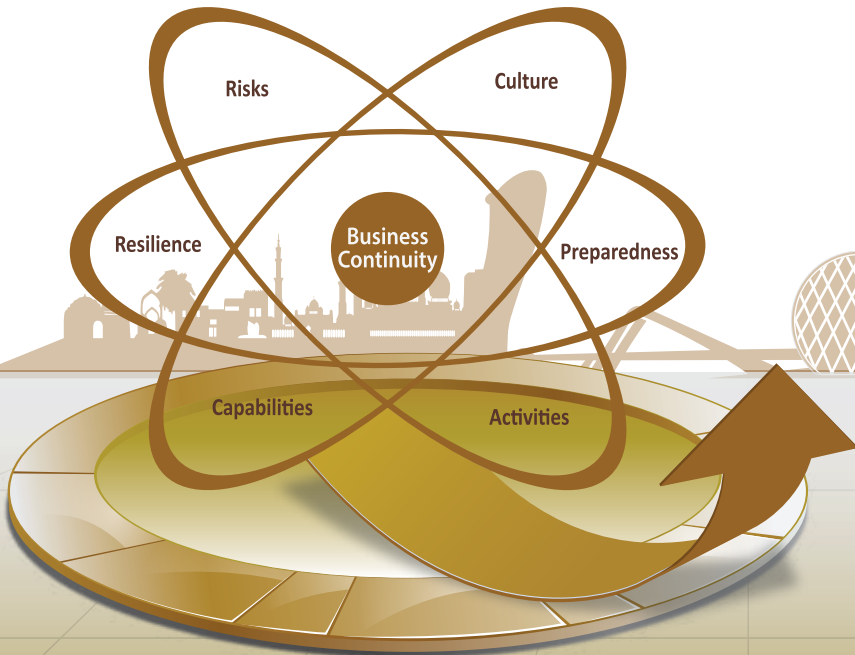




UNITED ARAB EMIRATES الإمارات العربية المتحدة
المجلس الأعلى للأمن الوطني
THE SUPREME COUNCIL FOR NATIONAL SECURITY
الهيئة الوطنية لإدارة الطوارئ والأزمات والكوارث
National Emergency Crisis and Disasters Management Authority

BUSINESS CONTINUITY MANAGEMENT STANDARD (SPECIFICATIONS)



**BUSINESS CONTINUITY
MANAGEMENT STANDARD
(SPECIFICATIONS)**

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The Supreme Council for National Security
National Emergency Crisis and Disasters Management Authority
Approved by National Media Council, Abu Dhabi, UAE (2015/30184)



His Highness Sheikh

Khalifa Bin Zayed Al Nahyan

President of the United Arab Emirates
Chairman of the Supreme Council for National Security



His Highness Sheikh

Mohammed Bin Rashid Al Maktoum

Vice President and Prime Minister of the UAE and Ruler of Dubai
Vice Chairman of the Supreme Council for National Security



His Highness Sheikh

Mohammed Bin Zayed Al Nahyan

Crown Prince of Abu Dhabi
Deputy Supreme Commander of the UAE Armed Forces
Member of the Higher National Security Council



His Highness Sheikh

Hazza Bin Zayed Al Nahyan

National Security Advisor

**United Arab Emirates
The Supreme Council for National Security
National Emergency Crisis and Disasters
Management Authority (NCEMA)**



**Business Continuity Management Standard
Specifications
AE/SCNS/NCEMA 7000:2015**

NCEMA provides a Business Continuity Management Standard to build an organization's capability to continue functioning and delivering its prioritized activities when its operations are disrupted due to emergencies or crises. The standard consists of three major parts provided in separate publications and are available on NCEMA website.

Specifications

Includes the specifications, and sets out all key parts and elements of the program.

Guidelines

Interprets clearly "how" the elements mentioned in "Specifications" work. The sections in "Guidelines" reflect their counterparts in the "Standard", bearing the same numbering system. For example, paragraph 8.2 in "Standard" corresponds to paragraph A-8.2 in "Guidelines", etc.

Toolkit

Includes BCM framework templates

This standard does not contradict with any other document issued by the National Emergency Crisis and Disaster Management Authority (NCEMA). In case of any contradiction, please refer to the documents concerned and follow them. This document is a "Specifications" is only to manage business continuity.

The development and issuance of the first version of this standard took roughly eighteen months. The project was initiated in early September 2009. A respectable number of bodies, companies, global experience houses together with numerous global specialists took part in producing this Standard, under the leadership and supervision of the National Emergency Crisis and Disaster Management Authority (NCEMA) that is operating under the umbrella of the Supreme Council for National Security.

Due to the development in the Business Continuity Management field, the second version of the standard was developed by a professional team from NCEMA, and participation from experts and professional bodies and strategic partners.

Bodies participating in the specialized review of the Standard:

- Business Continuity Institute (BCI)
- DNV-GL
- Lloyds Register

Bodies participating in technical review:

- | | |
|--|--|
| ■ Office of the Supreme Deputy
Commander of the UAE Armed
Forces | ■ Ministry of Health |
| ■ Office of the Chief of Staff of the
Armed Forces | ■ Federal Transport Authority -
Land & Marine |
| ■ General Secretariat of the Executive
Council – Abu Dhabi | ■ Ministry of Labor |
| ■ Abu Dhabi Accountability Authority | ■ Ministry of Energy |
| ■ Abu Dhabi Information Center | ■ Ministry of Economy |
| ■ Ministry of Interior | ■ General Civil Aviation Authority |
| ■ Ministry of Foreign Affairs | ■ Securities and Commodities
Authority |
| ■ Security State Department | ■ Telecommunications Regulatory
Authority |
| ■ Federal Electricity & Water Authority | ■ Chamber of Commerce and
Industry |
| ■ Federal Authority for Nuclear
Regulation | ■ Central Bank of the U.A.E. |
| ■ Supreme Petroleum Council | ■ General Information Authority |
| ■ National Media Council | ■ Federal Customs Authority |

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**Foreword by
H.H. The National Security Advisor**

H.H. The National Security Advisor

As our wise leadership endeavors to ensure the welfare and stability of our great nation at all times, we spare no effort to empower all UAE entities, in all vital sectors, to perform their services and duties towards the society. This should not be restricted to normal conditions but should extend to include the capability to deal with sudden incidents by developing well-rounded and pre-coordinated plans. In doing so, such entities would be able to continue performing their role and duties towards the community, when a disaster occurs.

This document is produced to serve as a guidance standard to help all entities in the field of business continuity management. Our experts and specialists revised the global best practices in business continuity and we deemed it necessary to produce this standard to be used as a reference to help all public and private entities reach the required level of performance and achieve the flexibility and capability of addressing sudden incidents as well as continuity of business during emergencies and crises.

Today, business continuity management is being unquestionably recognized as an increasingly important element in the emergency and crisis management process. Building this capability requires support and encouragement by top management to ensure additional resources are put into use, which would help the organization continue performing its critical and essential functions during an emergency until full recovery.

In this context, we call upon everyone to cooperate and comply with this standard, so as to ensure meeting the minimum technical, training, and administrative requirements are satisfied, providing reassurance and stability for the community at all times.

May God's blessings alight upon our endeavors to protect our country and people under the umbrella of our wise leadership.

Hazza Bin Zayed Al Nahyan

Under the guidance and direction of the wise leadership and the UAE federal government which continuously strives to maintain and enhance the stability of the country, with the ongoing follow up of the Supreme Council for National Security, the National Emergency Crisis and Disaster Management Authority (NCEMA) had drafted the first version of the Business Continuity Management Standard in 2012. This version is an enhancement to align this standard with the international best practices and guidelines. This UAE BCM Standard is unique in the sense that it provides guidelines and sample templates. This Standard is one of the most comprehensive document in its domain.

This BCM Standard, Guidelines and Toolkit have been developed to help entities systematically build their business continuity capability before, during and after an emergency, disaster or crisis. All these initiatives are aimed at ensuring ongoing performance of prioritized functions and services in both the public and private sectors, for the purpose of enhancing the UAE's national stability.

Government entities and its private-sector partners should effectively handle emergencies and crises in a well-coordinated manner in order to fully recover from such a situation. Service delivery should be maintained at the minimum required level and should not be disrupted when an emergency occurs until recovery is completed.

Business Continuity Management (BCM) refers to building the organization's capability to continue performing essential functions and services (at a minimum) in and after an emergency, crisis or disaster that could have resulted in a business disruption.

The first BCM standard was drafted in 2006 in the UK after having endured large-scale crises and disasters. Researchers thus found themselves compelled to find mechanisms and methods to develop BCM standards. Should the entities comply with such standards, they will continue delivering critical/ essential functions and services, recover from the disruption, and return to normal operations. United Arab Emirates is a leading nation in this field since there is no BCM standard in Arabic in any country in the region.

The business continuity management objectives of the UAE government or local governments of each emirate and the entities under their jurisdiction in both public and private sectors are as follows:

- Maintain continuity of prioritized activities in both public and private sectors.
- Secure supply chain required for business continuity.
- Set up effective business continuity plan for delivering prioritized activities, when an emergency occurs, in a planned and controlled manner.
- Develop proactive business continuity at all federal and local entities in the UAE, and the entities under their jurisdiction in both public and private sectors.

The following BCM references and documents have been used:

- International Standard 22301:2012(E) Societal Security - Business Continuity Management Systems – Requirements.
- British Standard 25999-1: 2007 Business Continuity Management – Part 1: Specifications.
- US Standard NFPA 1600:2010, Disaster/Emergency Management and Business Continuity Programs.
- Australian/New Zealand Standard, AS/NZS 5050:2010, Managing Disruption-Related Risk.
- ISO 31000: 2009, Risk Management – Principles and Guidelines.
- Singapore Standard SS540:2008 (BCM): Business Continuity Management.

Then, the information was tailored to match the nature of UAE government business. It provides the basic requirements and specifications used by internal and external parties to help entities continue performing their prioritized activities and services, comply with their organizational and contractual commitments and to protect the interests of beneficiary organizations after an emergency, crisis or disaster that hinders the organization from properly performing its functions or services. BCM requirements set out in this standard can be applied to different-sized organizations, in both public and private sectors.

The term “shall” as used in this standard refers to express mandatory requirements.

The term “should” as used in this standard refers to express guidance, which is not mandatory.

Specifications

Definitions

Term	Definition
Activity	A process , service, procedure, product, task, or combination of them that are managed by organization.
Audit	An organized, autonomous and documented form of activity of an organization conducted by an independent body in order to comply to the BCM Standard.
Awareness	Development of understanding of primary Business Continuity Management risks and issues. Awareness enables the workforce to identify threats and responding promptly and appropriately. Awareness is created among employees in the organization and it is less formalized as compare to training.
Business Continuity (BC)	The ability of the organization to continue its prioritized activities at predetermined level a after the occurrence of disruptive incident.
Business Continuity Management (BCM)	A comprehensive management process, which highlights possible threats and impact of such threats on business operations of the organization. The identification of threats assists to develop organizational resilience, toward these threats, and an effective and suitable response that will protect the stakeholders' interest, brand name and reputation.
Business Continuity Management Program (BCM Program)	It is a component of overall organizational management system, which establishes, implements, operates, reviews, monitors, maintains and improves business continuity capability.
Business Continuity Plan	Set of procedures in a documented form, which direct the organization to react, recover, restore and restart the predetermined level of operations after the interruption.
Business Continuity Policy	It is the major document that identifies the governance and scope of business continuity plan along with BCM objectives and highlights the cause of its implementation
Business Continuity Strategy	The method of an organization to plan in order to recover and continue after a disruptive event.
Business Impact Analysis (BIA)	It is the process for analyzing business activities and the impacts of disruptive incidents that may happen over time.
Competence	Capacity to apply skills, resources and knowledge to accomplish desired goals.

Definitions

Term	Definition
Continual Improvement	Consistent activities to increase the performance level.
Compliance	Extent to which requirements are fulfilled.
Conformity	Extent to which mandatory requirements are fulfilled.
Corrective Action	Steps or measures that remove discrepancies.
Capability	Ability of capacity to perform a specific activity effectively.
Disruption	An incident which disturbs routine operation, process or function of the business. These events could be anticipated or unanticipated.
Exercise	Activity in which the business continuity plans is rehearsed in a part or in whole to ensure that the plans contain the appropriate information and produce the desired results when put into effect.
External and internal issues	External or internal variables that can have impact over the business continuity capability of the organization.
Fit-For-Purpose	Fulfilling the requirements of the organization.
Interested Party	Individual, group ,or an organization which can affect or be affected or consider to be influenced by an activity or decision.
Incident Response Plan	Set of procedure for immediate response after an accident, and it is focused upon the safety of personal.
Internal Audit	A compliance review against BCM standard requirements. Therefore take corrective actions and suitable decisions accordingly.
Minimum Business Continuity Objective (MBCO)	Minimal level for product or service, which considered as appropriate for the organization to accomplish organizational goals after disruption.
Media Response Plan	Set of procedures that will enable organization to communicate with media and interested parties throughout roles and responsibilities and use of available media channels to communicate and deliver the necessary information and instruction effectively during a disruption.

Definitions

Term	Definition
Maximum Acceptable Outage (MAO)	Time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing an activity, to become unacceptable.
Non Conformities	Mandatory requirements in the BCM standard not fulfilled.
BCM Objectives	The targets or goals that an organization wants to achieve throughout the BCM program.
Prioritized Activities	Activities that are critical and must be given priority when recovering from a disruptive incident in order to reduce the impacts.
Process	It is a set of interdependent actions that convert inputs into finished products.
Resources	Resources include information, skills, people, technology, assets and premises, which are obtain and used by an organization to achieve its organizational goals and objective.
Recovery	Retrieval or recapturing of normal or prior state.
Recovery Strategies	A strategy that is used by an organization to make sure its regaining or continuing after an incident.
Risk Appetite	The extent to which an organization can afford and bear the risks and neutralize these risks to eliminate the threats.
Recovery Time Objective (RTO)	Time span after the occurrence of an incident in which an activity or product should be restarted or resources and assets should be regained.
Risk Assessment	The process in which risks is identified, analyzed and evaluated.
Risk	The impacts of uncertainties on organizational goals.
Stand Down	An official declaration, which communicates that emergency situation is controlled and no further invocation of plans is required.
Top Management	Group of individuals sitting at the top of the organization and plays the role to guide and control the organization.
Test	This is an activity or action that is undertaken to gauge the capabilities or effectiveness of a strategy or plan against a predetermined criteria or benchmark.
Training	This activity is more formalized as compared to awareness. It purports to build skills and knowledge to increase the performance of staff regarding a specific function.
SMART Objectives	Specific, Measurable, Achievable, Relevant and Timed objectives.

Business Continuity Management Action Model

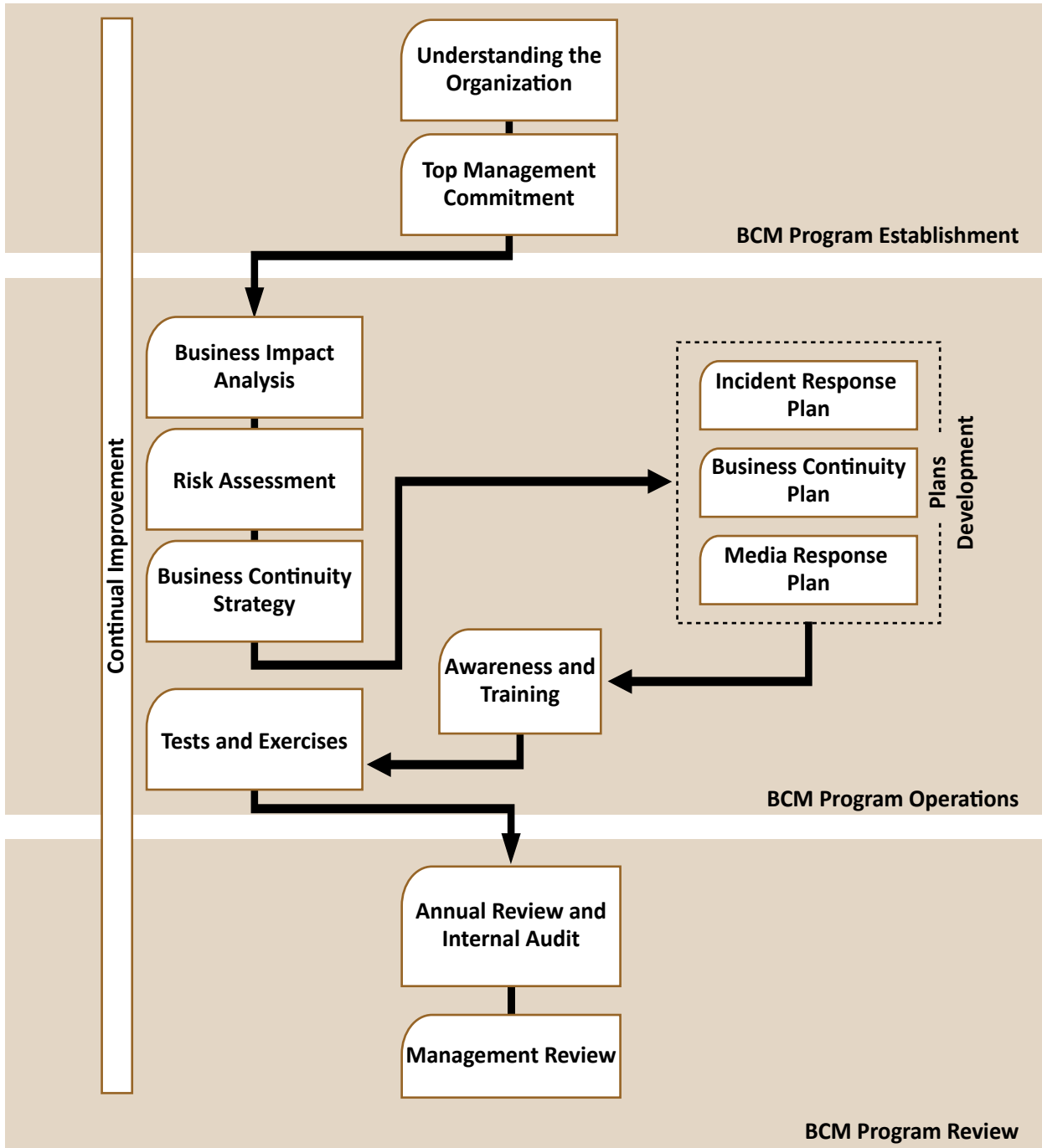


Figure 1: BCM Action Model

1. General:

1.1. Purpose of the Standard

This standard identifies the components, mechanisms and activities used to establish, implement, and continually improve business continuity management for entities in both public and private sectors.

1.2. Responsibilities

United Arab Emirates consists of multiple sectors and authority levels, on both Federal and Local Levels, Government and Private Sectors. In order to achieve an effective BCM implementation, below hierarchy is recommended:

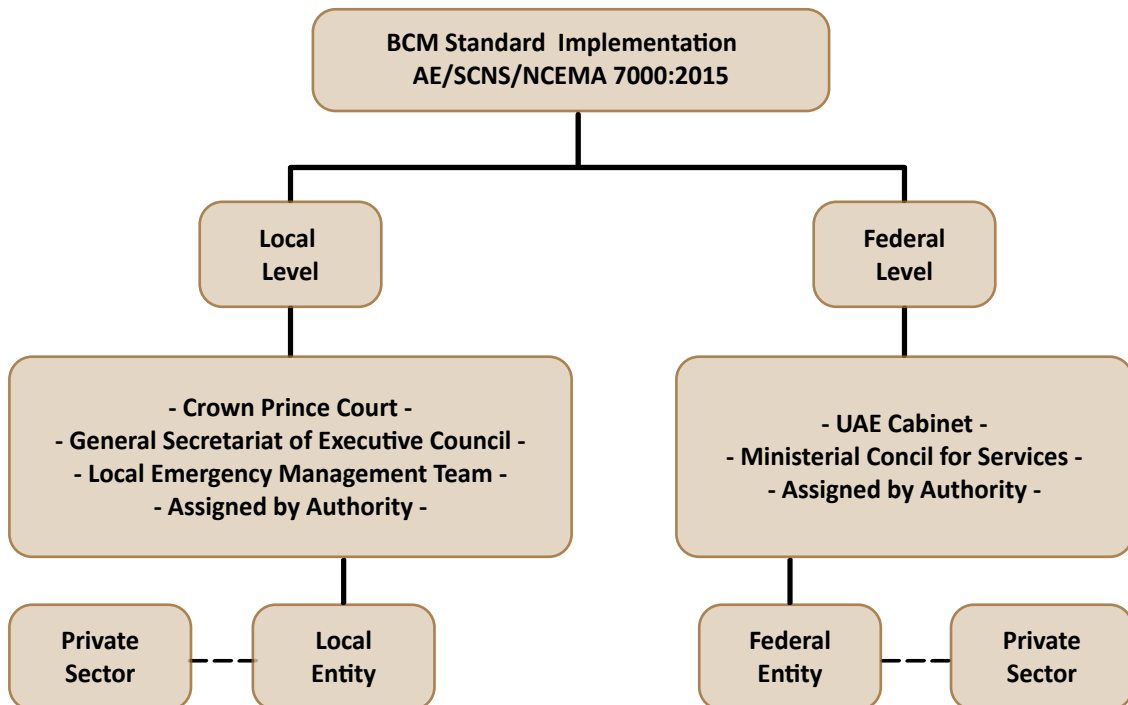


Figure2: BCM Implementation Responsibilities

1.3. Controls set by Legislative Bodies

Legislative and licensing bodies may establish further specifications in addition to those defined in this standard to ensure community safety and security and continuity of functions and activities required to promote national security. Where additional specifications are established, the organization shall comply with such specifications. However, in case of discrepancy between the specifications contained in this standard and the additional ones, such organization shall have recourse to the issuing authority of this standard for settlement.

1.4. Plans and Procedures

Based on the nature, size and complexity of operations, top management in any organizations shall approve the details and level of the plans to be maintained, whether to have individual business continuity plan, crisis & incident management plans and emergency response plans. For ease of planning, implementation and maintenance organizations may combine two or more of these plans.

2. Applicability

The requirements and specifications set forth in this standard are general and applicable to all UAE entities, and related bodies such as companies and service providers to perform the functions of principal government institutions and community services. All organizations must endeavor to continue providing the basic minimum products and services to continue prioritized activities of the organization.

3. Responsibility Level

The organization's Top Management is responsible for the preparation and implementation of the BCM program. Top management might delegate responsibilities in this process to other levels of the organization. This standard, along with the related guidelines, offers requirements needed for implementing BCM program. The top management shall, over a period of time ensure that the requirements and provisions of this Standard are managed by personnel with knowledge and experience in business continuity management function.

All members of the organization shall comply with the requirements of this standard and shall report any non-conformities, using the appropriate channels.

4. Scope

4.1. Scope of the Standard

This Standard is applicable to all types and sizes of organizations that wish to continue its prioritized activities when facing a disruption in operations.

4.1.1. The organization shall establish, implement, sustain, maintain, and continually improve business continuity management capability in accordance with the requirements of this standard.

4.2. Organization's Scope of Business Continuity Capability

4.2.1. The organization shall define the deliverables, outputs, activities, services and functions that fall within the scope of its business continuity capability.

4.2.2. The organization's scope for business continuity shall include all activities required to maintain its prioritized activities. The prioritized activities are the basic minimum products and services of the organization to continue critical operations.

The organization shall identify all applicable legislative, regulatory, international, local and contractual requirements; and interests of stakeholders and primary partners (collectively also known as the interested parties). The organization shall also identify any internal issues, which might influence its business continuity capabilities.

5. Business Continuity Management Program establishment

Business Continuity Management Program shall be developed in accordance with the requirements in this Standard; this shall include commitment of top management in its implementation and on-going maintenance, testing and exercising, reviewing, developing and continual improvement.

5.1. Understanding the organization

The organization shall understand its context in relation with:

5.1.1. Identify all processes, relationship, partnerships and supply

chains with interested parties.

5.1.2. The overall risk which the organization is willing to undertake.

5.1.3. External and internal issues that may affect the outcome of implementing business continuity management program.

5.1.4. Identify the needs and expectations of the addressed interested parties and their legal and regulatory requirements.

5.2. Top Management Commitment

5.2.1. Top management shall demonstrate commitment with respect to the BCM Program.

5.2.2. Top Management shall ensure that the organization's BCM objectives are identified. The BCM Objectives shall:

- a. Be aligned with the organizational strategic objectives.
- b. Determine Minimum Business Continuity Objective (MBCO).
- c. SMART and to be set as a performance indicator in the BCM program.

5.2.3. Business continuity policy shall be approved by the top management. The policy shall include BCM objectives and risk appetite, and be published internally and to interested parties (if applicable).

5.2.4. The top management shall identify and provide the resources required to implement and maintain its BCM program and ensure the allocation of resources required to achieve continuity of its prioritized activities.

5.2.5. The top management shall provide competent personnel required to implement and maintain the organization's BCM program.

5.2.6. Top management shall assign roles and responsibilities for the following:

- Business Continuity Manager.
- Incident Response Manager.
- Business Continuity Team.

- Internal sectors/departments representatives.
(Or depending on the organization’s structure).
- Relevant interested parties. Roles and responsibilities shall be communicated within the organization. (if applicable)

5.2.7. Top Management shall approve the governance framework of how the BCM program will be managed, the reporting structure for the purpose of its effective implementation, maintenance and continual improvement. The governance framework shall be in line with the organizational structure.

6. Business Continuity Capability

Each UAE organization shall assume the responsibility of defining and documenting its “fit-for-purpose” business continuity capability that ensures performance of prioritized activities and services during emergencies, crises and disasters.

7. BCM Program Documentation and Records

7.1. Required Documents

- 7.1.1. The organization shall establish, implement and maintain record of BCM program capability implementation procedures.
- 7.1.2. Organization’s BCM documents shall at least contain, and not exhaustive to, the following:
- a. Understanding the organization.
 - b. Objectives and Policy of BCM.
 - c. Roles and Responsibilities.
 - d. External and internal issues and interested parties.
 - e. Competency of personnel.
 - f. Business Impact Analysis.
 1. Business Impact Analysis Methodology.
 2. Business Impact Analysis Report.
 - g. Risk Assessment.
 1. Risk Assessment Methodology.
 2. Risk Assessment Report.
 - h. Business Continuity Strategy.

- i. Incident Response plan.
- j. Business Continuity Plan.
- k. Media Response Plan.
- l. Awareness and Training record
- m. Test and Exercises record.
- n. Internal Audit record.
- o. Management Review record.
- p. Corrective actions.
- q. Regulatory requirements.

7.2. Controlling BCM Documentation and Records

- 7.2.1. Controls shall be developed to ensure BCM documents:
- a. Are easily understandable, identifiable and accessible especially in times of emergency, crisis or disaster.
 - b. Provide the identification needed to store, protect and easily retrieve them.
 - c. Are approved for compliance with the standard prior to issue.
 - d. Are reviewed, updated, and re-approved if need be, in addition to documenting all updates.
 - e. Up to date copies are available where needed; for instance, alternative sites and other points of use.
 - f. Identify documents received from external sources.
 - g. Subject to controlled and monitored distribution and change control.

8. Business Continuity Management Program Operations

8.1. Business Impact Analysis

The organization shall establish, implement and maintain a methodology for identifying the business impact of disruptions of prioritized activities. BIA lays the foundation for the organizations BCM program by quantifying and qualifying the impact of disruption over time on the delivery of product and services.

The organization shall identify and document the impact of business disruption by:

- a. Identifying its prioritized functions, activities and services.
- b. Identify impact categories that are fit to the nature of the organization.
- c. Identifying disruption impacts on the organization based on predefined impact categories.
- d. Identifying Recovery Time Objective (RTO) of each activity disruption.
- e. Identifying Maximum Acceptable Outage (MAO).
- f. Identifying actions required to support prioritized functions, activities and services.
- g. Identifying activities deemed paramount to the continuity of prioritized activities.
- h. Prioritizing activities and services according to their recoverability priority, as per the BIA.
- i. Identifying internal and external bodies, which an organization relies on for continual performance of main/essential activities and services, including support by suppliers and service providers.
- j. Verifying the capability of vendors, suppliers and service providers to support and maintain minimum service levels for prioritized activities during disruptive incidents.
- k. Identifying the indispensable resources for each activity, function or service to ensure business continuity.

8.2. Risk Assessment

The organization shall establish, implement and maintain a methodology for risk assessment to identify, analyze and evaluate the risks which may disrupt continuity of activities. The risk assessment parameters shall be preapproved by the top management. The risk assessment process should be carried out in a structured manner as per pre-defined procedure. The same shall be reviewed at regular intervals, and if any significant changes occurs in the business as usual conditions. The organization shall:

- a. Identify and approve risk parameters.
- b. Identify the risks that can disrupt the performance of prioritized activities.
- c. Analyze the risks against predefined evaluation criteria.
- d. Evaluate the impact of the addressed risk.
- e. Take into account interdependencies related to the performance of prioritized activities.

8.3. Business Continuity Strategy

The organization shall develop BCM strategies as approved by the top management, to be able to continue performing its prioritized activities and services following a business disruption, due to such risks which could not be removed or mitigated to acceptable levels. The selected strategy should also consider establishing stability, resumption and recovery of prioritized activities. The organization should also analyze the BCM capability of suppliers to service the minimum requirement to continue prioritized activities.

- 8.3.1. The organization shall implement strategies to achieve defined RTO's for the prioritized activities.
- 8.3.2. The organization shall allocate resources required to achieve RTO's as below:
 - People (competence).
 - Buildings and facilities.
 - Information and communication infrastructure.
 - Budget allocation.
 - Suppliers and service providers.
- 8.3.3. The organization shall treat risks taking into consideration organizational risk appetite.
- 8.3.4. The organization shall protect its supply chain dependency by having in place appropriate agreements covering aspect of "service levels" during business as usual and crisis or emergencies.

8.4. Incident Response plan

The organization shall establish, implement and maintain an incident response plan and its procedures to respond to an occurring events that may cause a disruption for the organization activities. Incident response plan shall ensure life safety of personnel as a priority, along with the assets of the organization to restrict and reduce loss or damage.

Incidents response plan shall include:

- a. Incident response structure.
- b. Assigned roles and responsibilities.
- c. Incident detecting and warning procedures.
- d. Activation criteria.
- e. Escalation process.
- f. Recovery procedures.
- g. Communication to the interested parties.

The organization shall put in place a response structure that will monitor incidents on a regular basis, enable early detection of any incident causing disruption, its impact, criterion for invoking business continuity response along with clarity on roles and responsibilities of personnel. The initiation of business continuity procedures should trigger action as per Plan.

8.5. Business Continuity Plan

The organization shall develop Business Continuity plan in support of its strategies, as follows:

8.5.1. Shall establish, implement and maintain plans detailing its business disruption to maintain continuity of its prioritized activities at the predetermined performance levels allowing a business disruption. The organization shall ensure that risks identified are addressed to continue the prioritized activities.

8.5.2. Each plan shall:

- Have a defined purpose and scope.
- Be communicated to all personnel that needs to be aware of it, and to personnel with specific roles and responsibilities for review and update.

- Be consistent with the BCM strategy and incident response plan, capabilities and requirements of interested parties.
- Be accessible to and understood by interested parties upon implementation.

8.5.3. All plans shall contain:

- a. Key obligations and reference information.
- b. Defined roles and responsibilities of personnel and teams during and following an incident.
- c. Identification of people who have the authority to invoke each plan under any given circumstances.
- d. Criteria for invoking the plan and the method whereby the plan is invoked.
- e. Details of primary and alternative locations as applicable.
- f. Contact and other details including service level agreement for the key suppliers, vendors and service providers.
- g. Impact of disruption on prioritized activities over pre-determined timeframes.
- h. List of procedures and actions that need to be performed.
- i. List of the resources required for recovery.
- j. Prioritized objectives in terms of prioritized activities to be recovered, recovery timescale and recovery levels needed for each main activity.
- k. Recovery procedures to be followed to return to normal post emergency, and after minimum business continuity objectives have been met.
- l. "Stand down procedure" once incident is over and organization personnel need to return to their normal duties.

Organization shall have communication plan governing:

- Identified lines of communications.
- Details of who is authorized to communicate.
- What to communicate.
- With whom to communicate.

- How and when to communicate.

Communication procedures shall cover all interested parties, including:

- Internal.
- External.
- Relevant interested parties.

8.6. Media Response Plan

The organization shall establish, implement and maintain a Media Response Plan that has clear-cut communication procedures to enable personnel and mass media to communicate to get better acquainted with the incidents that impacted organization's business continuity.

The organization shall have the capability of:

- Assigning a spokesperson.
- Receiving.
- Acknowledging and.
- Responding to any queries related to the organization.
- Integrating its communication procedures/systems with national/regional/global communication systems.
- Issuing early warnings (to the extent possible) to its interested parties

The organization's communication capabilities shall be tested as part of the regular testing and exercising of BCM program. The organization should ensure that details of person authorized to address media is known to all employees.

On an ongoing basis organization shall maintain:

- Media Contact list Including its update frequency.
- Media Templates.
- Legal procedures prior to media statement.

8.7. Awareness and Training

The organization shall establish, implement and maintain a training and awareness program is developed and implemented that effectively supports the BCM objectives by developing required competence.

8.7.1. Staff Awareness

The organization shall ensure BCM integration into its day-to-day activities, through an ongoing awareness plan which shall be documented.

The Staff Awareness Program shall:

- a. Include BCM policy and objectives
- b. Establish a methodology for evaluating its effectiveness;
- c. Spread BC capability and awareness;
- d. Ensure continual improvement of BCM program; and
- e. Ensure personnel are aware of their roles and responsibilities in BCM program.

8.7.2. Spread BCM awareness among interested parties. Interested parties shall be aware of their roles and responsibilities during disruptive incidents, to achieve BCM requirement within agreed timelines maintaining the approved agreements.

8.7.3. Training

The organization shall develop a training program to ensure that the training provided for personnel and teams matches their roles and responsibilities in the BCM program.

8.8. Tests and Exercises

The organization shall conduct tests and exercises at regular intervals to ensure the plans remain fit-for-purpose and effective, and shall establish, implement and maintain a 'Test and Exercise Plan'.

8.8.1. Tests

Tests shall be conducted to assess readiness, usability and adequacy of the tools, technology, facilities, and infrastructure required to implement the organization's BCM plans. Post-Test reports shall be developed, reviewed and corrective action takes, when necessary.

8.8.2. Exercises

Exercises shall be conducted to ensure BCM effectiveness

- and meet its objectives. The exercises shall:
- a. Define the aims and objectives of each exercise.
 - b. Develop an exercise plan detailing scope, scenarios.
 - c. Does not impact business operations adversely.
 - d. Assess if the objectives of the exercise have been achieved.
 - e. Document the results of the exercise including opportunities for continual improvement.
 - f. Prepare post-exercise report.

9. Business Continuity Program Review

9.1. Annual BCM Review

In order to continually improve its BCM capability, the organization shall annually review its:

- a. Policy and objectives.
- b. BCMS framework and documentation.
- c. Exercise reports.
- d. Audit Reports.
- e. Changes to the business and risks that can result in business disruption.
- f. Review risk appetite.
- g. Review business continuity strategy.
- h. Approving response, incident response, business continuity plan(s) tailored to achieve the organization's BCM objectives.

9.1.1. Organizations shall evaluate changes since previous review and update after:

- a. Consideration of all options.
- b. Assess the impact of proposed changes.
- c. Accept the changes and update Plans post approval by Management.

9.1.2. Post any incident or crisis, there shall be a log maintained reflecting a post-incident review and key lessons learned. Details of log showing activation of emergency, crisis or disaster management plan or business continuity plan, and shall be approved by top management.

9.1.3. Annual BCM Evaluation Report

The organization shall produce an annual report on the BCM program status.

9.2. Review of Suppliers and Service Providers

The organization should:

- a. Ensure its suppliers and service providers are sufficiently capable to meet the identified BIA requirements and agreements.
- b. Assess supplier capability through joint tests and exercises with the organization, or through organization organization review of the extent of supplier's compliance with this Standard.
- c. Request a supplier or provider to submit their report of BCP test wherein the focus would be the ability of the supplier to fulfill business requirement of continuing clients prioritized activities during emergency or crisis.

9.3. Compliance and Internal Audit

The organization shall establish, implement and maintain an internal audit program.

9.3.1. Annual Internal Audit

The organization shall conduct a complete annual internal audit of its BCM. This audit shall cover all requirements of this Standard.

9.3.2. Internal Audit Program

The Internal Audit Program should address all aspects of the organization's BCM capability building program.

9.3.3. Internal Audit procedures

The organization shall develop procedures to implement its Internal Audit Program which:

- a. Identifies the responsibilities, competencies and requirements for planning and conducting audits, reporting results and maintaining related records; and
- b. Identifies audit criteria: scope, frequency and methods.

9.3.4. Internal Audit Report

The results of the organization's Internal Audit shall be documented in an Audit Report which shall:

- a. Contain audit results and recommendations for improvement.
- b. Non-conformities.
- c. Communicated with relevant personnel.
- d. Be submitted to top management for approval.

10. Management Review

10.1. Management Review of BCM Program

Management shall periodically or when significant changes occur, review the organization's BC capability to ensure it remains fit-for-purpose and continues to meet BCM objectives. The Management Review shall be carried out annually.

10.2. Documentation of the management review

The results of the management review shall be clearly documented and records shall be maintained.

10.3. Points of input during management review

The organization shall ensure that the following points are addressed in the management review:

- a. Results of BCM audits, post emergency, crisis or disaster reviews, and exercise results.
- b. Level of remaining and acceptable risks.
- c. Inadequately managed risks, including those identified in the organization's previous risk assessment.
- d. Internal or external changes likely to affect the organization's BCM capability.
- e. Results of tests and exercises.
- f. Accomplishments of awareness and training programs;
- g. BCM status of key suppliers and service providers, if applicable.
- h. Follow-up procedures based on previous management reviews.

- i. Proposed recommendations for development of the organization's BC capability.

10.4. Management Review outcome

Management review shall include the following decisions and recommendations to address:

- a. Deficiencies in the organization's BCM capability.
- b. Enhance the effectiveness of organization's BC capability.
- c. Change in the organization's:
 - Strategies and procedures to respond to internal or external incidents likely to impact its BC capability.
 - Need for resources required for BCM.

11. BCM Program Continual Improvement

The organization shall ensure BCM objectives are met through periodic review, including internal audit, and continual improvement of its plans, performance and documentation.

11.1. Non Conformities

The organization shall address its BC capability's non-conformities with this Standard, through corrective actions. None conformities shall aligned with the Business Continuity Policy and objectives.

11.2. Corrective Actions

The organization shall take required action to eliminate the causes of non-conformity and prevent their recurrence. The procedures shall explain and document corrective actions, defining points and causes of non-conformity and recording all actions taken.

Right of use

All training and consulting service providers shall seek NCEMA's approval prior to use of this standard.

Contact NCEMA

For additional information and guidance, please contact NCEMA, Safety and Prevention Department, Business Continuity Section at:

Tel : +971 2 4177000

E-mail : bcm@ncema.gov.ae

Website : www.ncema.ae



NCEMAUAE