



The COVID-19 pandemic was also a test of the recent management reforms and their . I am happy to report that the division of labour between DMSPC and DOS proved effective.

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

chain has proved to be resilient and has enabled the rapid and cost-effective deployment of unplanned aviation, health care and ICT requirements to field locations.

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

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

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

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

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

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

