

DRAFT



ICT Business Continuity Strategy Ministry of Agriculture, Liberia

*Ministry of Agriculture
Somalia Drive, Gardnersville
Monrovia, Liberia*

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EXECUTIVE SUMMARY

DRAFT

1. INTRODUCTION

As a best practice for organizations and institutions around the world, a Policy on Business Continuity Management for unanticipated failure in the delivery of internet/ICT services, which results in disaster or crisis in any organization's office, whether it is the Headquarters, a Regional Office or District Office must be able to maintain continuity of highly critical functions during and following a disaster or crisis event, and must, therefore, have a Business Continuity Plan (BCP) in place. BCPs are important emergency plans formulated to ensure that organizations' can continue to perform essential ICT and internet operations and functions under all conditions

The Ministry of Agriculture, Liberia Business Continuity Plan reflects all hazards approach - including the worst case scenario – to recover from a crisis event that disrupts operations at MOA Liberia offices such as the main offices on Somalia Drive and other out posted offices like the PMU, CARL, County and District Agricultural offices. The Business Continuity plan is not scenario-based; instead it details information required by managers to determine the impact of an effective response to a given crisis event and provides a structure through which critical functions and processes can be maintained.

The Ministry's major activities are coordinated through the following four (4) departments; Administration, Planning and Development, Regional Development and Extension and Technical Services, each having units and divisions. The MOA LIBERIA organogram is provided as [Annex I](#).

MOA Liberia believes that an effective response after a crisis secures business continuity, enabling us to foster better recovery from crisis or disasters and development opportunities for the people we serve. Therefore MOA is committed to an immediate crisis response that is swift, organized and planned through a swift, organized and planned deployment of resources including people. Ministry of Agriculture, Liberia strives to ensure that it offices can respond to any crisis with greatest effect.

2. PURPOSE AND OBJECTIVE OF THE BUSINESS CONTINUITY PLANNING

The purpose and objectives of BCP are as follows:

(i) Purpose

The Business Continuity Management programme, an internal MOA(Liberia) initiative, provides policy and guidance to ensure capabilities for continuity of critical processes and operational services when the ICT/Internet infrastructure is exposed to a broad range of risks, including acts of nature, critical infrastructure failure, loss of key suppliers and catastrophic loss of ICT infrastructure . Under an all-hazards approach, preparedness measures associated with risks and disasters are codified in this site- and institution-specific Business Continuity Plan (BCP).

This BCP is informed by an ICT disaster recovery plan. It details the preparedness plans and recovery procedures and therefore facilitates the continuity of essential operations in the event of an emergency or breakdown.

(ii) Objectives

The objectives of the BCP include the following:

- Directing and guiding appropriate actions to ensure the capability exists to continue critical processes and Critical Operational Services;
- Achieving an orderly recovery from emergency and crisis situations across a wide range of IT infrastructures and systems
- Establishing and maintaining communications with MOA offices located throughout the country, MOA Headquarters, and the PMU
- Protecting and ideally ensuring access to Ministry of Agriculture, Liberia essential facilities, equipment, vital records and assets;
- Eliminating or mitigating the impact of disruptions on MOA operations;
- Ensuring and validating BCP readiness through testing, simulation and exercising of the BCP, and training of the Ministry's staff on BCM and BCP implementation;
- Achieving a timely and orderly recovery from an emergency and reconstituting normal operations to permit the resumption of critical processes and operational services.

Supplemental BCPs provide additional detail to maintain critical processes and operational services under specific conditions, such as pandemic influenza.

The objectives of distributed processing and/or the possible future establishment of an Emergency Relocation Site (ERS) include the following:

- Reducing disruptions to operations through the seamless transition of processing to another Ministry of Agriculture, Liberia office location such as the PMU or 101 building complex in Bong County;
- Protecting and ideally ensuring access to essential equipment, records and assets;
- Minimizing damage and losses;
- Providing organizational and operational stability, by having the capacity to continue and control critical processes, operational services and functions until normal activities are reconstituted, which may be up to 30 days;
- Facilitating decision-making during an emergency or crisis event;
- Achieving an orderly recovery from a crisis environment; and
- Mitigating risk.

3. OFFICE AND ORGANIZATIONAL FUNCTIONS

3.1 Operating Principles

Excellence and professionalism: MOA shall strive to achieve the highest standards in service delivery and shall actively explore opportunities to improve on those standards. It shall also ensure that performance management, as a service delivery culture, will be integrated into all its operations.

Commitment: MOA will commit itself to be an effective agent of agricultural transformation and, therefore, will embrace a culture of customer service. The farmer, service providers and all our stakeholders will be central to MOA operations

Diligence and Courtesy: MOA staff shall be at its workplaces during official hours of duty and shall diligently devote themselves wholly to its work. In addition, it shall treat all its valued clients and colleagues with courtesy.

Integrity: MOA shall uphold high moral integrity in the provision of its services. To this effect, MOA shall refrain from seeking, offering or accepting favors or inducements, financial or otherwise, in the course of discharging its duties. Again, MOA shall not use public property or official time to fulfill private needs; and it will not use information acquired in the course of official duties to gain personal advantage.

Gender Equity: Taking cognizance of the key role of women in production and marketing of agricultural products, MOA shall endeavor to promote gender sensitive practices and culture within its staff and the wider agricultural stakeholders.

Partnership-Building: MOA will promote and embrace partnerships and participatory processes in policy formulation and implementation of its activities. Active participation of our stakeholders, especially the private sector and grassroots communities, will enhance ownership of programs and projects.

Accountability and Transparency: MOA shall be accountable and transparent to the Government and to the people it serves.

Efficiency and Responsiveness: MOA will serve its clientele in an efficient manner, ensuring that all requests are dealt with as promptly as possible.

Finally, MOA is on the ground in the fifteen political sub-division of the country, working with farmers on their own solutions to agricultural development challenges and, as it develops local capacities, it will draw on the expertise of MOA and its wide range of partners.

4. CRITICAL PROCESSES AND OPERATIONAL SERVICES

It is the policy of the Ministry to continue to perform critical processes and essential functions in the event that an emergency or crisis event negatively impacts the operational capacity of the Ministry, including a scenario where the site(s) are unusable. These processes, services and functions will be performed by maintaining the on-site capacity, distributed processing and/or the ability to establish key recovery assets (staff, office support, IT, vital records and partners/suppliers/vendors) at an alternate ERS site, and, as soon as possible, to reconstitute full operational functions. To this end, BCP activities will be maintained at a high level of readiness, achieving operational status no later than 12 hours after activation, and maintaining sustained operations for up to 30 days

Ministry of Agriculture, Liberia has identified critical processes and functions that must be continued under three scenarios as follows:

- (i) **Status Quo:** To maintain the current level of operations;
- (ii) **Minimum Operations:** To support programmes implemented under minimum operating conditions and supporting office functions; and
- (iii) **Expanded Operations:** To support surge capacity in case of a humanitarian crisis event.

The Critical Functions are attached as **Annex**

5. RISK ASSESSMENT

Risk Assessment is the process of identifying risks that could, if they came to fruition, disrupt the operations of the Ministry of Agriculture, Liberia. Risks identified in the assessment are categorized according to impact and likelihood. The Ministry of Agriculture, Liberia Risk Assessment is detailed at **Annex A**, and is based on the following risk map:

Impact	Medium-High Risks (M-H) <i>List risks by category, as detailed at Annex A.</i> <ul style="list-style-type: none"> • Flooding • Fire/Explosion • Pandemic • Mass casualty incidence • Earthquake • Accessibility to complex 	High Risks (H) <ul style="list-style-type: none"> • Critical service failure (power) • Critical service failure (telephony) • Critical service failure (IT service) • Terrorist Attack • Civil/political unrest
	Low Risks (L) <ul style="list-style-type: none"> • Drought • Tsunami • Flooding 	Medium-Low Risks (M-L)
Likelihood		

6. PLANNING ASSUMPTIONS

This BCP is based on the following assumptions:

- The Ministry Head Office located on the Somalia Drive in Monrovia, and the Programme Management Unit (PMU) at Fendell on the campus of University of Liberia, are vulnerable to being rendered unusable or inaccessible because of a number of risks;
- At a minimum, the BCP will enable the Ministry management to maintain voice and data communications with staff and its out posted offices;
- The BCP is based upon the Alert System for Crisis Response and, unless otherwise indicated, follows the measures and procedures identified therein;
- Pre-established critical processes and operational services may be altered once the actual extent of the threat has been identified and impact of an event is fully understood;
- MOA will be obliged to contend with rules and restrictions imposed by the Government of Liberia;
- The Minister of Agriculture, as a member of the Security or Emergency Management Team (S/EMT), will actively participate in all staff security decisions;

- All MOA staff (other than those on duty travel or approved leave) are available for work;
- The MOA computer system is backed-up regularly and a critical staff will have remote access to core systems;
- Backed-up files are maintained on corporate live servers and remotely accessible through the Ministry's secure intranet portal/ or other Contents Management System(CMS) either hosted outside Liberia or at hosted servers locally like the LIBTELCO Data Warehouse located on Lynch & Broad Street.
- The MOA Vital Records are remotely available should the BCP be activated.

7. THE BCP CONCEPT OF OPERATIONS

The Ministry's ICT BCP may be implemented because of anticipated (with warning) and unanticipated (without warning) threats and events. In either scenario, once the implementation decision has been made the **deployment phase** will be followed through to completion and reconstitution. The BCP may be implemented upon the order of the Minister of Agriculture or his/her designate, on the advice of the Ministry's Crisis Management Team (CMT).

The Ministry will enhance its Business Continuity capacity by undertaking the following:

No	In Preparation	In Response
	<i>Corporate</i>	
1	Develop and finalize Service Level Agreements (SLAs) with other Government Ministries and inter-agency partners to which Ministry of Agriculture, Liberia critical processes and essential functions are devolved.	Staff to be relocated to the recovery location during periods of disruptions
2	Cross-train staff, and in particular managers, for processes on multiple functions	Conduct training on multiple functions
3	Implement a long term agreement for replacement of desktops with laptops with a local computer company. Also prepare Long Term Agreements (LTAs) for other critical services such as power supply, internet connectivity, and train staff receiving the equipment on setup and usage.	Service will be restored with minimized downtimes
4	All ICT staff be trained on Disaster recovery measures for quick rollout and implementation of recovery strategies	Reduced downtimes of ICT core systems
5	Implement remote access of vital records on the Ministry's intranet.	Vital records readily accessible
6	HR will devolve critical HR processes to the Civil Service Agency (CSA) in the event of a major disruption.	Continuity of essential HR processes

7	Create a redundancy for critical systems by introducing telecommunications backup (mobile phones, SAT phones (Thuraya BGANs), 3G and WiMAX networks for home connections of designated staff. Develop manual workarounds where appropriate	Staff to telecommute during periods of disruptions Use manual workarounds where possible
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(Refer to Annex E for responsibility and implementation matrix)

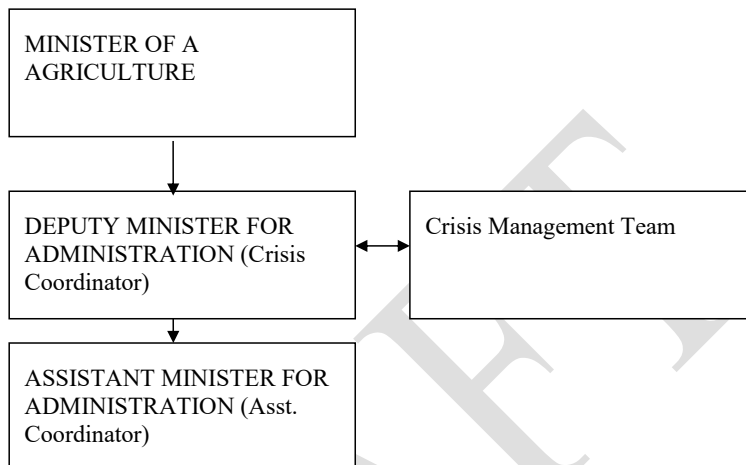
7.1 Activation and Possible Relocation

During a crisis, the Minister of Agriculture, or his/her designate, will make the decision to initiate the BCP. This decision will be based on information and recommendations from the Crisis Management Team. Information to be considered includes how long the emergency situation is projected to continue, severity of the event, and staff availability. At the time of BCP initiation, direction will also be given to the Ministry staff who will not be involved in the response.

Examples of situations that may lead Ministry's management to initiate the BCP include the following:

- Ministry of Agriculture, Liberia core systems are significantly disrupted or lost;
- The emergency situation is expected to last more than 24 hours; and
- There is a clear and present threat to the Ministry's office and staff.

In the event the BCP is activated, the Chair of the CMT (Deputy Minister for Administration will assume the role of the Crisis Coordinator while the Assistant Minister of Administration assumes the role of his/her Deputy. The lines of authority are as follows:



7.2 Decision-making Process

After initial verbal notification from the Minister, the Crisis Management Team will complete a BCP Execution Memorandum for signature by the Minister. This ensures that the BCP is not implemented, either anticipated or unanticipated, without proper authority.

(i) Anticipated Implementation (With Warning)

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

(ii) Unanticipated Implementation (Without Advance Warning)

Many natural, technological, or human-induced events can also occur without warning and upon occurrence could result in BCP activation. Unanticipated risks and emergencies of this nature included in the MOA Liberia Risk Assessment include civil unrest, terrorist attacks, fire and cyber-attack, and can occur at any time. Under certain conditions that could occur during an unanticipated risk or emergency affecting the MOA, the Deputy Minister for Administration who serves as Crisis Coordinator or designate, may commence actions for survival and take initial pre-

deployment preparatory actions. However, the formal authorization of BCP activation will only be given by the Minister of Agriculture.

If the threat or emergency occurs during work hours, it will most likely begin with the execution of the emergency plan for employees to move out of the building to locations designated as the assembly points, unless conditions warrant sheltering in place as a safer course of action. During these first hours, the BCP will take a secondary priority until the incident is assessed and brought under control. In an emergency that dictates evacuation of the building, the Crisis Management Team will assemble at another location as designated, to assess the situation.

To ensure proper record keeping for an automatic implementation with no warning, the Chair of the Crisis Management Team will complete a BCP Execution Memorandum for appropriate signature as soon as possible. In this case the BCP Execution Memorandum will document the steps taken by the MOA Crisis Coordinator to confirm that proper procedures were followed activating the BCP. National Police Authorities, must be notified of BCP activation regardless of agency location and the time of execution or activation. To ensure rapid and timely BCP implementation, notification procedures must be in-place and second nature to emergency personnel.

7.3 Alert, Notification, and Implementation Process

Category	Description
Crisis Management Team (CMT)	The Crisis Management Team is the Unit that gathers information on “the event”, determines the impact and its implications for the Ministry of Agriculture operations, and recommends business continuity action to the Minister.
Critical Operations Staff (COS)	The Critical Operations Staff are pre-designated staff with management, technical and programme functions and expertise to support implementation of the critical processes. The Critical Operations Staff would stay and work in the office (during a pandemic) and would be the ones that would redeploy to a recovery location if necessary.
Activated Key Staff (AKS)	The Activated Key Staff directly support the Critical Operations Staff, either in-site or remotely from home. Staff members in this category will not deploy to the recovery site.
Critical Response Team (CRT)	The Critical Response Team is comprised of specialists that provide infrastructure, security, administrative and related assistance during BCP activation and implementation, in cases when relocation to a recovery site is required.

The Ministry of Agriculture, Liberia BCP implementation has been developed around a time-phase approach to ensure efficient use of resources. These processes are followed whether the Ministry receives warning or not.

Implementation of the MOA's BCP will be activated on the authority of the Minister of Agriculture, along the following time scale:

Phase I—Activation and Relocation (0–12 Hours)

- ✓ Once notified that the BCP Plan is being implemented, Chair of the Crisis Management Team or his/her replacement notifies the Critical Operations and Key Activated Staff that they are activated;
- ✓ Critical Operations Staff and Key Activated Staff are informed of their roles and responsibilities and where they will be working to support BCP Activation;
- ✓ The Minister or designate informs the office of the President of Liberia and provides updates as appropriate
- ✓ Within 12 hours, activated staff assemble at the designated location;
- ✓ The Chair of the Crisis Management Team, or designee briefs staff on the situation;
- ✓ Critical operations staff review the BCP with the Chair of the Crisis Management Team and determine the strategy for conducting minimum essential operations;
- ✓ Critical operations staff initiate minimum essential operations;
- ✓ The Deputy Crisis Coordinator, or designate, informs all external suppliers and contractors of any changes to services to be provided;
- ✓ Staff initiate activities to support BCP implementation, including alert, notification, and guidance to non-BCP personnel; and
- ✓ The Deputy Crisis Coordinator will confirm the safe evacuation of staff from the building, if applicable, and account for personnel throughout the duration of the BCP event. Supervisors and managers will make contact with staff under their span of control.

Phase II—Recovery Operations (at the recovery location if necessary)

- ✓ Critical operations staff continue minimum essential operations;
- ✓ The Crisis Management Team will provide additional guidance as required by the situation to non-BCP staff;
- ✓ Critical operations staff redefine minimum essential operations, as needed, based on duration of the operation at the recovery location;
- ✓ Critical operations staff perform revised minimum essential operations;
- ✓ The Chair of the Crisis Management Team initiates reconstitution;
- ✓ The Deputy Crisis Coordinator provides guidance on the performance of critical processes and functions and maintains contact with critical partners; and
- ✓ As needed, the CRT, or the Critical Operations Staff will support the performance of the impacted office's critical processes and functions.

Phase III—Reconstitution (Termination and Return to Normal Operations)

- ✓ Critical operations staff continue critical processes and operational services;
- ✓ The Crisis Management Team will prepare a daily Situation Report (sitrep) on the status of the office;
- ✓ The Crisis Management Team will inform all personnel that the threat of or actual emergency no longer exists, and provide instructions for reconstitution, using telephones, e-mail and or the intranet;
- ✓ As soon as possible following return to normal operations, the Ministry of Agriculture, Liberia will conduct a review of its BCP operations, and the effectiveness of its plans and procedures, identify areas for correction, and develop a remedial action plan. The review will be led by the Minister of Agriculture and include participation of all staff; and
- ✓ The Deputy Crisis Coordinator will report the status of reconstitution to the Crisis Management Team.

7.4 Leadership

(i) ***Business Continuity Response Staff***

As indicated at Annex C.

(ii) ***Delegations of Authority***

(iii) **Order of Succession**

The Ministry of Agriculture order of succession for BCP purposes is as follows:

No	Order of Succession
1	Minister of Agriculture
2	Deputy Minister of Agriculture for Administration
3	Deputy Minister for Planning and Development
4	Snr Assistant Minister of Agriculture of Administration
5	Director of the Programme Management Unit (PMU)

7.5 Responsibilities

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

a. The Minister of Agriculture:

- Represents MOA LIBERIA in the Security Management Team (SMT), if applicable (depends on crisis event)
- Communicates with the Crisis Management Team and decides whether to implement the BCP;
- Activates the BCP on the advice of the Crisis Management Team;

b. Deputy Minister for Administration and Crisis Coordinator:

- Activates the BCP if the Minister is unreachable;
- Act as the Crisis Coordinator and in that capacity, and chair the Crisis Management Team;
- Notifies the National Security Management Team or any national body responsible on crisis management immediately on the Minister of Agriculture's decision to activate the BCP; and
- Notifies Office of the President of Liberia immediately on the Minister's decision to activate the BCP;
- Executes the deployment of pre-selected staff (the Critical Operations Staff, Key Activated Staff and Critical Response Team as appropriate), if required;
- Obtains additional resources (SURGE), as needed, to resolve the crisis and perform **MOA, Liberia's** essential functions;

- Directs BCP activity during the crisis and ensures that all pertinent Business Continuity policies and guidelines in-force are applied;
- Reconstitutes the **Ministry of Agriculture, Liberia** key staff positions with successors under the BCP;
- Reconstitutes full Ministry of Agriculture, Liberia function and supervises the resumptions of normal operations;

c. Deputy Minister for Planning Policy and Development, Deputy Crisis Coordinator

- Act as the Deputy Crisis Coordinator and chair the Crisis Management Team in his/her absence;
- Assign the role of *historian* to chronicle actions taken during a crisis and lessons-learned;
- Provide comprehensive security support, including physical security in coordination with the national security apparatus and site security, as required;
- Advise the Minister on the MOA communications, internal and external;
- Provide information to the media, handle all press inquiries, and prepare daily press guidance briefings to the Minister and Executive Staff;

d. Head of ICT

- Implement the following:

Functional Area	Processes and Activities	Division/Individual Responsible
Information Communication and Technology (ICT)	Core Information systems available including VOIP, ERP systems, Telephone systems, Radios,	ICT Unit/Head of ICT
	Unlimited emails and intranet (web-mail at least)	
	Backup data communication	
	Vital records are accessible remotely	
	ICT equipment replacement (Use LTA Long Term Agreement)	

e. Head of General Services/ Assistant Minister for Administration

- Implement the following:

Functional Area	Processes and Activities	Division/Individual Responsible
Manage procurement/logistics and duty travel/relocations	Processing of POs	
	Contracts Management	
	Manage office supplies	
	Hotel bookings	
	Protocol	
	Ticket bookings	
	Management of transport	
	Vital records/intranet are accessed remotely	
	Security issues	

f. Head of Finance:

- Implement the following:

Functional Area	Processes and Activities	Division/Individual Responsible
Manage financial transaction	Make critical payments and payroll	
	Process urgent invoices	
	Ensure availability of cash	

g. Head of Human Resources:

Implement the following:

Functional Area	Processes and Activities	Division/Individual Responsible
Manage HR Administration	Manage employee data, benefits and entitlements	
	Position Management	
	Coordinate medical evacuation	
	Ensure medical cover	
	Liaise with General Services for travel documents	

- 2 MOA LIBERIA must operate. Need for minimum activities being undertaken
- 3 Some level of operation going on in the County, through Government and other partners
- 4 MOA LIBERIA can access emergency resources/Fiscal to respond to (Un)Natural Occurrence(s)
- 5 That communications network(s) works. Cell phone/Radio/Fixed lines/internet infrastructure

h. Ministry of Agriculture, Liberia Staff:

- If designated as BCP team staff, will be guided by instructions from the Crisis Coordinator; and
- If not designated to relocate in a BCP scenario, be guided by instructions from the Crisis Coordinator or through official announcements. This could include relocation to another office space or designated to work from home;

i. Ministry of Agriculture, Liberia Crisis Management Team:

The Crisis Management Team is the group that gathers information on an event, determines the impact of the event and its implications for the MOA operations, and recommends business continuity action to the Minister. In a crisis situation the Crisis Management Team will meet in the MOA Conference Room or at a

location to be determined and conveyed to the Crisis Management Team members.

Chaired by the Crisis Coordinator, the Crisis Management Team will include representatives from the 4 main departments of the Ministry of Agriculture as follows:

Name	Position	Alternate

The Crisis Management Team will have the following responsibilities:

- Make recommendations to the Minister of Agriculture or successor on appropriate courses of action to respond to a crisis event.
- The Crisis Management Team will liaise with the Crisis **Response Team**

j. Ministry of Agriculture, Liberia Critical Response Team (CRT):

The Critical Response Team is comprised of specialists that provide infrastructure, security, administrative and related assistance during BCP activation and implementation, particularly during relocation to a recovery site, if applicable.

Name	Position	Alternate

The CRT will have the following responsibilities:

- Prepare a recovery location for the arrival of BCP staff, including administrative, logistical, telecommunications and IT readiness and ongoing support;
- Revert to Division control on completion of CRT duties;

k. Ministry of Agriculture, Liberia Critical Operations Staff:

The Critical Operations Staff are pre-designated MOA with management, technical and programme functions and expertise to support implementation of the critical processes and functions. The Critical Operations Staff would work in the office during a crisis event (when possible) and would be the ones that would redeploy to a recovery location if necessary.

The Critical Operations Staff are designated at Annex C.

l. Ministry of Agriculture, Liberia Activated Key Staff:

The Activated Key Staff directly support the Critical Operations Staff, either in-situ or remotely. Staff members in this category will not deploy to the recovery location.

The Activated Key Staff are designated at Annex C.

The Activated Key Staff will have the following responsibilities:

- Provide expert knowledge upon request by the Critical Operations staff;
- Deploy on an individual basis to a recovery location as directed;

All Activated Staff should have Ministry of Agriculture, Liberia issue laptop and remote access to core applications

m. Non-Activated Ministry of Agriculture, Liberia staff :

- Respond to guidance by management and do not utilize any corporate systems unless instructed to do so
- Monitor local media broadcasts to obtain information about the event

Devolution

As the Ministry of Agriculture, Liberia provides life-saving support, the possibility that threats or attacks could render the MOA operations unavailable, for even a brief period, is unacceptable. The Ministry must therefore make provisions to continue operations in all situations. Devolution planning supports overall BCP and addresses catastrophic events that compromise the MOA management and staff ability to perform their critical processes and essential functions from either its primary or recovery location. The Ministry of Agriculture, Liberia will devolve its functions to another Ministry in the following situations:

- Function of the primary and recovery locations is significantly hampered, so as to impede or prevent execution of the Ministry's critical processes and essential functions; and/or

In these cases, Ministry of Agriculture, Liberia would make the following devolutions:

Critical Process/Function	Organization to which devolved/transferred
Payment to suppliers and contractors	
Process staff benefits, entitlements and payroll	
Procurement of essential supplies and services	
Logistics – travel, evacuations, relocations	
Project/ Programme design, implementation, follow ups and formulation of payment/processing requests to Operations	
ICT core systems	
Dispatch of press releases and announcements	

Reconstitution

Following a crisis, the reconstitution of the MOA offices as a work place with adequate facilities and personnel to restore complete functions is a priority. Reconstitution operations may include actions to restore the primary office facility to operational capability, or acquiring a new facility, working closely with other the Central Government of Liberia and other partners, acquiring and installing equipment and communications, and redeploying staff to the alternate site. Reconstitution sites may include other Government premises or those of other Ministries.

Reconstitution may be considered complete when:

- A majority of Ministry of Agriculture, Liberia functions have been restored;

- Termination of operations at a recovery location will only commence upon the order of the Minister or his/her designee. In the case of the inaccessibility or destruction of the Ministry of Agriculture, Liberia offices, the office will devolve its functions to in accordance with the list detailed in Sub-section 4d.

If the MOA Head Office becomes uninhabitable or inaccessible for whatever reason, the MOA HQ may choose to relocate to a recovery location. In this case MOA HQ Critical staff would be relocated to the PMU offices based in Fendell. On the other hand, if the PMU offices become inaccessible for whatever reason, all office critical staff will be relocated to the MOA HQ offices.

The Ministry of Agriculture, Liberia depends on a number of mission critical, core systems in order to effectively function, as follows:

[illegible]

7.7 Vital Files, Records, and SharePoint E-documentation Portal

Ministry of Agriculture, Liberia staff will identify and update, on a regular basis, BCP vital records (electronic and other formats). The categories of Ministry of Agriculture, Liberia vital records include:

- Working records and documents;
- Legal, financial and administrative records;
- Personnel files;
- Contracts;
- Donor contribution files and agreements;
- Ministry of Agriculture, Liberia publications;
- Standard Operating Procedures(SOPs)

In general, the Ministry of Agriculture, Liberia vital records are electronic and hard copies of procedures, regulations and information needed to conduct minimum essential operations for a period of up to 30 days. Staff access these documents through three modes:

- Hardcopy;
- The MOA LIBERIA intranet;
- Shared Drive
- Ministry of Agriculture, Liberia SharePoint Portal

Vital File, Record, or Database	Form of Record (e.g., hardcopy, electronic)	Location of Back-up
Employee data	Hardcopy, electronic	
Contact details of critical staff	Hardcopy, electronic	
Contracts with vendors	Electronic	www.moaliberia.org
Purchase orders	Electronic	Shared drive
Travel Authorizations	Hardcopy	Shared drive
MOM, Procurement Guide, Travel Guide	Hard copy and Electronic	
Financial Instructions	Hard copy and Electronic	MOA Liberia intranet
Data related to institutional memory (ongoing and finalized projects)	Electronic	

7.8 Critical Inter-Agency Partners, Vendors and Suppliers

The Ministry of Agriculture, Liberia has identified, in priority, the following list of inter-agency partners, vendors and suppliers. These are listed at Annex D.

8. TESTING, TRAINING AND EXERCISES

The training of staff is essential to ensuring the Ministry of Agriculture, Liberia office maintains the capability to properly and efficiently execute its BCP. Training of staff on BCM will be through various methods, to include classroom instruction and independent study. Staff directly involved in BCP implementation will be extended intensive training that will consist of a combination of orientation training and refresher courses. The training will be provided through a wide variety of mediums including workshops, classroom, and BCU site visits.

The testing and exercising of the Ministry's office is intended to be part of an overall MOA Test, Training and Exercise (TT&E) programme. The TT&E programme will be the principal tool that the office will use to maintain its Business Continuity preparedness capability, the principal goals of which are as follows:

- Improve the capability of Units and individuals to execute and evaluate their emergency management operational responsibilities;
- Familiarizing all staff, and those directly involved in BCP implementation in particular, with the issues encountered during a major emergency or risk;
- Validating plans, policies, procedures, and systems;
- Identifying deficient plans, policies, and procedures as well as systems for subsequent correction; and
- Maintaining/updating the BCP.

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

The TT&E programme will consist of three elements:

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

- Crisis Management Simulation – periodic crisis simulation to exercise the organization’s crisis management system.

There are several media for testing and exercising the MOA’s BCP. They include:

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

9. MULTI-YEAR STRATEGY AND BCP MANAGEMENT PLAN

The Ministry of Agriculture, Liberia office will conduct a quarterly review of the BCP at MOA Head office level and an annual review of the overall plans. The annual review will be timed so that enhancements to Ministry’s office’s overall Business Continuity preparedness can be integrated into the Office Management Plan.

10. BCP MAINTENANCE

Management, Heads of Units and supervisors must report any changes, such as changes in BCP staff responsibilities, staff contact information or functional changes, to the BCP Focal Point within **72 hours**.

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

- Written notification to the BCP Focal Point, from the Head of Unit of a change;
- Quarterly BCP review by the Crisis Management Team;
- Information obtained from the after-action report submitted following a test or exercise; and,
- Notification regarding any changes in national regulatory requirements

Changes to the BCP tables do not require further approval by the Minister; however, any changes to the BCP main body will require submission to the Office of the Minister for signature. The Minister will review the BCP on an annual basis and sign approval for the whole document or updated sections.

ANNEXES

Annex A: Risk Assessment

Risk Assessment Template.

Serial	Risk	Risk Analysis		Vulnerability Analysis		Risk Level	Risk Focal Point	Remarks
		Impact	Likelihood	In-place Control	Weakness			
	Critical Service Failure (ICT)	H	H			H		
	Critical Service Failure (Telecoms)	H	H			H		
	Critical service failure (Power)	H	H			H		
	Terrorist Attack	H	L			H		
	Pandemic	H	L			M-H		
	Flooding	H	L			M-H		
	Fire/Explosion	H	L			M-H		
	Terrorist attack	H	L			M-H		
	Mass casualty incidence	H	L			M-H		
	Earthquake	H	L			M-H		
	Tsunami	L	L			M-L		
	Continuity of Supplies	L	L			Low		
	Drought	L	L			Low		

Continuity of suppliers

Drought

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Annex B: “One Pager” (Overview: Identification and ranking of critical processes with corresponding requirements and mitigation strategies)

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ORGANOGRAM – MINISTRY OF AGRICULTURE, LIBERIA

ANNEX C

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Annex D: Critical Staff List

Last Name	First Name	Index Nr	Home Address	Mobile Phone	Work E-mail
PROGRAMME					
OPERATIONS					

Annex E: List of Critical Vendors and Partners -

Vendor/Critical Partner/Partner	Location
Insert Vendor Type	
IT EQUIPMENT	
INTERNET SERVICES	
MOBILE TELEPHONE SERVICES	

Vendor/Critical Partner/Partner	Location
OFFICE SUPPLIES	
PRINTING	
CAR HIRE	
AIR TRAVEL	
HOTEL SERVICES	
BANKING SERVICES	

Vendor/Critical Partner/Partner	Location
MEDICAL SERVICES	
GOL PARTNER and AGENCIES	

Annex F: Mitigation Strategy Implementation Matrix

Action	Person Responsible	Implementation Timeline
Develop and finalize SLAs with other GoL offices and interagency partners to which Ministry of Agriculture, Liberia critical processes and essential functions are devolved		
Prepare an instruction to authorize the Minister of Agriculture to launch in extraordinary circumstances the BCP after 24 hours of non-contact		
Develop and finalize SLAs with vendors for supply of essential supplies and services		
Obtain “super-user” status for identified staff with the Ministry Financial management systems, email, and network administration		
Implement ICT Disaster Recovery Plan		
Effective and multidimensional communication system that anticipates all forms of interruptions		
Shared electronic material weblink/repository/intranet to access from remote locations material as required. Electronic filing system.		
Mapping of staff across the County and maintenance of up to date contact details and locality maps.		
Maintain an up to date contact detail and contract requirements for all partners. Ensure communication infrastructure is updated in tandem with 3 scenarios above		
Internet and other communication to critical staff at residence. (Consider ICT Hotspot)		

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Annex G: Critical processes and operational services

ADMINISTRATIVE SERVICES: CRITICAL FUNCTIONS:

APPROVAL

Commented [AMB1]: This page, if necessary in the document, should come at the end, not in the early front pages.

I have read, accept and fully understand the responsibilities detailed under this Business Continuity Plan (BCP). I approve this plan.

Dr. Florence Chenoweath

Date

MINISTER OF AGRICULTURE, REPUBLIC OF LIBERIA

I recommend this BCP for approval.

SEKLAU WILES

Date

DEPUTY MINISTER FOR ADMINISTRATION

This BCP has been reviewed and recommended for approval by the individuals listed below.

RECORD OF CHANGES

This Business Continuity Plan of the Ministry of Agriculture, Liberia will be affected by changes and will require regular updates. Responsible personnel in each duty stations are to ensure the maintenance of the plan as well as the Record of Approved Changes below. All proposed changes should be submitted to the designated BCP focal point at the MOA HQ, responsible for monitoring BCP activities, for further action.

Commented [AMB2]: Again this page should be at the end somewhere. A reference can be made to it in the new Executive Summary to reflect its importance.

BUSINESS CONTINUITY PLAN		
Ministry of Agriculture, Liberia		
Record of Changes		
Date	Change Description	Change Entered by

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