergency operations and determines business recovery and resumption priorities.

The Emergency Response Resource Group (ERRG) directs resources in support of emergency response operations, assures the continuity of critical business functions,

and implements business recovery and resumption activities. The ERRG convenes at the Emergency Operations Center (EOC).

Satellite Operations Centers (SOCs) located in the administrative headquarters. Deans, Vice Presidents and Vice Provosts, gather emergency impact data from their constituent departments, account for their personnel, transmit reports to the EOC, disseminate emergency instructions to constituents, and develop and implement business continuity, resumption, and recovery plans.

In addition to these groups, there are also essential roles who will direct these groups, supported by essential personnel.

Business recovery

Even when emergency response activities are nearing completion, business recovery activities may continue for weeks or months after the event. Business recovery activities include reestablishing complete services and functions following a major incident and recovering extraordinary costs caused by the event. Furthermore, recovery priorities should be established as follows:

- ✓ Immediate recovery (true continuity) is essential.
- ✓ Recovery required within 24 hours.
- ✓ Recovery required between 24 and 72 hours.
- ✓ Recovery not required within 72 hours.

Exercises and training

Trained and knowledgeable personnel are essential for the prompt and proper execution of the plan. All personnel will be provided with the necessary training to execute those responsibilities in an effective and responsible manner. Training on university-level emergency response roles and the incident command system will generally be coordinated by the Director of Emergency Management.

Exercises will be conducted as needed which allow all persons involved in emergency response to practice their roles and to better understand emergency operations and their

responsibilities under emergency conditions. University-wide exercises will be held at least once per year, and will consist of tabletop, practical and full-scale staged events as deemed appropriate.

2.7.3 BC Plan for Influenza Pandemic: A Review

A pandemic is an epidemic or outbreak of infectious disease that spreads through populations across a large region, for instance a continent, or even worldwide. A flu pandemic could occur when a new flu virus emerges and starts spreading as easily as normal seasonal flu. As the virus is new, the human immune system will have no pre-existing immunity. This makes it easier for people to contract the new flu and experience more serious symptoms than that caused by normal seasonal flu. Current viruses that had spread across a large region (particularly in Asia) are the influenza A (H1N1), the SARS incident in 2003, and the avian flu (H5N1) (SPRING 2009).

According to some studies, no one could predict when a flu pandemic will occur. When it does occur, the impacts may be felt in various ways. Regarding its possible general impact, public gatherings may be discouraged, people with flu-like symptoms may not be allowed in public places, public transport may be disrupted, and regular updates and clarifications may be necessary. As for the business impact, supplies may be disrupted, the number of customers may drop, likely increase of electronic communications use which may lead to overloaded communication systems and some staff in any organization may be absent from work (SPRING 2009).

Based on these likely impacts, companies are encouraged to ensure their business remain viable in the event of an outbreak. BCP should be developed with further considerations on how to operate their business with minimal face to face contact between staff, staff and customers, and with suppliers; how to operate business effectively with key members of staff being absent from work; and how to operate if supply chains are disrupted. Moreover, the key risks to the company that need to be addressed in BCP are (SPRING 2009):

- Employees
- Processes and business functions (e.g. production, sales and marketing, etc.)

- Business infrastructure (e.g. offices, shops, factories, equipment, etc.)
- Stakeholders (shareholders, suppliers, customers, etc.)
- Communications, both internal and external

The Singapore government had proactively taken an approach to overcome this crisis through initiatives such as the Flu Pandemic Guide for small and medium-sized enterprises (SMEs) in 2006. The BC guideline developed by a Singapore standards agency provides these contents particularly for handling flu pandemic (Low et al. 2010a; Singapore Business Federation 2006; SPRING 2009).

2.8 The Need for BCM

According to an overview on trends in commerce continuity, it was found that BCM has become mandatory to maintain client confidence and a competitive edge. The threat of interruption and the have to be react promptly has showed itself, where a vast increase in regulatory requirements and a order from clients for BC plan development has happened. Organizations are anticipated to oversee the BC process more collaboratively, be driven to complete their BC plans and incorporate it in Requests for Proposals (RFP) and Demands for Data (RFI) (BUCORIM 2008).

There are several sources of outside influence that are empowering an increased focus on business continuity. According to respondents addressed for a report conducted by the Economist Insights Unit (EIU 2007), customers are the stakeholder that is seen as most vital in driving decisions about business continuity, with 59% citing them as a significant influence. Besides, in the supply chain relationships that are getting complex and more dependent, clients will most likely inquire around a detailed scope of BC plan, whether the supplier has it in place and would ask evidence of compliance with specific policies.

In addition to customers, pressure from regulators is also becoming more distinct. Regulators are viewed as the second most important external influence over decisions about BC, with 58% seeing them as significant in the regard. This figure rises to 72% from respondents who are in the financial services sector (EIU 2007).

2.8.1 Benefits of BCM

Previous section of this chapter had described the relationships between BCM and other concepts.

Whilst BCM can help firms to have a response for major disturbances that may threaten their business activities, the Business Continuity Institute (2007a) found that there are other benefits that can be gained by incorporating BCM as a management discipline in an organization. Firstly, BCM will help tackle some key risks in the firm and help them achieve conformity. Secondly, BCM can be used as a competitive advantage to achieve new customers and to improve surpluses by using it as a display of “customer care”. Thirdly, a thorough review of the business through Business Impact Analysis (BIA) can emphasize business incompetence and focus on priorities that would not then have come to light. And finally, firms providing services or goods acknowledge that keeping customers through a more trustworthy service is cheaper than enticing back the deserters after an interruption. Other studies have also found various benefits of implementing BCM in an organization.

2.8.2 Challenges in BCM

Although BCM is considered as fundamental to be executed in organizations, there are a few issues with respect to the challenges of its execution. Robinson (2009) viewed that the recent economic recession would be a challenge in executing BCM. Recession has delayed or reduced BCM uptake; with top management seeing it as a discretionary spend. Besides, as it were a minority will recognize that recession increases the require for BCM, with reductions reducing operational resilience and scarce liquidity eroding financial tolerance. In any case, when a senior management group still includes a strong commitment in maintaining its business resilience and seeing the recession-BCM connect being strong enough, these can be a strong contributory factor to preserve its BCM. Besides, Molinier (2009) opined that these economic conditions should be an opportunity to illustrate how the companies can give strength while streamlining processes and adopting a cost-benefit approach that demonstrably support business objective.

In accordance with Continuity Central's survey to BC experts (Continuity Central 2011), the greatest challenge in executing BCM was lack of resource for the implementation. The moment biggest challenge was the difficulties in getting senior management support and input. Thirdly, getting the broader organization available to BC and to provide support to the process was another challenge that must be considered. Following these beat three challenges, other reasons are: organizational cutbacks and changes; technology issues; testing and exercising issues; compliance, regulations and examining; and culture change.

Chapter Three

RESEARCH DESIGN METHODOLOGY

This chapter includes the research design, Sample design, sources of data, methods of data collection and analysis to be used. The objective is to provide an overview of the method applied to conduct the research and collect the necessary data to answer the questions outlined in the research questionnaire.

3.1 Research Design

Both quantitative and qualitative research designs were used for this study. Quantitative research was used to measure time management behavior and factors associated with it whereas; the qualitative research design was used to strengthen the issues touched by quantitative data. Burns and Grove (2001) described quantitative research as a formal, rigorous, objective process used to obtain information, and to describe variables and their relationships. To achieve the objectives of the study, descriptive research designs were used for this study. A descriptive research design determines what exists, the frequency at which it occurs, and whether it can be categorized into various aspects.

3.2 Sample Design

3.2.1 Target Population

The study population is a group of individuals selected based on inclusion and exclusion criteria which relate to the variables being studied. It is the population from which the sample population will be randomly or purposively selected. A sample is a portion of the population whose results can be generalized to the entire population (Fricker, 2006).

Target populations were sample staffs in human resource department, finance department, and program department of UNOAU staff and consultants in Addis Ababa, which constitutes 80 staffs.

Table.3.1: Targeted Population

	Human resource	Finance department	Program department	Total
1	5	12	68	80
Total	5	12	68	80

The total population of study was employees of UNOAU. UNOAU has a total number of 80 employees. Therefore, questionnaire was distributed for all 80 staff members. From total population 68 people responded accounting for 85% to response rate.

3.2.2 Sampling Frame and Sampling Technique

The sampling frame was taken from UNOAU staff Addis Ababa since the total number of employees of UNOAU is limited the researcher opted for census approach.

For qualitative data key informant interview was conducted with 10 different managerial officers and 15 key expertise from UNOAU management team.

3.3 Sources of data

The study used both primary and secondary sources of data. Primary data was collected from the respondents and secondary data was gathered from organizational records, magazines, and internet.

3.4 Method of Data Collection

Questionnaire was employed to collect primary data from respondents. Questionnaire was distributed for 80 staff members of UNOAU from the total population 68 staff members responded to the questionnaire. The questionnaire was adopted from standard sources. Self-administrated questionnaire was used to gather information from socio-demographic variables, organizational, administrative, and personal related factors. Semi-structured interview was used to collect the necessary qualitative data from key informants such as the middle management and Staff union members.

3.5 Method of Data Analysis

Once the raw data were on hand, quantitative and qualitative methods of data analysis were used. With the quantitative data collected through the questionnaire a descriptive statistical analysis method was used.

Descriptive research involves gathering data that describes events and then organizes, tabulates, and describes the phenomena. To process the data from different angles, the researcher used all the necessary data, and finally the raw data were organized and grouped on the basis of common characteristics. As a result, the data obtained via the questionnaire were tallied and the frequencies converted into percentages. Tabulation methods, description of facts based on statistical analysis tools called SPSS. Data's were analyzed in percentages, mean, median, mode, standard deviation, minimum and maximum with explanations and lastly interpreted after considering all relevant factors. The researcher used visual aids such as tables to aid the reader in understanding the paper. Data obtained from open-ended questions were also be analyzed together with the closed-ended questions to triangulate the responses gathered via the survey questionnaire in general. Besides, to analyze the data obtained through qualitative method of data analysis was performed. Hence, the data gained via this method was used to crosscheck the data gathered through the main instrument of the research i.e., the survey questionnaire and, therefore, this has a separate section dedicated to it.

3.6 Reliability

Before applying statistical tools, testing of the reliability of the scale is very much important as it shows the extent to which a scale produces consistent result if measurements were made repeatedly. This is done by determining the association between scores obtained from different administrations of the scales. Its value varies from 0 to 1 but the satisfactory value is required to be more than 0.6 for the scale to be reliable (Cronbach, 1951). In this study, the Cronbach's alpha scale is used as a measure of reliability of the scales and a Cronbach's alpha value of the tool for this study was 0.8 for the BCM. It was found fulfilling the criteria and accepted for using tools as reliable. Moreover, multicollinearity test was conducted to check the effect of correlation between independent variables.

3.7 Validity

The researcher has selected participants randomly so that characteristics had the probability of being equally distributed and recruits large samples to account for or compare these outcomes. The researcher used the same instrument for pre-test and post-test measures. To guard against this, the researcher conducted pilot studies to establish trust and respect with the respondents. About the key informant questionnaire, understanding between the researcher and subjects had been created; hence, a more cooperative atmosphere, which increases the validity of the subjects' responses. Such kind of understanding improves the level of trust between the researcher and subjects, which, in turn, increases the validity of answers received.

3.8 Ethical Considerations

During the entire study period the ethical issue was considered. The data which was collected through questionnaire and interview for the study were used only for academic purpose. The information would be kept in secret. As much as possible the researcher would try to keep the dignity of the respondents. Private information about respondents and manager would be kept confidential. This information is by no means being transferred to anyone else other than the researcher's advisor. Also, the researcher would take the necessary care not to touch the respondents' beliefs, cultures, and behaviors.

Chapter Four

Result and Conclusion

4.1 Introduction

This section contains data presentation, analysis, and interpretation. The findings are presented in accordance with the order of objectives. The main purpose of the study was to assess the level of implementation of BCM in the UNOAU.

4.2 Demographics of respondents

Table 1 Demography of the Respondent

No.	Variable	Response	Frequency	percent
1	Gender	Male	41	60.3
		Female	27	39.7
		Total	68	100
2	Age	18-30	2	2.9
		31-45	48	70.6
		46-60	15	22.1
		60 years & Above	3	4.4
		Total	68	100
3	Education	Diploma	4	5.9
		Degree	22	32.4
		Masters	40	58.8
		PHD	2	2.9
		Total	68	100
4	Experience	0-3 years	10	14.7
		4-7 Years	27	39.9
		8-10 Years	21	30.9
		11-15 Years	10	14.7
		Total	68	100

Source: own survey,2020

From table 1, it was indicated that respondents 39% of the respondent are Female and 60% of the respondents are Male.

The age of respondents was of 18-30 years (n=2, 2.9%), 31-45 years (n=48, 70.6%) and 46-60 years (n=15, 22.1%). This means that most UNOAU staff in Ethiopia have relatively mature staff with mature reasoning and with vast experience. This is an asset to the organizations which if used well can improve the situation of business continuity management.

From table1, it was indicated that respondent's education was Certificate to diploma (n=4, 5.9%), Degree (n=22, 32.4%, Masters (n=40,58.8%) PHD (n=2,2.9%). The above means that most UNOAU staff are highly learnt staff. This staff is indispensable in the management of the affairs of the organizations especially business continuity situations. It is upon this staff to ensure the success of whatever goes on in the organizations; this however largely depends on willingness and policies in place to foster process such as business continuity management. If there is any reason for inadequacies in the business continuity, then it cannot be blamed on staff knowledge given this immense education.

From the table above, it was indicated that respondents had been attached to UNOAU for quite some time where 0-3 Years (n= 10, 14.7%), 4-7 years (n= 27, 39.7%), 8-10 years (n= 21, 30.9%) and 11-15 years (n= 10, 14.7%). This means that respondents were having vast experience given the long duration of attachment with over 70% of the respondents having worked with UNOAU for over 3 years. This implies that their responses were quite respectable as they were given from an informed and experienced point of view. With such experience, the respondents must have seen some crises and how they were managed hence being able to give reliable views and opinions.

4.3 BCM preparation awareness in UNOAU

One of the objectives was to assess the level of awareness and preparedness of importance of BCM in UNOAU. The findings regarding this are indicated in the next section. This section presents the interpretation of results. This interpretation is based on the order of objectives. Several questions were presented before the respondents and the interpretation is such that a mean value close to or equal to 1 means strongly agree, 2= agree, 3= not sure (but will be interpreted as disagree), 4= disagree and 5= strongly disagree

Table 2 BCM Preparation Awareness in UNOAU

Descriptive Statistics	N	Mean	Median	Mode	Std. Deviation	Min	Max
Relevant data about BCM from UNOAU effectively reaches key stakeholders	68	2.19	2.00	2	1.055	1	5
There's satisfactory subsidizing for BCM in UNOAU	68	2.41	2.00	2	.851	2	5
There is a high level of engagement by the affected communities in the BCM activities in UNOAU	68	3.32	3.00	3	.800	2	5
Staff Awareness about BCM integration is part of the training and Awareness programme and is well documented.	68	2.31	2.00	2	.797	2	5
There is a high level of sharing knowledge via internet and intranet sites to both internal and external people about performance of BCM exercises in UNOAU.	68	2.35	2.00	2	.806	2	5

Source: own survey,2020

From table 2, it was investigated whether relevant information about BCM from UNOAU effectively reaches key stakeholders and results were (Mean=2.19, S. D=1.055). This means that most respondents disagreed. This implies that some stakeholders are not aware of the current state of BCM in UNOAU. It was also explored whether there is adequate funding for awareness rising in UNOAU (Mean= 2.41 S.D=.851). This means that most respondents disagreed. This implies that people are not aware when funds for awareness campaigns are available. ON whether there is a high level of involvement by the affected communities in the BCM activities in UNOAU, results were (Mean= 2.31 S. D=.797) This means that most respondents disagreed. This implies that the level of involvement of the community in BCM is not up to

the desired levels. It was further investigated whether Staff Awareness about BCM integration is part of the training and awareness program and is well documented, results indicated (Mean= 2.31, S. D=.797). This means that most respondents disagreed. This implies that while training for UNOAU staff, issues to do with awareness about BCM are not taken as a priority and the documentation available is not adequately convincing. There is a high level of sharing knowledge via internet and intranet sites to both internal and external people about performance of BCM exercises in UNOAU (Mean= 2.35, S. D=.806). This means that most respondents disagreed. This implies that the Internet platform has not been fully exploited by UNOAU in a bid to improve the situation for BCM.

Table 3 The Level of Preparedness of Importance of BCM in UNOAU

Descriptive Statistics	N	Missing	Mean	Median	Mode	Std. Deviation	Min	Max
	Valid							
There is commitment of management to support the UNOAU activities.	68	0	3.88	4	4	0.873	2	5
UNOAU management put BCM on high priority in relation to other management functions	68	0	2.32	2	2	0.722	2	4
All conceivable or anticipated risk have been identified, analyzed, and documented as a sign of planning for BCM in UNOAU	68	0	2.29	2	2	0.865	1	4
There are well drawn plans in response to changes in entity's organization, infrastructure, staff, ICT and any other critical activities in events of disaster	68	0	2.59	2	2	0.902	2	4

Source: own survey,2020

From table 3, it was investigated that there whether there is commitment of management to support the UNOAU activities and results were (Mean=3.88, S. D=.873). This means that most respondents agreed. This implies that there is commitment of management to support UNOAU activities. The study also looked at whether most managers are putting BCM on high priority in relation to other management functions within their organizations and it was indicated that (Mean= 2.32, S. D=.722). This means that most respondents disagreed. This implies that in most organizations BCM was not

taken as a priority in relation to other management functions. On whether all possible or expected risks have been identified, analyzed and documented as a sign of preparation for BCM in UNOAU (Mean= 2.29, S. D= .865). This means that most respondents disagreed. This implies that most respondents were of the view that it is impossible to identify, analyze and document all possible risks even when there was willing to do so. It was further explored whether there are well drawn plans in response to changes in entity’s organization, infrastructure, staff, ICT and any other critical activities in event of a disaster where results indicated (Mean= 2.59, S. D=.902). This means that most respondents disagreed. This implies that some of the plans to address changes in infrastructure, staff, ICT, and any other critical activities in event of a disaster were missing.

4.4 Factors Followed by UNOAU When Planning an Initial BCM Programs or Modifying an Existing One

The second objective was considerations and factors followed by UN Agencies Departments When Planning an Initial BCM Programs or Modifying an Existing One. The findings regarding this are indicated in the next section. This section presents the interpretation of results. This interpretation is based on the order of objectives.

Table 4: Factors Followed by UNOAU When Planning an Initial BCM Programs or modifying the existing one.

Descriptive Statistics	N	Mean	Median	Mode	Std. Deviation	Min	Max
	Valid						
The nature of the expected threats and their probability of occurrence is another is significant determining factor of BCM programs in UNOAU	68	3.56	4.00	4	.952	2	5
Staffing of UNOAU has influenced most BCM plans initiation	68	2.41	2.00	2	.918	2	5
UNOAU has a mature BCM policy and systems in place.	68	2.57	2.00	2	.886	2	4
UNOAU BCM programs have Information technology as a central focus	68	3.69	4.00	4	1.110	2	5
Whether all departments can be included in the BCM programs is another important factor.	68	4.29	4.00	4	.548	3	5

Source: own survey,2020

From table 4, it was investigated whether UNOAU consider leadership and communications protocols when planning an initial BCM programs and results were (Mean=3.56, S. D=.952). This means that most respondents disagreed. This implies that sometimes leadership and communication is ignored as a less important factor while planning for BMC. It was investigated whether Staffing of UNOAU has influenced most BCM plans initiation and results were (Mean= 2.41, S. D=.918). This means that most respondents disagreed. This implies that staffing is not an issue since there is already adequate staff to address and man all programs in place. On the issue of whether this organization has a mature BCM policy and systems in place and results were (Mean= 2.57, S. D=.886). This means that most respondent disagreed. This implies that although BCM programs were existent, they were not mature enough. It was further explored whether most BCM programs have Information technology as a central focus and results were (Mean= 3.69, S. D= 1.110). This means that most respondents agreed. This implies that ICT is so central to the operation of BCM in UNOAU in Ethiopia. The respondents were also requested to indicate whether all departments can be included in the BCM programs is another important factor (Mean=4.29, S. D=.548). This means that most respondents agreed. This implies that it is possible to include and indeed all departments were regarded as part and parcel of the BCM programs wherever they existed.

Table 5: Factors Followed by UNOAU When Modifying an Existing One

	N	Mean	Median	Mode	Std. Deviation	Min	Max
	Valid						
Leadership acceptance of the proposed changes in BCM plans is high in UNOAU	68	2.93	2.00	2	1.262	2	5
Major changes in the BC Standards or the continuity planning regulations and guidelines have affected UNOAU's BCM programs.	68	2.41	2.00	2	.918	2	5
There is regular testing, maintenance, and feedback from existing BCM programs which have resulted in changes in BCM programs in UNOAU	68	2.34	2.00	2	.660	2	4
UNOAU has accumulated knowledge regarding business continuity operations both in terms of response and recovery thus routine modification of their BCM programs	68	2.76	2.00	2	1.148	2	5
Changes in the threats faced by UNOAU including the environment, locations and markets suppliers and the supply chain have resulted in changes in existing BCM programs.	68	2.26	2.00	2	.683	2	4

Source: own survey,2020

From table 5, it was investigated whether leadership acceptance of the proposed changes in BCM plans is high in UNOAU and the following results were obtained (Mean=2.93, S. D= 1.262). This means that most respondents disagreed. This implies that leadership acceptance of the proposed changes is not a key determinant thus plans can be modified with or without leadership acceptance. This is quite risky as the leaders may not give in their efforts towards success of such plans. It was also explored whether major changes in the BC Standards or the continuity planning regulations and guidelines have affected UNOAU BCM programs and the results on this were (Mean= 2.41, S.D=.918). This means that most respondents disagreed. This implies that most plans have not been affected by changes in BC Standards. This ideally could imply that the BCM plans were designed to be as flexible thus not shocked by regulatory changes. The study also assessed whether there is regular testing, maintenance and feedback from existing BCM programs which have resulted in changes in BCM programs in UNOAU and results were (Mean= 2.34, S. D=.660). This means that most respondents disagreed. This implies that little efforts were being made to assess existing programs results of which could be used for modifying the programs. It was also explored whether UNOAU have accumulated knowledge regarding business continuity operations both in terms of response

and recovery thus routine modification of their BCM programs and resulted indicated (Mean= 2.76, S. D= 1.148). This means that most respondents disagreed. This implies that UNOAU had some knowledge of BCM, but it was not well arranged to qualify as accumulated. This ideally implies that much as documents on BCM existed, more information was still needed to make the process of BCM sink well. The study also explored whether changes in the threats faced by UNOAU including the environment, locations and markets suppliers and the supply chain have resulted in changes in existing BCM programs and results were (Mean= 2.26, S. D=.683). This means that most respondents disagreed. This implies that the changes in BCM are not driven by changes in threats; this could also imply that threats do not change so often thus can be correctly predicted and planned for.

4.5 Benefits, Challenges, Strength and Weaknesses, Risks and Opportunities During the Implementation of BCM in UNOAU

The third objective was benefits, challenges, strength and weaknesses, risks and opportunities that are either addressed or exploited while implementing BCM in the UNOAU. The findings regarding this are indicated in the next section. This section presents the interpretation of results. This interpretation is based on the order of objectives. Several questions were presented before the respondents and the interpretation is such that a mean value close to or equal to 1 means strongly agree, 2= agree, 3= not sure (but will be interpreted as disagree), 4= disagree and 5= strongly disagree.

Table 6: Benefits during implementation of BCM in UNOAU

Descriptive Statistics	N	Mean	Median	Mode	Std. Deviation	Min	Max
	Valid						
BCM has helped UNOAU to detect and address inefficiencies.	68	4.10	4.00	4	.775	2	5
Through the activities of BCM most UNOAU can mitigate and prevent losses ahead of time	68	3.81	4.00	4	.966	2	5
There is improved operational flexibility to unforeseen events and preservation of reputation due to use of BCM process in UNOAU	68	2.65	2.00	2	1.019	2	5

From table 6, it was investigated whether BCM has helped UNOAU to detect and address inefficiencies and results were (Mean= 4.10, S. D=.775). This means that most respondents agreed. This implies that BCM has helped UNOAU to detect and address inefficiencies in all their operations. The study also investigated whether through the activities of BCM most UN agencies are able to mitigate and prevent losses ahead of time and results were (Mean=3.81, S. D=.966). This means that most respondents agreed. This implies that with the presence of BCM many of the would -be losses can be prevented or reduced thus it is cost effective to have a BCM programme in place. It was also explored whether there is improved operational flexibility to unforeseen events and preservation of reputation due to use of BCM processes in UNOAU and results obtained were (Mean=2.65, S. D= 1.019). This means that most respondents disagreed. This implies that since many people are not aware of BCM, they do not attach high reputation to organizations with BCM not until interruptions have occurred for them to realize the benefit of having BCM plans.

Table 7: Challenges During the Implementation of BCM in UNOAU

	N	Mean	Median	Mode	Std. Deviation	Min	Max
	Valid						
Safety and security are a major challenge to UNOAU BCM programs	68	3.82	4.00	4	.913	2	5
Most BCM activities are financed through ad-hoc budgetary decisions and not through approved budgetary allocations.	68	4.45	4.00	4	.510	4	5
UNOAU has the correct level of capacity and resources to take forward the Business Continuity Management programmed	68	3.44	4.00	4	.759	3	5

Source: own survey,2020

From table 7, it was investigated whether safety and security are a major challenge to UNOAU BCM programs and results were (Mean= 3.82, S. D=.913). This means that most respondents agreed. This implies that safety and health is a formidable challenge. This is further aggravated by the presence of insecurity in the region caused by sea pirates and Al-Shabab. It was also explored whether most BCM activities are financed through ad-hoc budgetary decisions and not through approved budgetary allocations and it was indicated that (Mean= 4.45, S. D=.510). This means that most respondents agreed. This implies that the budget for BCM activities is not clearly defined which affects some of the BCM activities and projects. On

the issue of whether most agencies have the correct level of capacity and resources to take forward the Business Continuity Management program, results were (Mean= 3.44, S. D=.759). This means that most respondents disagreed. This implies that level of capacity and resources to take forward the Business Continuity Management program was not up to what was sufficient thus a constraint to the continuity of such a program.

Table 8: Strength During the Implementation of BCM in UNOAU

Descriptive statistics	N	Mean	Median	Mode	Std. Deviation	Min	Max
	Valid						
This organization has hot sites (sites which are pre-designated and pre-set up sites where it can perform operations at some level)	68	2.79	2.00	2	1.179	1	5
This organization has a wide range of facilities, systems and technologies which support BMC.	68	2.63	2.00	2	.879	2	4
Most UNOAU has well aligned programs with the recommended standards which has made them effective.	68	4.12	4.00	4	.985	2	5
UNOAU has good Information and communication Technologies (ICTs).	68	4.15	4.00	4	.950	2	5

Source: own survey,2020

From table 8, it was investigated whether this organization has hot sites (sites which are predesignated and pre-set up sites where it can perform operations at some level) and results were (Mean=2.79, S. D=.1.179). This means that most respondents disagreed. This implies that most organizations had not hot sites that could be used for restoration of activities in case of a breakdown. The study also looked at whether the organization has a wide range of facilities, systems and technologies which support BMC and results were (Mean=2.63, S. D=.879). This means that most respondents disagreed. This implies that although there were indicators of the presence of BCM, they were not wide enough to guarantee it. On whether UNOAU has well aligned programs with the recommended standards which has made them effective results were (Mean=4.12, S. D=.985). This means that most respondents were not sure thus disagreed. This implies that programs are not well aligned for effective BCM results. It was further explored whether this organization has good Information and communication Technologies (ICT) and results were (Mean=4.15, S. D=.950). This means that most respondents agreed. This implies that UNOAU had good Information and communication Technologies (ICTs) which is an essential ingredient of BCM programs.

Table 9: Weakness During the implementation of BCM in UNOAU

	N	Mean	Std. Deviation	Min	Max
	Valid				
UNOAU has enough human and financial resources at their headquarters to provide adequate guidance and technical assistance in the implementation of business continuity to their field	68	3.00	1.133	2	5
UNOAU has enough protection from financial losses due to risk management approaches which can prevent incurrence of financial losses.	68	2.59	.918	2	4
The evolvment risks match the speed at which solutions are being designed to counteract them.	68	2.60	1.024	2	5
UNOAU has plans in place for where to conduct business if normal facilities are unusable	68	2.99	1.152	2	5
UNOAU is not exposed to risk caused by natural disasters	68	2.15	.526	2	4

Source: own survey,2020

From table 9, it was investigated whether the agency has enough protection from financial losses due to risk management approaches which can prevent incurrence of financial losses and results were (Mean= 3.00, S. D= 1.133). This means that most respondents disagreed. This implies that UNOAU can still suffer from losses because of interruptions in business; this was a clear indicator that BCM had not taken a firm root yet. It was also investigated whether the evolvment risks match the speed at which solutions are being designed to counteract them where results indicated (Mean=2.60, S.D=1.024).This means that most respondents disagreed. This implies that risks are evolving at a much higher rate that surpasses the available BCM capacity to counter them. Another factor looked at was whether the organizations have plans in place for where to conduct business if normal facilities are unusable and the results on this were (Mean=2.99, S.D=1.152).This means that most respondents disagreed. This implies that there were no plans in place for where to conduct business if normal facilities are unusable and this confirms earlier findings that many

organizations lacked hot sites. The study also explored whether the organization is not exposed to risk caused by natural disasters (Mean=2.15, S. D=0.526). This means that most respondents disagreed. This implies that most organizations were prone to risk caused by natural disasters and as such there was need to prepare for them

Table 10: opportunity During the implementation of BCM in UNOAU

Descriptive Statistics	N	Mean	Median	Mode	Std. Deviation	Min	Max
	Valid						
There is support from government of the UN programs in Ethiopia.	68	3.97	4.00	4	.791	2	5
Ethiopia has gained a lot by its cooperation with the UN.	68	4.01	4.00	4	.906	2	5
Securing a permanent seat for Africa in the UN Security Council will be a great opportunity for BCM for UNOAU in Ethiopia	68	2.84	2.00	2	1.141	2	5
Availability of Information security covering confidentiality. Availability & Integrity is a great opportunity for UNOAU	68	4.07	4.00	4	.834	2	5

Source: own survey,2020

From table 10, it was explored whether there is support from government of the UNOAU in Ethiopia (Mean= 3.97, S. D=.791). This means that most respondents agreed. This implies that the government of Ethiopia largely supports UN programs and this was bound to take them far in improving BCM. Still, it was investigated whether Ethiopia has gained a lot by its cooperation with the UN (Mean= 4.01, S. D=.906). This means that most respondents agreed. This implies that most respondents were of the view that the available co-operation stands to give them a better platform to further their activities of BCM. Securing a permanent seat for Africa in the UN Security Council will be a great opportunity for BCM for UNOAU in Ethiopia (Mean= 2.84, S. D= 1.141). This means that most respondents disagreed. This implies that the presence of Africa on the UN Security Council may not be a great deal in the campaign to improve BCM. It was further investigated whether availability of Information security covering confidentiality, availability and integrity is a great opportunity for UNOAU in Ethiopia (Mean= 4.07, S. D=.834). This means that most respondents agreed. This implies that when there is confidentiality, BCM stands to improve since for

example people intending to cause interruptions can be locked out without knowing the secret plans an organization has in place thus improving their security and resistance.

Chapter Five

CONCLUSIONS AND RECOMMENDATION

The main purpose of the study was to assess the level of implementation of BCM in UNOAU. This chapter contains conclusions and recommendations in accordance with the objectives which were the level of awareness and preparedness of importance of BCM in UNOAU considerations and factors followed by UNOAU when planning an initial BCM programs or modifying an existing one and potential benefits, challenges, strength and weaknesses, risks and opportunities that are either addressed or exploited while implementing BCM in the UNOAU.

The study might face bias from respondent since human beings' attitude towards research work and expressing the reality is weak. Kothari (2004) stated that in psychological surveys, people tend to give what they think is the 'correct' answer rather than revealing their true feelings. In addition to this, some respondents did not return the questionnaires on the proposed time due to the current situation of COVID 19 pandemic many employees were not available in their workplace. Finally, literature, cost and time were the other limitations to undertake the study in larger scope.

5.1 Conclusions

The study noted that UNOAU programs include peacemaking, coordination of support for the settlement of disputes, mutual support in the management and deployment of peacekeeping operations, strategic partnership on peace and security between UN Secretariat and the African Union Commission, conflict prevention and resolution, early warning, mediation, crisis management, post conflict peace building in Africa, preventing and combating terrorism, international partnership and cooperation among the African Union, mediation, monitoring elections, Security Reforms, Disarmament, Demobilization and Reintegration, advising the African Union on both long-term capacity-building and short-term operational support, streamlining the United Nations presence in Addis Ababa . While implementing these programs, several issues have been noted in this study regarding BCM preparation awareness, factors considered in planning and modification of BCM programs as well as the benefits, challenges, strength and weaknesses, risks and opportunities as summarized in the next section.

5.1.1 BCM preparation awareness in UNOAU

In conclusion, the study revealed that relevant information about BCM from UNOAU did not reach key stakeholders, the funding was not adequate, there was a low level of involvement by the affected communities in the BCM activities, Staff Awareness about BCM integration was not part of the training and awareness program and it was not well documented, there is a low level of sharing knowledge via internet and intranet sites to both internal and external people about performance of BCM exercises in UNOAU. On preparedness, there were formal cooperative relationships with the United Nations in UN Agencies, there was commitment of management to support the UNOAU activities, most managers were not putting BCM on high priority in relation to other management functions within their organizations, all possible or expected risks had not been identified, analyzed and documented and this was a sure sign of inadequate preparation for BCM in UNOAU, there were no plans in response to changes in entity's organization, infrastructure, staff, ICT and any other critical activities in event of a disaster. From the above, the study concludes that UNOAU had signs of awareness and preparedness for BCM although they were still in their infancy stages. There is however room for improvement if management works on the indicators with commitment.

5.1.2 Considerations and Factors Followed by UNOAU during Planning

On Planning an Initial BCM Programs, it was revealed that UNOAU did not consider leadership and communications protocols when planning an initial BCM programs, the nature of the expected threats and their probability of occurrence was a significant determining factor of BCM programs, staffing of UNOAU had limited influence on most BCM plans initiation, most organizations had young BCM policies and systems in place, most BCM programs had Information technology as a central focus and all departments were included in the BCM programs where they existed. While modifying an existing BCM programs, leadership acceptance of the proposed changes in BCM plans was low high among UNOAU, BC

Standards had little influence on UNOAU BCM programs, there was no regular testing, maintenance and feedback from existing BCM programs, UNOAU had stable needs, but had not accumulated knowledge regarding business continuity operations both in terms of response and recovery, there were no major changes in the threats faced by UNOAU including the environment, locations and markets suppliers and the supply chain, latest events of disruption did not affect the agencies much. Given the above, the study concludes that a multiplicity of factors is considered when planning and modifying BCM programs, each

of the factors carries different level of importance depending on who is planning and the circumstances surrounding the plan, also, the factor of whether the plan is short term or long term remains key.

5.1.3 Benefits, Challenges, Strength and Weaknesses, Risks and Opportunities during the Implementation of BCM in the UNOAU

The benefits realized were that BCM had helped UNOAU to detect and address inefficiencies, through the activities of BCM most UN A agencies were able to mitigate and prevent losses ahead of time, there was no improvement in operational flexibility to unforeseen events and reputation due to use of BCM processes among UN agencies. There was strength also for instance there was good Information and communication Technologies (ICTs), there was support from government of the UNOAU programs in Ethiopia, Ethiopia had gained a lot by its cooperation with the UN Securing a permanent seat for Africa in the UN Security Council was a great opportunity for BCM for UNOAU in Ethiopia, availability of Information security covering confidentiality, availability and integrity was another great opportunity for UNOAU in Ethiopia. The challenges included UNOAU had no hot sites, Safety and security was a major challenge to the implementation of BCM programs, most BCM activities were financed through ad-hoc budgetary decisions and not through approved budgetary allocations, UNOAU had less than the correct level of capacity and resources to take forward the Business Continuity Management programme, UNOAU had inadequate human and financial resources at their headquarters to provide adequate guidance and technical assistance in the implementation of business continuity to their field offices, and again had poorly aligned programs with the recommended standards, most staff did not understand fully the organization's BCM systems, some elements of business continuity were not handled holistically, organizations had a narrow range of facilities, systems and technologies which support BMC, most UNOAU were not able to implement all their needed or desired programs, agencies had less protection from financial losses due to poor risk management approaches, the evolution of risks did not match the speed at which solutions were being designed to counteract them, UNOAU had no plans in place for where to conduct business if normal facilities are unusable. The organization were exposed to risk caused by natural disasters, in all agencies, the BCP documents were created but there is no commitment of senior managers to implement it, the dedicated staff members for BCP were also busy with other tasks, lack of funds to buy equipment's and software, most respondents did not understand the criticality of their documents or process in their possession.

5.2 Recommendations

From the conclusions above, the study makes the following recommendations in accordance with objectives:

- i. The organization need to ensure that they have elaborate and streamlined mechanisms to ensure that relevant information about BCM and effectively reaches key stakeholders to enable them to participate fully and given in their inputs.
 - ii. The UNOAU operating in Ethiopia need to have mechanisms for fundraising both internally and externally funding to ensure that all available avenues of lawfully obtaining funding are exploited to ensure that there is adequate and timely funding as well as accountability for all funds needed for the smooth operation of the BCM programs.
 - iii. Staff Awareness needs to be given priority; this can be promoted by organizing special seminars about BCM integration so that all staff at all levels in all organizations are well versed with BCM and this will set a basis for them to becomes advocates for BCM form an informed point of view.
 - iv. There is needed to further strengthen the formal cooperative relationships with the United Nations in UN Agencies as this seems to be a fertile ground for the realization of more good results from the BCM efforts across the country, the region and the continent as a whole.
 - v. UNOAU needs to have well designed and implemented as well as secure ICT systems and all staff need to be adequately trained in the relevant programs (software) that supports effective and efficient implementation of BCM.
 - vi. UNOAU need to be included in the BCM programs thus management need to design structures to ensure all-inclusive BCM programs.
 - vii. There must be regular testing, maintenance, and feedback from existing BCM programs as a basis for improving and designing BCM programs.
 - viii. UNOAU must have advanced system which can ensure that there is safety and security for all people and equipment's.
 - ix. The organization need to strengthen their co-operation with government as it is a guarantor of whatever they do, so any opportunity to sign memorandum of understanding (MOUs) need to be created and exploited for further and formalize their co-operation.
- Xi. Future research is needed for better understanding of gap for the effective and efficient implementation of business continuity management in UNOAU.

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APPENDIX 1 Questionnaire

Questionnaire

Dear Respondent, I am carrying out an academic study entitled “**Assessment of Business continuity management (BCM) in United Nations Office to the African Union (UNOAU).**”

SECTION A: PERSONAL DATA	
	Age
1	18-30 years
2	31-45 years
3	46-60 years
4	60 years and above
	Education
1	Certificate to diploma
2	Graduate
3	Masters
4	PHD
	Attachment
1	Are you working in UNOAU?
	Duration of attachment to or with UNOAU organizations in Ethiopia
1	0-3 Years
2	4-7 years
3	8-10 years
4	11-15 years
5	15 years and above

	SECTION B: This section has objectives of the study. For each question there are five responses that is 1= strongly agree (SA), 2= agree (A), 3= uncertain (U), 4= disagree (D) and 5= strongly disagree (SD). Use a tick to indicate your opinion					
	Objective 1 a) Level of awareness of importance of BCM in UNOAU					
	Statement	SA	A	U	D	SD
1	Relevant data about BCM from UNOAU effectively reaches key stakeholders.					
2	There's satisfactory subsidizing for BCM in UNOAU					
3	There is a high level of engagement by the affected communities in the BCM activities in UNOAU.					
4	Staff Awareness about BCM integration is part of the training and Awareness programme and is well documented.					
5	There is a high level of sharing knowledge via internet and intranet sites to both internal and external people about performance of BCM exercises in UNOAU.					
	Objective 1b) Preparedness of importance of BCM among different UNOAU					
		SA	A	U	D	SD
1	There is commitment of management to support the UNOAU activities.					
2	UNOAU management put BCM on high priority in relation to other management functions					
3	All conceivable or anticipated risk have been identified, analyzed and documented as a sign of planning for BCM in UNOAU					
4	There are well drawn plans in response to changes in entity's					

	organization, infrastructure, staff, ICT and any other critical activities in event of a disaster.					
Objective 2 a) Considerations and factors followed by UNOAU when planning an initial BCM programs.						
	Statement	SA	A	U	D	SD
1	UNOAU consider leadership and communications protocols when planning an initial BCM programs.					
2	The nature of the expected threats and their probability of occurrence is another is significant determining factor of BCM programs in UNOAU.					
3	Staffing of UNOAU has influenced most BCM plans initiation.					
4	UNOAU has a mature BCM policy and systems in place.					
5	UNOAU BCM programs have Information technology as a central focus.					
6	Whether all departments can be included in the BCM programs is another important factor.					
Objective 2 b) Considerations and factors followed by UNOAU departments when modifying existing BCM programs						
	Statement	SA	A	U	D	SD
1	Leadership acceptance of the proposed changes in BCM plans is high In UNOAU.					
2	Major changes in the BC Standards or the continuity planning regulations and guidelines have affected UNOAU's BCM programs.					
3	There is regular testing, maintenance and feedback from existing BCM programs which have resulted in changes in BCM programs in UNOAU.					

5	UNOAU has accumulated knowledge regarding business continuity operations both in terms of response and recovery thus routine modification of their BCM programs.					
6	Changes in the threats faced by UNOAU including the environment, locations and markets suppliers and the supply chain have resulted in changes in existing BCM programs.					
Objective 3 a) Potential benefits while effecting BCM in the UNOAU						
	Statement	SA	A	U	D	SD
1	BCM has helped UNOAU to detect and address inefficiencies.					
2	Through the activities of BCM most UNOAU can mitigate and prevent losses ahead of time					
3	There is improved operational flexibility to unforeseen events and preservation of reputation due to use of BCM process in UNOAU.					
Objective 3 b) Challenges while effecting BCM in the UNOAU						
	Statement	SA	A	U	D	SD
1	Safety and security are a major challenge to UNOAU BCM programs.					
2	Most BCM activities are financed through ad-hoc budgetary decisions and not through approved budgetary allocations.					
3	UNOAU has the correct level of capacity and resources to take forward the Business Continuity Management programmed.					
Objective 3 c) Strength while effecting BCM in the UNOAU						

	Statement	SA	A	U	D	SD
1	This organization has hot sites (sites which are pre-designated and pre-set up sites where it can perform operations at some level).					
2	This organization has a wide range of facilities, systems and technologies which support BMC.					
3	Most UNOAU has well aligned programs with the recommended standards which has made them effective.					
4	UNOAU has good Information and communication Technologies (ICTs).					
	Objective 3 d) Weaknesses while effecting BCM in the UNOAU Statement					
		SA	A	U	D	SD
1	The UNOAU able to implement all their needed or desired programs.					
2	All staffs of UNOAU understand at all levels the organization's BCM systems.					
3.	UNOAU has enough human and financial resources at their headquarters to provide adequate guidance and technical assistance in the implementation of business continuity to their field offices.					
	Objective 3 e) Risks while effecting BCM in the UNOAU					
	Statement	SA	A	U	D	SD
1	UNOAU has enough protection from financial losses due to risk management approaches which can prevent incurrence of financial losses.					
2	The evolvment risks match the speed at which solutions are being designed to counteract them.					

3	UNOAU has plans in place for where to conduct business if normal facilities are unusable.					
4	UNOAU is not exposed to risk caused by natural disasters.					
Objective 3 f) Opportunities while effecting BCM in the UN programs						
	Statement	SA	A	U	D	SD
1	There is support from government of the UNOAU in Ethiopia.					
2	Ethiopia has gained a lot by its cooperation with the UNOAU					
3	Securing a permanent seat for Africa in the UN Security Council will be a great opportunity for BCM for UNOAU in Ethiopia.					
4	Availability of Information security covering confidentiality, availability and integrity is a great opportunity for UN agencies in Ethiopia.					

Thanks for your time!!!!

