



# **Business Continuity Management & the BC Planning Process**

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CODE-NGO, Center for Humanitarian Learning and Innovation**



January 25, 2020

COLUMNISTS



BUSINESS MATTERS

# Natural disasters: The new normal

By: [Guillermo M. Luz](#) - @inquirerdotnet Philippine Daily Inquirer / 05:03 AM January 25, 2020



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04:47



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Even by Philippine standards, we've had an unusual mix of natural disasters. Since April 2019, we have had earthquakes in Zambales (at magnitude 6.1; most heavily felt in Porac, Pampanga); Itbayat, Batanes (magnitude 5.9, July); and a series of earthquakes in fairly rapid succession in Cotabato and other parts of southwest Mindanao (from magnitude 6.5, October to December).

We also had our usual run of 20 typhoons closing out the year with Typhoons "Tisoy" (international name: Kammuri) and "Ursula" (Phanfone), the last one hitting parts of the Philippines on Christmas Day.

EDITORS' PICK

MOST READ



ENTERTAINMENT

FlipTop rapper Loonie freed on bail



NEWSINFO

China expands lockdown against virus, fast-tracks hospital



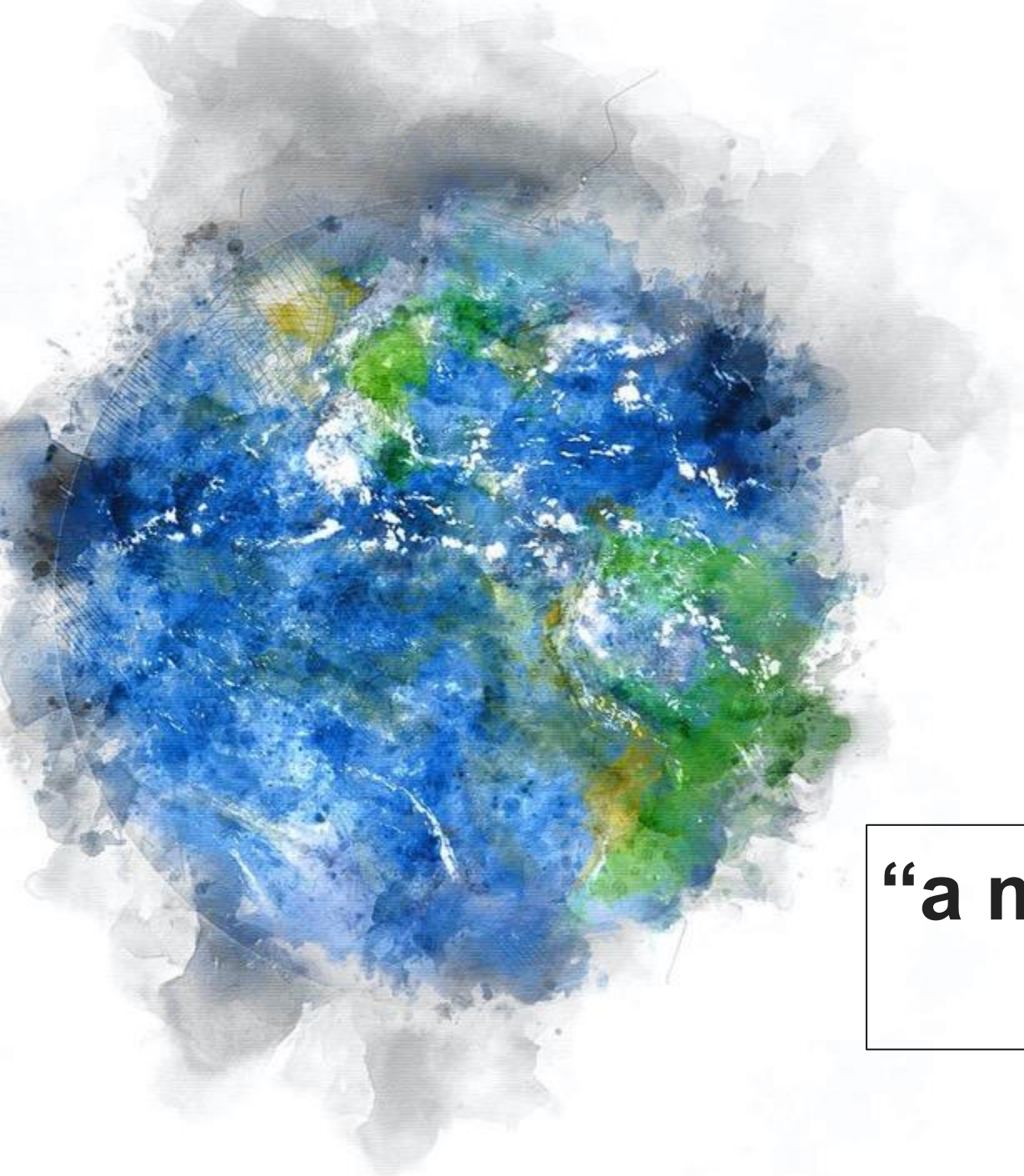
TECHNOLOGY

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GLOBALNATION

SM continues to send relief assistance to remote



# Disaster

**Dis**



**“without”**

**Astra**



**“star”**

**“a misfortune in the absence  
of a guiding light”**





## DISASTER

A sudden, unplanned catastrophic event causing unacceptable damage or loss. An event that compromises an organization's ability to provide critical functions, processes, or services for some unacceptable period of time. (BCI/DRJ)

A serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own resources. (R.A. 10121)

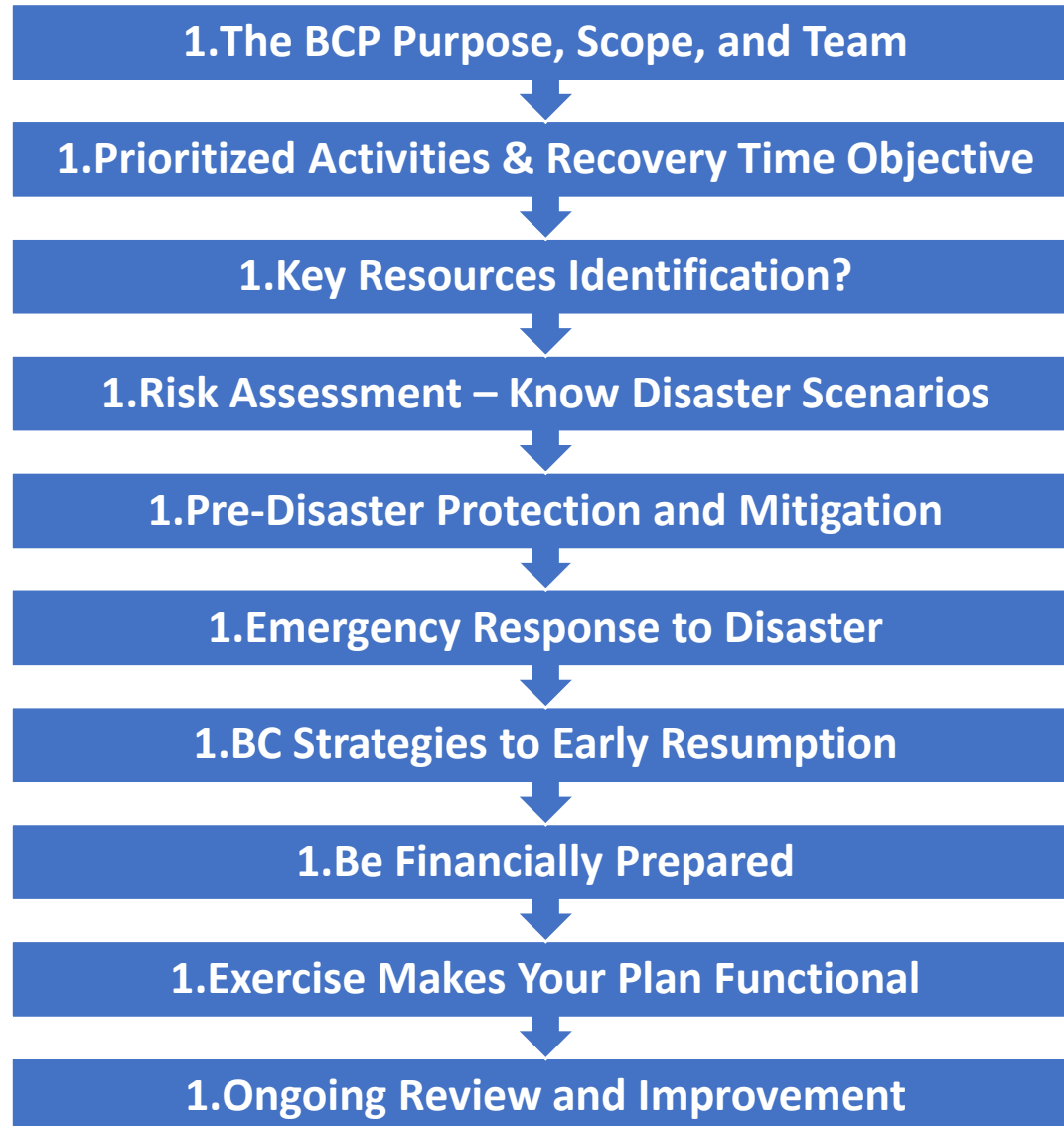


## **BUSINESS CONTINUITY PLANNING AND MANAGEMENT**

### **KEYS TO AVERTING A DISASTER**

- Planning for hazards, assessing which hazards pose the highest risks to our cooperative;
- Identifying which of our services must be resumed first after a possible disruption caused by a hazard event;
- Strategizing to reduce and manage the risks these top hazards pose to our resources (i.e. our STAFF, SPACE, STUFF, SYSTEM, and STRUCTURE) before and when they hit our cooperative and strategizing how to resume our operations within acceptable downtimes and at acceptable levels of operation after the hazard event passes by; and
- Implementing these strategies, drilling ourselves to check whether our plans are indeed workable and effective.

## APEC 10-STEP BCP PROCESS



## CHLI 6-STEP BCP PROCESS



The New Normal Cooperative  
234 Main Street, First Avenue  
New Bagoio, Philippines

## BUSINESS CONTINUITY PLAN

| Functional Role                     | Name | Designation | Date | Signature |
|-------------------------------------|------|-------------|------|-----------|
| Prepared by                         |      |             |      |           |
| Reviewed by                         |      |             |      |           |
| Approved by<br>(Board of Directors) |      |             |      |           |

APPROVED BY THE GENERAL ASSEMBLY ON:  
Certified Approved by:

Board Secretary

### Document Header

| Document Title     | Business Continuity Plan |            |                    |
|--------------------|--------------------------|------------|--------------------|
| Document Reference | 01-01-2020               |            |                    |
| Issue Number       | 02                       | Issue Date | September 30, 2020 |
| Authorized by      | Board of Directors       |            |                    |

# BCP KEY QUESTIONS

## BUSINESS CONTINUITY STRATEGIES

What hazard does the organization prepare for?

How does the organization plan to recover after a disruption?

## DISASTER SCENARIO



# A. KNOWING THE DISASTER SCENARIO



**BCP KEY QUESTIONS**



# Covid-19: What do we know?

November 17, 2019 – the first case of a patient zero of SARS  
December 31, 2019 – 2008 SARS cases

By the end of February 2020, there are a total of 85,404 cases of COVID-19 in 56 countries with 3,052 deaths

which are in China (WHO 2020). On April 2, 2020, the number of cases worldwide crosses the one million mark with only April 7, 2020 – the United States Wuhan City, Hubei province surpasses China in terms of cases (WHO 2020). Also in April 2020, Italy would have only 132,547 cases but its 16,523 fatalities lead all other countries in the world (Linnane 2020).

February 2, 2020 – the first nCoV death outside China is reported in the Philippines (Hollingsworth 2020)



# Covid-19 Tracker\*

| Indicator | Global     | Philippines |
|-----------|------------|-------------|
| Cases     | 41,552,371 | 363,888     |
| Deaths    | 1,135,229  | 6,783       |

| Indicator          | Philippines<br>Global Ranking |
|--------------------|-------------------------------|
| Cases              | 20 <sup>th</sup>              |
| Cases/100,000 pop  | 18 <sup>th</sup>              |
| Deaths             | 19 <sup>th</sup>              |
| Deaths/100,000 pop | 18 <sup>th</sup>              |

**\*Johns Hopkins University Center for Systems Science and Engineering. As of October 22, 2020 (6:45 PM, ET)**

## COVID-19: Was it entirely unexpected?

Five years ago (2015), the ***Sendai Framework*** which is the successor of the Hyogo Framework for Action (HFA) 2005-2015: “Building the Resilience of Nations and Communities to Disasters” *extended the definition of risk to include biological hazards*. This was a result of a push from countries which had experienced Ebola, MERS and SARS.

**Sendai Framework for Disaster Risk Reduction**

**2015 - 2030**



# COVID-19: Was it entirely unexpected?



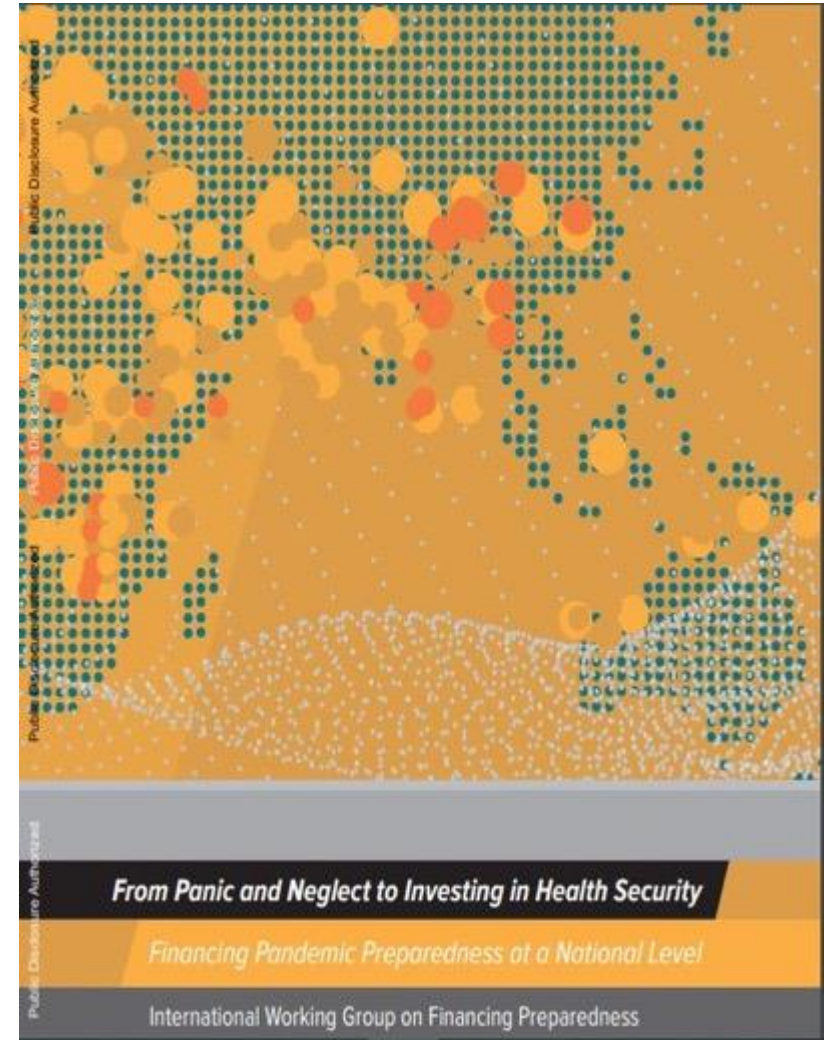
On September 5, 2013, Sen. Miriam Defensor Santiago filed Bill No. 1573 or “An Act Strengthening National Awareness and Responding to Public Health Emergencies”. The Bill was filed after “health experts started emergency international meetings to devise ways of combating a mysterious virus that has been described as the single biggest worldwide public health threat”, referring to the Middle East Respiratory Syndrome (MERS).

**Until now, the bill is still “pending in the committee” of the Senate.**

# COVID-19: Was it entirely unexpected?

In 2018, the International Working Group on Financing Preparedness, issued the report “From Panic and Neglect to Investing in Health Security”.

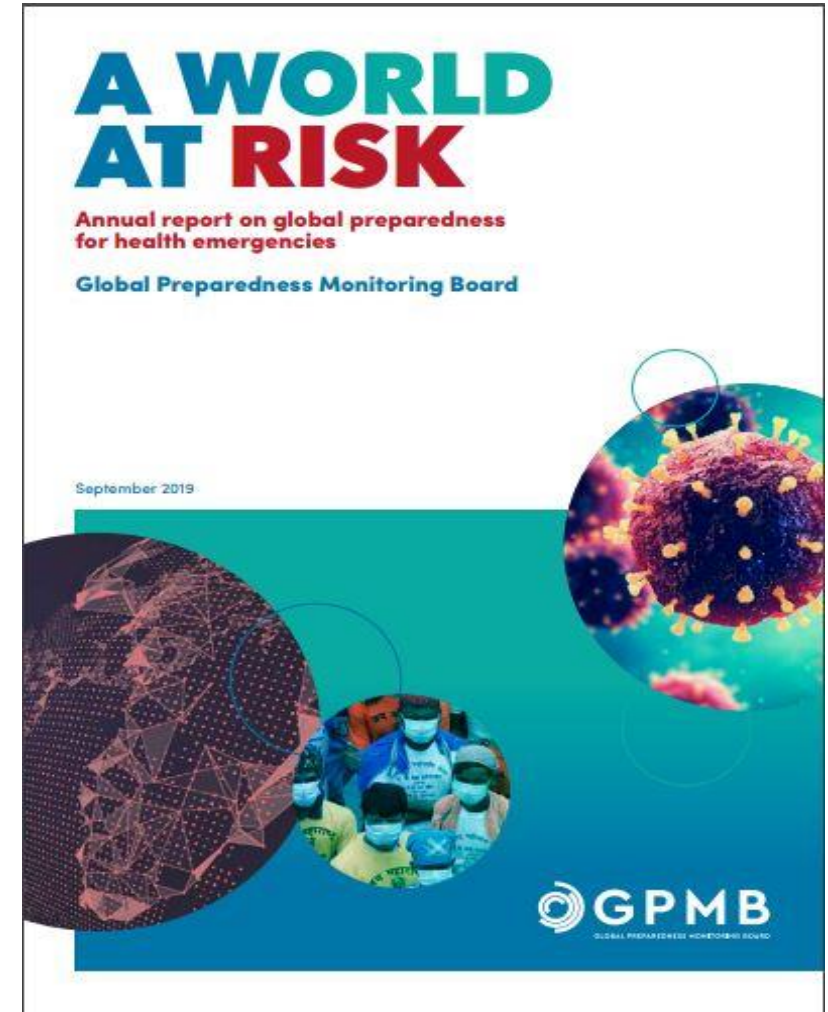
It observed: *“Multiple pandemics, numerous outbreaks, thousands of lives lost and billions of dollars of national income wiped out – all since the turn of this century, in barely 17 years – and yet the world’s investments in pandemic preparedness and response remain woefully inadequate.”*



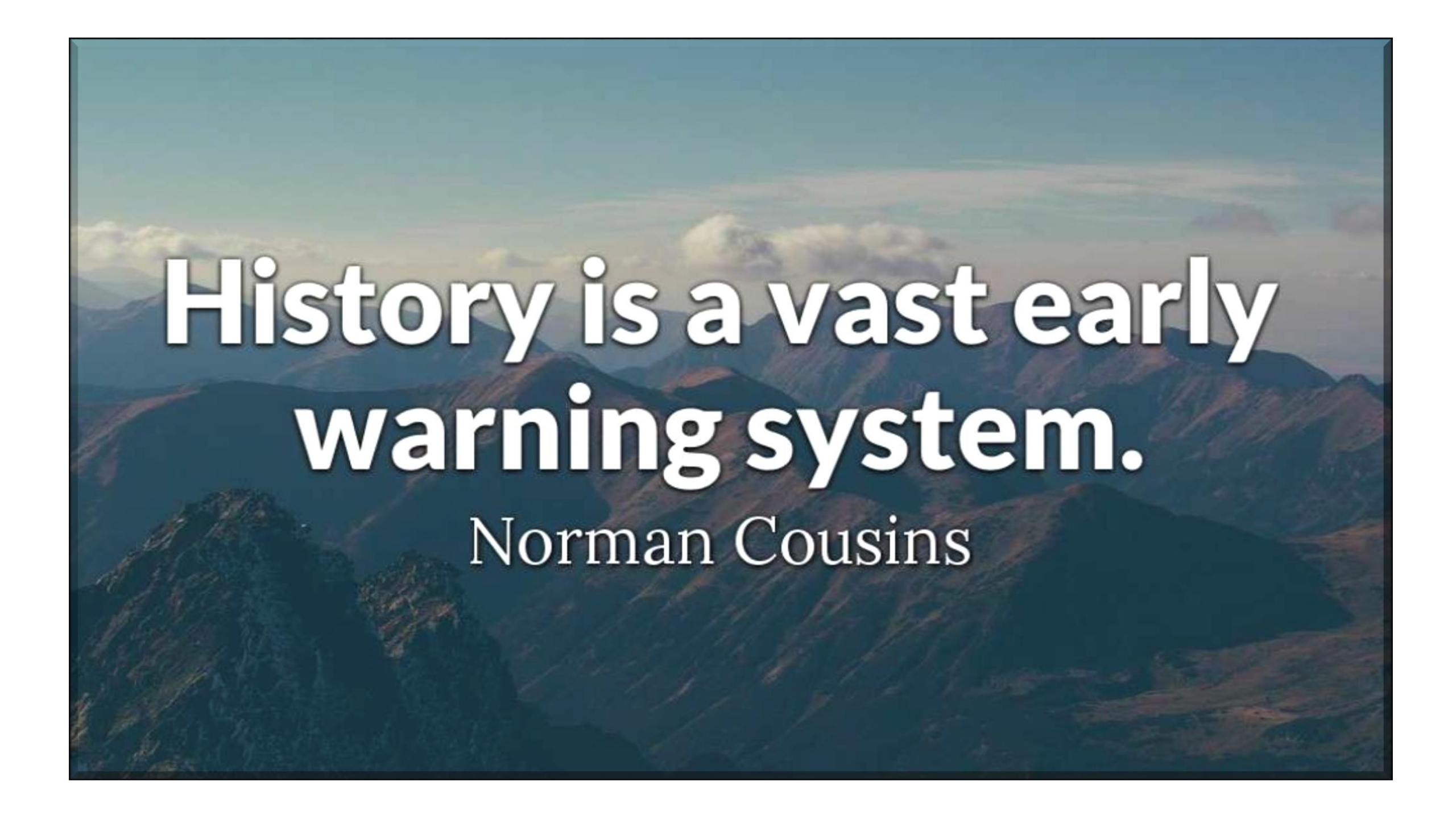
# COVID-19: Was it entirely unexpected?

In September 2019, the Global Preparedness Monitoring Board, a joint initiative of the World Health Organization (WHO) and the World Bank, released the report “A World at Risk”.

The report warned of a *“very real threat of a rapidly moving, highly lethal pandemic of a respiratory pathogen killing 50 to 80 million people and wiping out nearly 5% of the world’s economy.”*





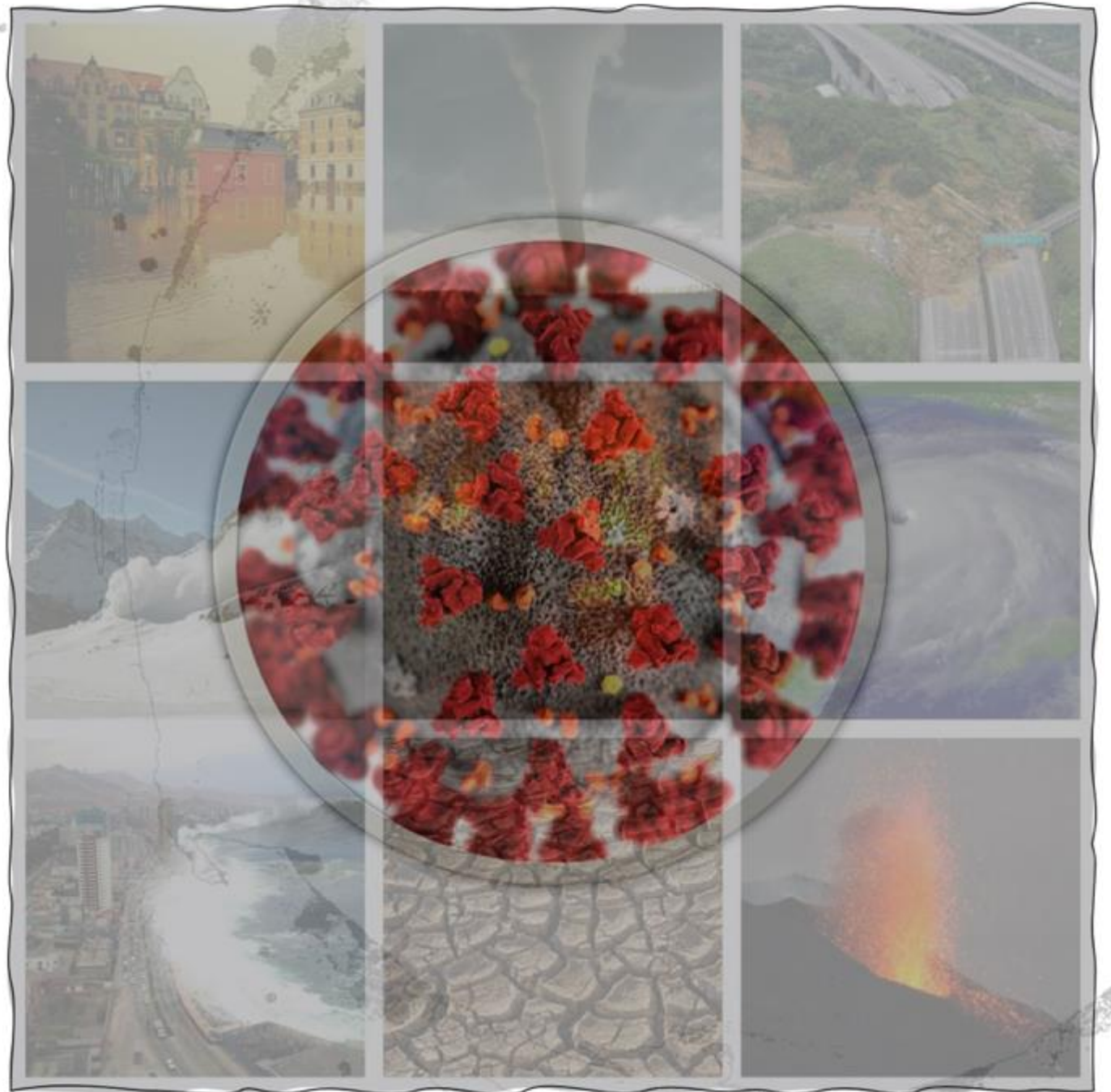


**History is a vast early  
warning system.**

Norman Cousins

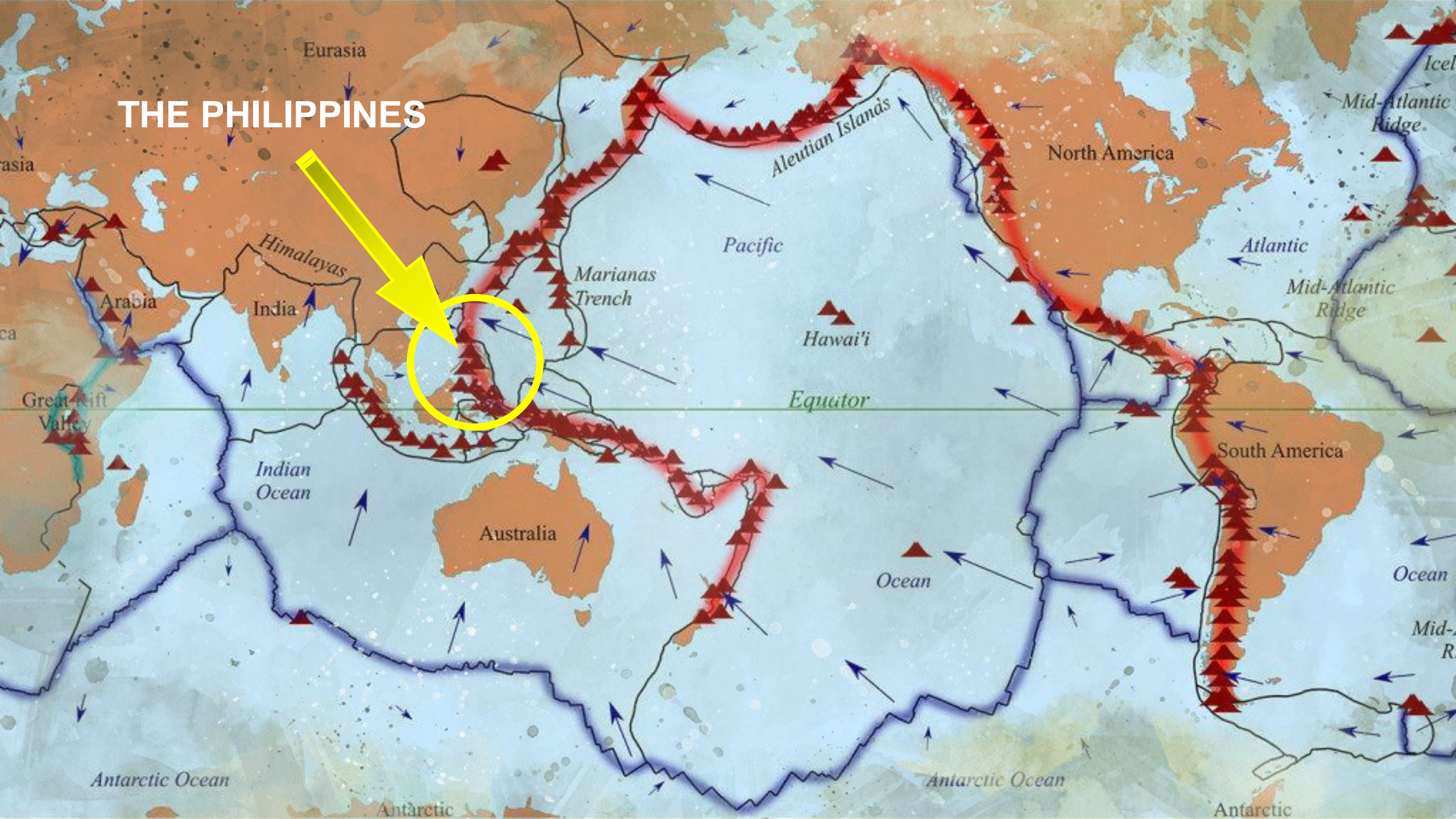
“Other natural and human induced hazards don’t care about the pandemic. Similarly, the pandemic does not respect the timeline of other hazards.”

**What does this imply for cooperatives who are aiming for resilience?**





# THE PHILIPPINES





COVID-19: CLICK FOR THE LATEST UPDATES ON



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SCITECH



"At alert level 1, all the aforementioned volcanoes earlier can actually have a steam-driven explosion"

## PHIVOLCS: Four volcanoes under close watch for 'abnormal activity'

Published September 29, 2020 7:44pm

By JOAHNA LEI CASILAO, GMA News



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02:14



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Mayon Volcano



Taal Volcano



Mount Bulusan



Mount Kanlaon



Mount Hibok-Hibok

Mount Bulusan



# Philippine Vulnerability to Disaster

## 2. Earthquakes – an average of 20 per day with 12 destructive quakes from 1968 - 2017

**PHIVOLCS reports for the month of September 2020  
(as of September 30, 2020, 5:00 P.M.):**

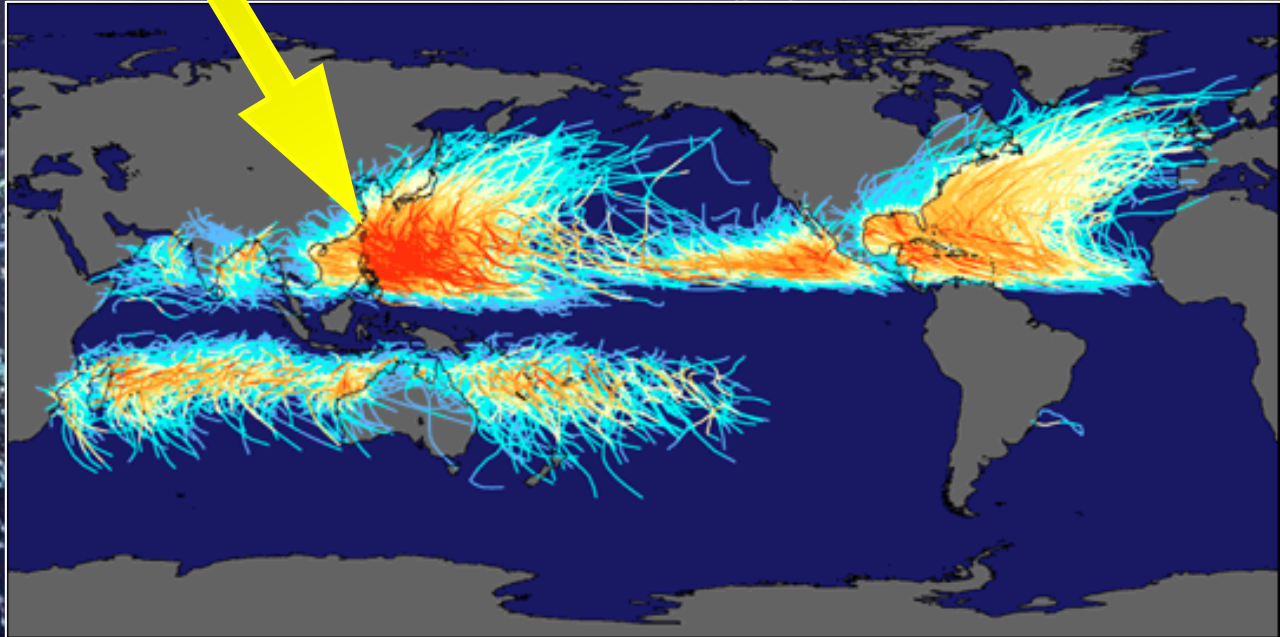
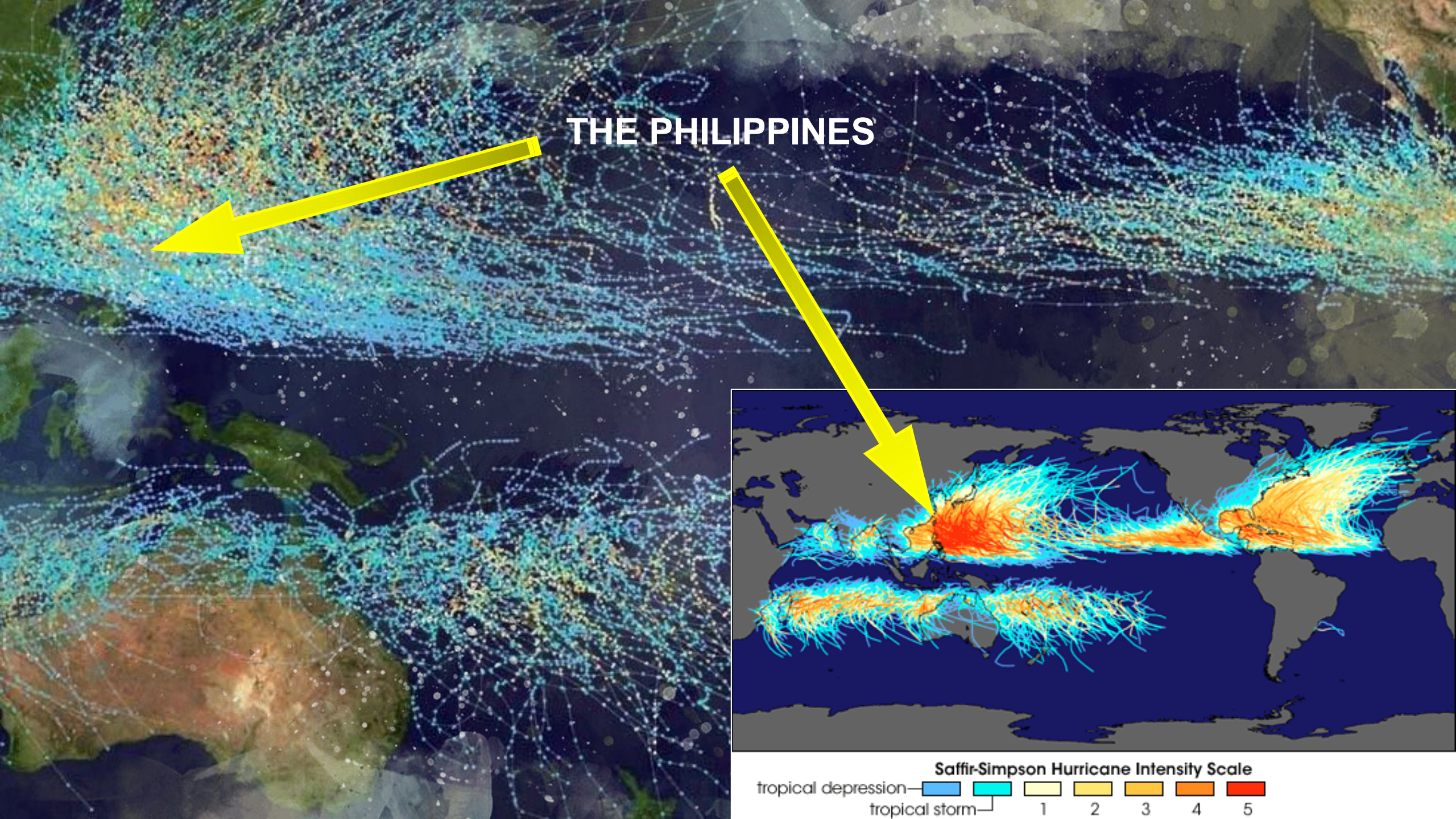
**Total number of earthquakes = 1,052  
Number of earthquakes 4.0 and higher = 57  
Number of earthquakes 5.0 and higher = 7**

**Source: Earthquake Information. PHIVOLCS.  
<https://www.phivolcs.dost.gov.ph/index.php/earthquake/earthquake-information3>**





THE PHILIPPINES



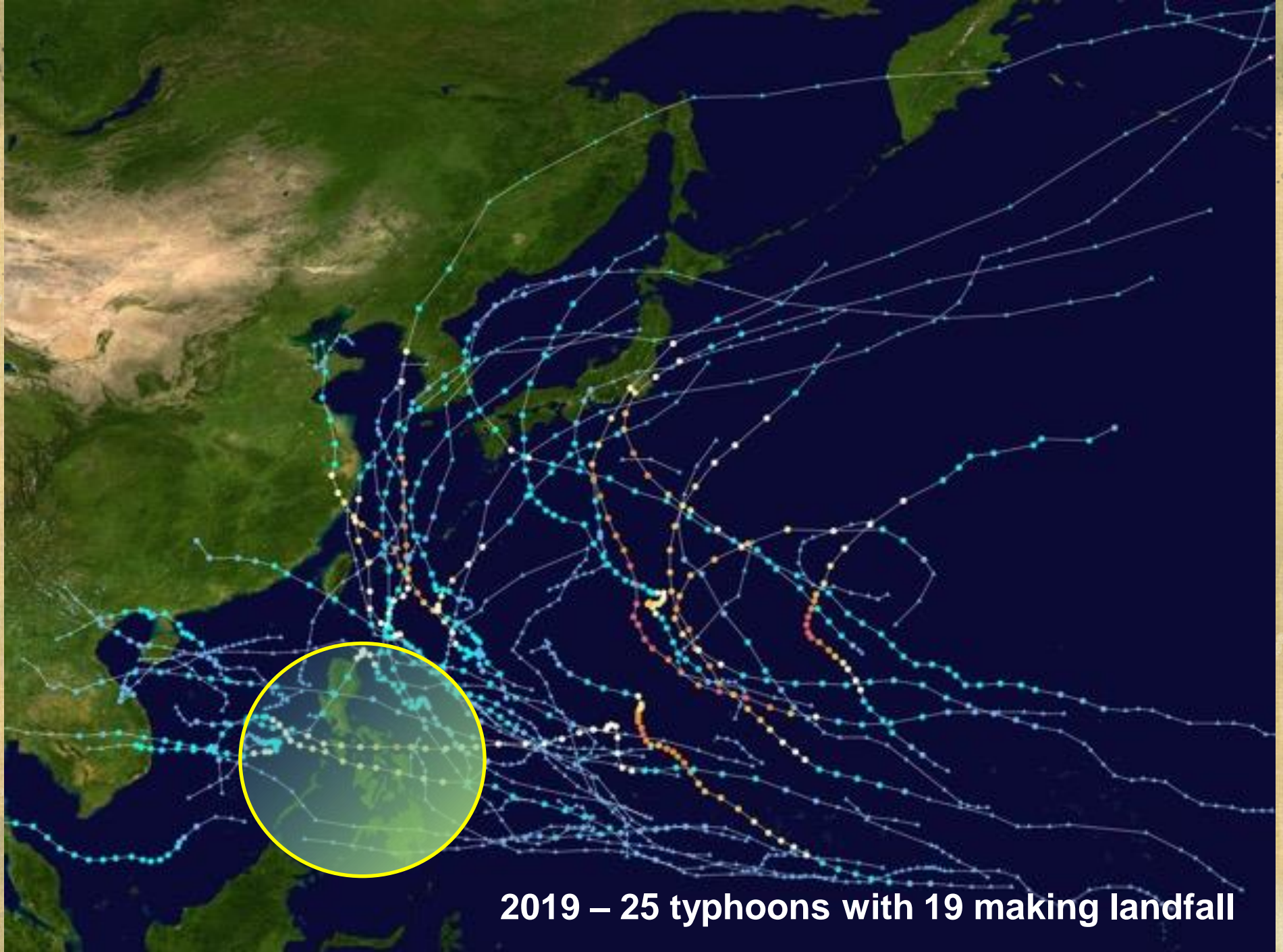
Saffir-Simpson Hurricane Intensity Scale

| Intensity           | Color       |
|---------------------|-------------|
| tropical depression | Light Blue  |
| tropical storm      | Light Cyan  |
| 1                   | Yellow      |
| 2                   | Orange      |
| 3                   | Dark Orange |
| 4                   | Red         |
| 5                   | Dark Red    |



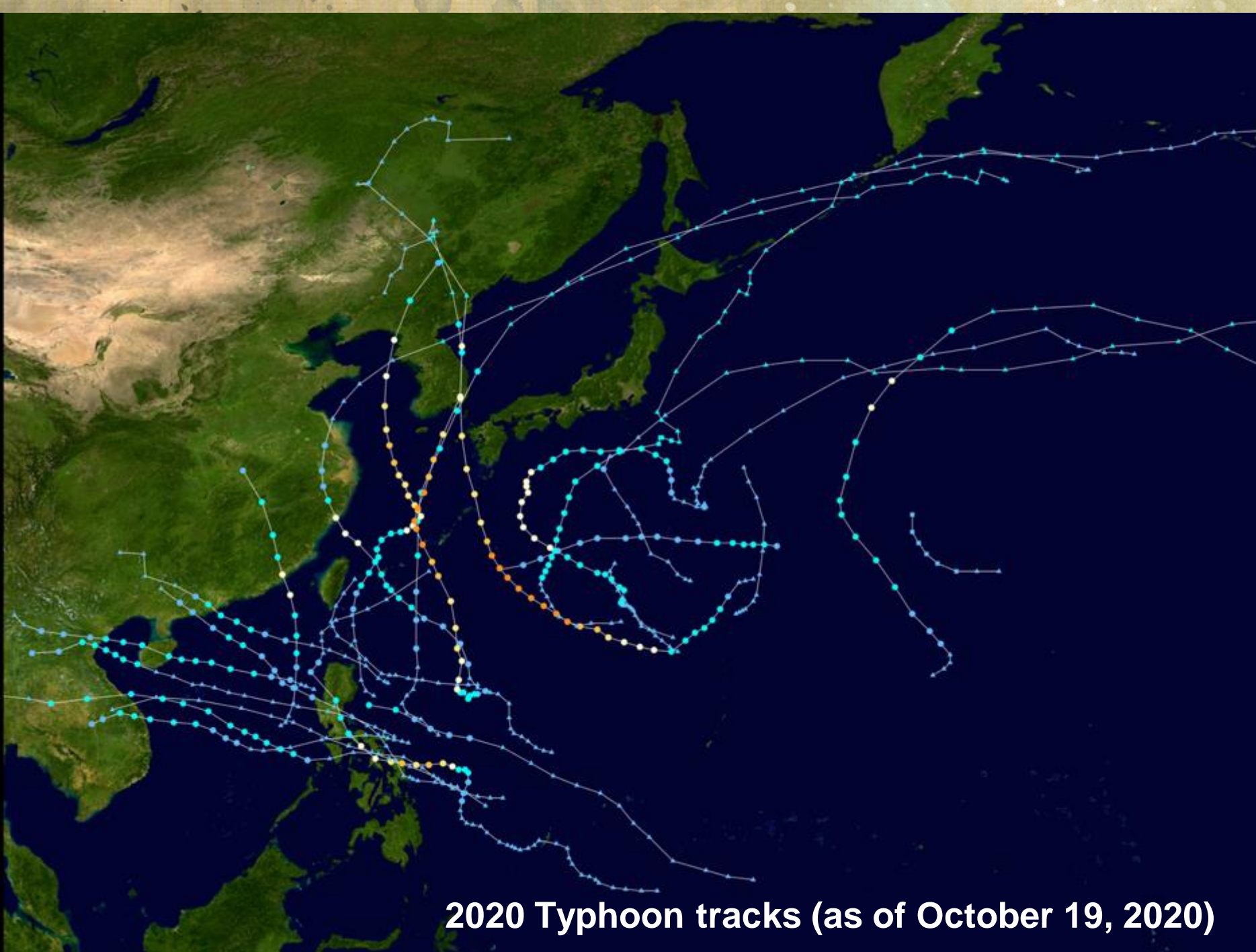






**2019 – 25 typhoons with 19 making landfall**





**2020 Typhoon tracks (as of October 19, 2020)**

## **2020 Systems, thus far:**

- Typhoon Ambo (Vongfong) – May 14 (5 dead, P1.57 billion in damages)
- Tropical Storm Butchoy (Nuri) – June 11
- Tropical Depression Carina – July 11
- Tropical Depression Ofel – October 13
- Tropical Storm Pepito – October 16

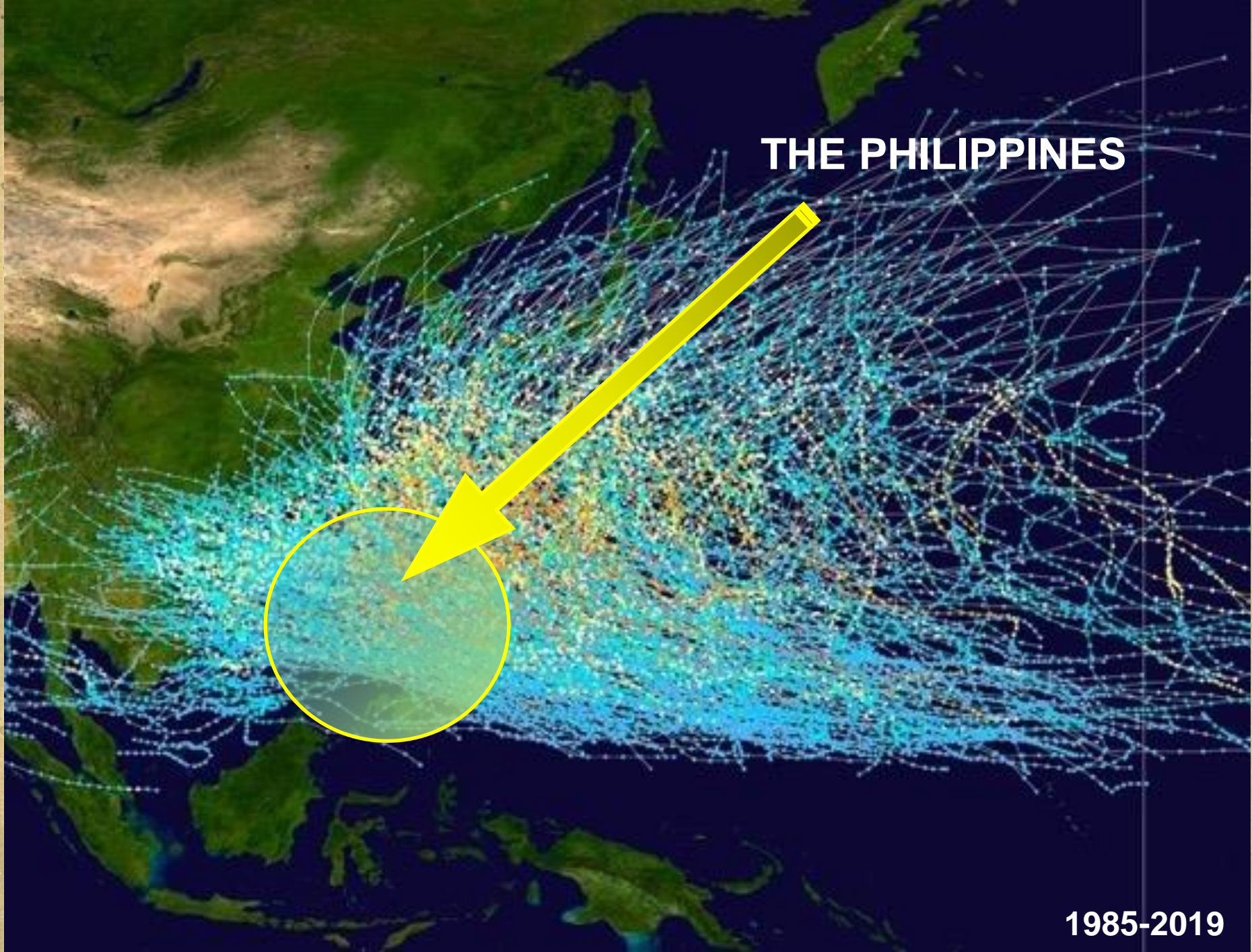
## **Near Misses:**

- Typhoon Hagupit (Dindo), Cat 1, July 31
- Typhoon Julian (Maysak), Cat 4, August 27
- Typhoon Kristine (Haishen), Cat 4, September 4.



**THE PHILIPPINES**

**1985-2019**





# Philippine Vulnerability to Hazards

For 2018, the Philippines had the highest number of extreme weather events with 317. It was ranked # 2 in the top 10 list of countries most affected by extreme weather events in that year.

The Philippines is the only country to make the top 10 list of countries most affected by extreme weather events in 2018 (# 2) and for the 20-year period from 1999 – 2018 (# 4).

| Countries most affected by extreme weather events (1999-2018) |             |
|---|-------------|
| 1   | Puerto Rico |
| 2   | Myanmar     |
| 3   | Haiti       |
| 4   | Philippines |
| 5   | Pakistan    |
| 6   | Vietnam     |
| 7   | Bangladesh  |
| 8   | Thailand    |
| 9   | Nepal       |
| 10  | Dominica    |

*Italics: Countries where more than 90% of the losses or deaths occurred in one year event*

Climate Risk Index: Ranking 1999 - 2018

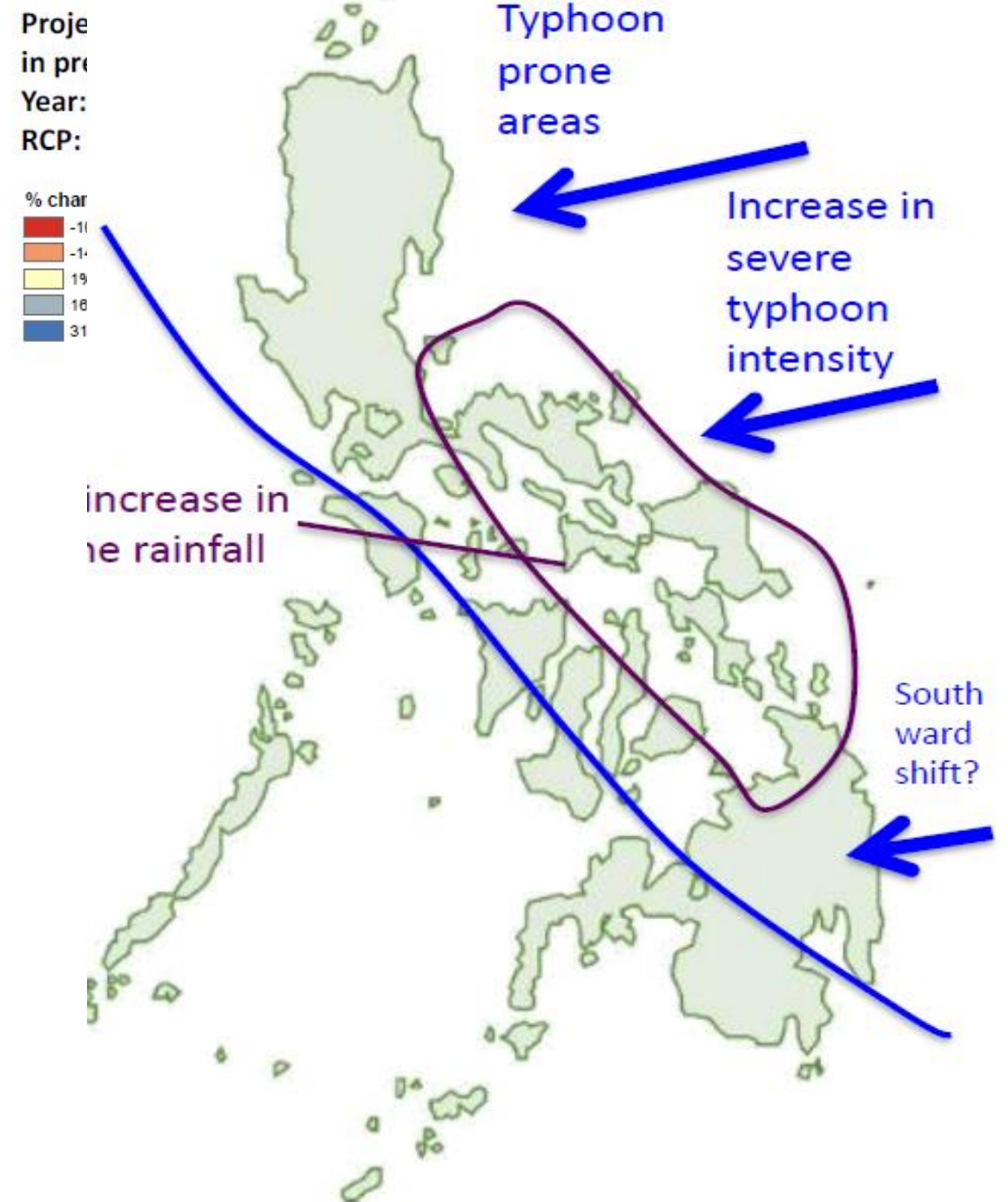
1 - 10 11 - 20 21 - 50 51 - 100 >100 No data

## Philippine Vulnerability to Hazards (The next 30 years)

Increased **average and extreme high temperatures** in Luzon and Mindanao

Increased **heavy rainfall** in North and Central Luzon

Increase in extreme events – **heavy precipitation and severe cyclones** – in existing high risk areas





# THE NEW NORMAL

- Compensation and benefits will be reconsidered.
- Savings will be decimated (and perhaps, the Community Development Fund)
- Grace periods on rent and bills will end
- Unemployed people will all be trying to find jobs at once.
- For those who remain employed, a different kind of nightmare awaits, one that involves the isolation of working from home for the fear of contagion in – or on the commute to – the office.
- Checkpoints at chokepoints will be everywhere.
- Minimum health protocols will be strictly imposed
- Hot-desking will be replaced by regimented cubicles and screens
- The macro-economic picture will remain bleak: negative growth rates, increased debt-to-GDP ratio, declining investments, business closures, etc.

**ALL THESE WHILE THE CORONAVIRUS PANDEMIC CONTINUES TO SPREAD..**

**AND OTHER HAZARDS WAIT TO STRIKE AT THE SIDELINES!**



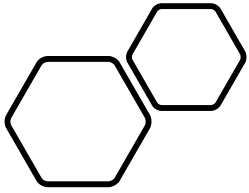
# CRISIS

A critical event, which, if not handled in an appropriate manner, may dramatically impact an organization's profitability, reputation, or ability to operate (BCI/DRJ)

The turning point of a disease for better or worse; especially a sudden change, ***usually for the better***, in the course of an acute disease (The Medical Dictionary)







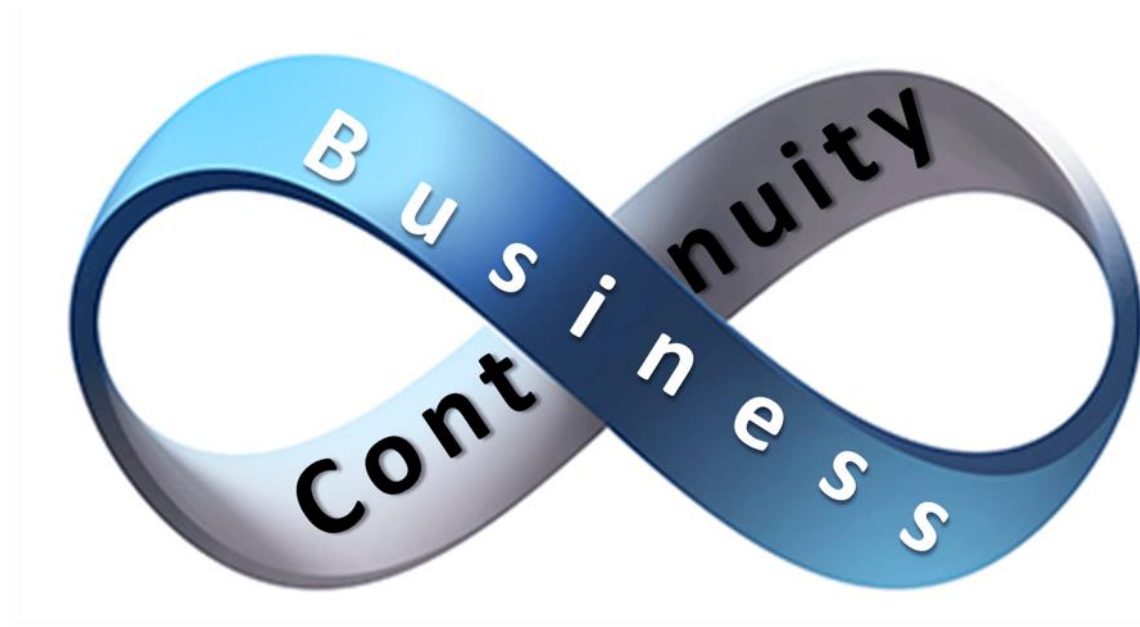
# BCP and cooperative resilience



**Resilience** – From the Latin, “*resilire*,” which means, “to recoil,” or “to rebound.”

The ability to prepare for and adapt to changing conditions and recover rapidly from operational disruptions. Resilience includes the ability to withstand and recover from deliberate attacks, accidents, or naturally occurring threats or incidents (FCD-1).

# **B. STRATEGIZING FOR BUSINESS CONTINUITY**



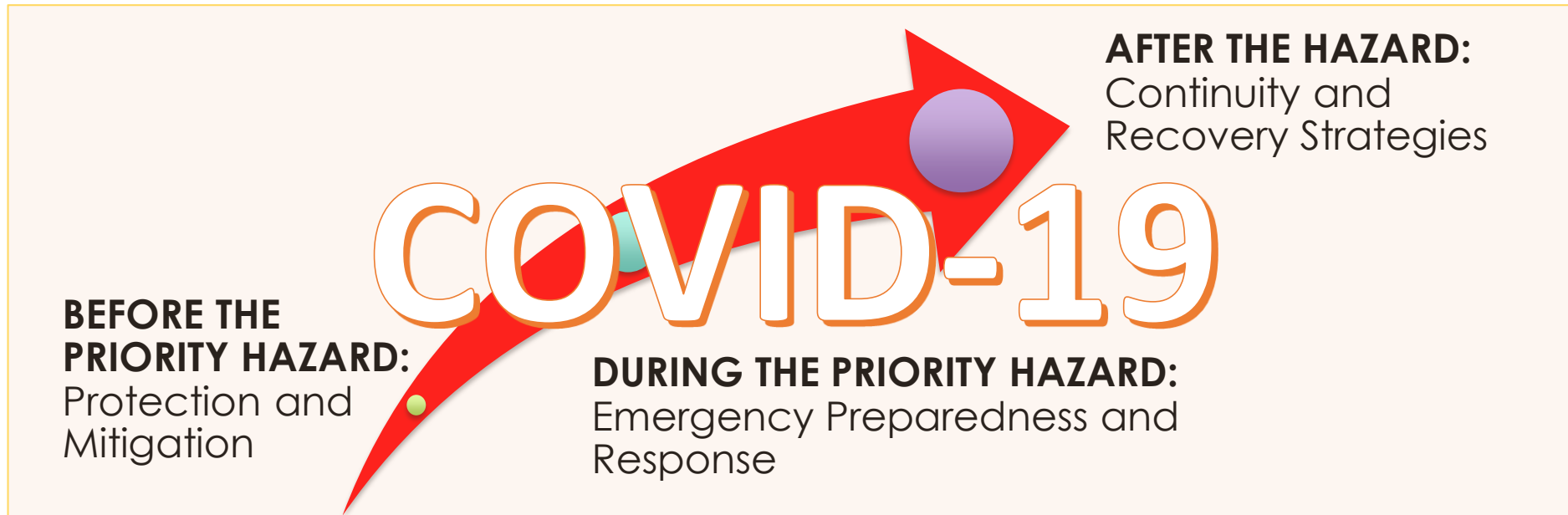
**BCP KEY QUESTIONS**





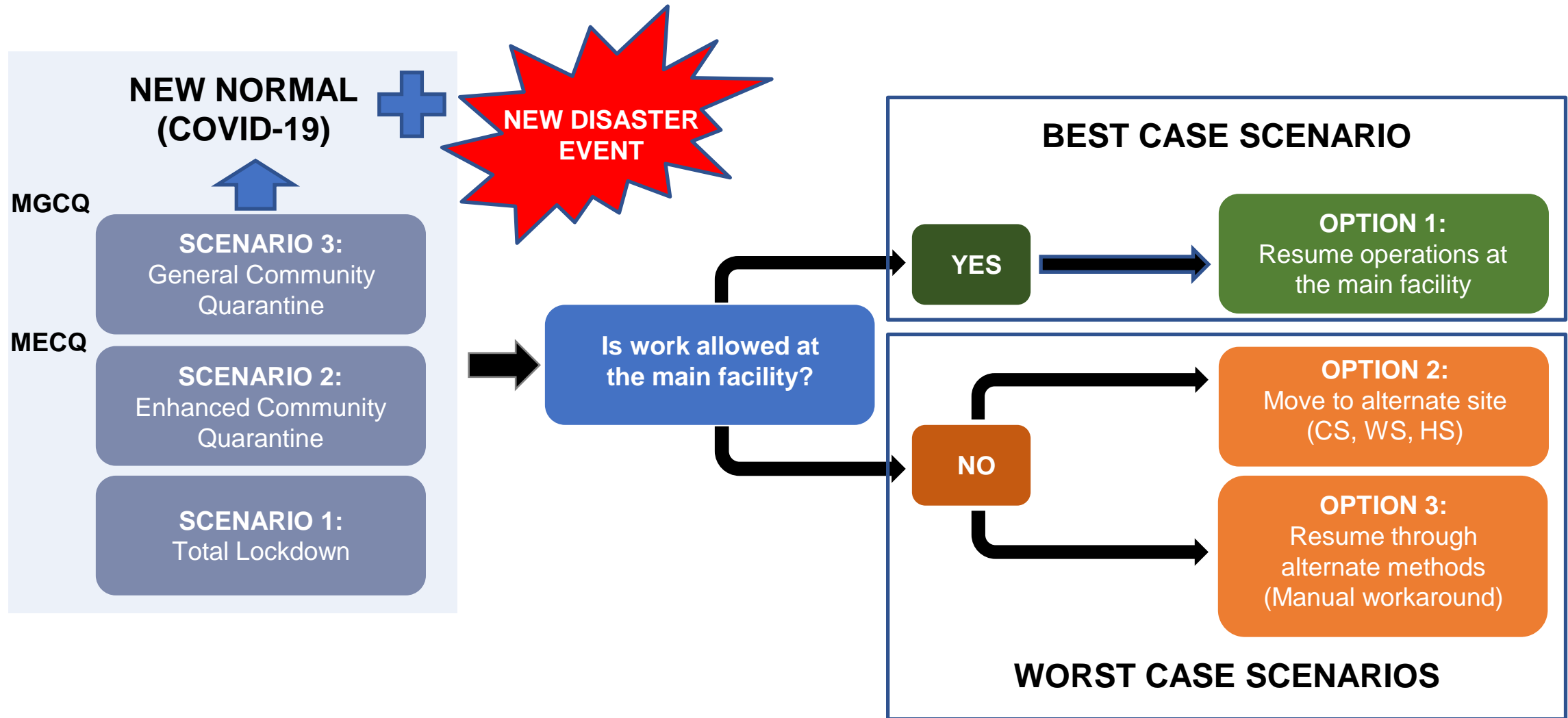
**The question is what if another hazard hits while the pandemic is still here?**

# Business Continuity Planning for a Covid-19 Plus Disaster Scenario





# Business Continuity Planning for a Covid-19 Plus Disaster Scenario



## Scenario Analysis after the COVID-19 + hazard event

| COVID-19 SITUATIONS (IATF) | WORK-SITE OPTIONS AFTER THE + HAZARD EVENT |          |          |
|----------------------------|--|----------|----------|
|                            | OPTION 1                                   | OPTION 2 | OPTION 3 |
| NEW NORMAL                 | ?  | ?        | ?        |
| MGCQ                       |  |          |          |
| GCQ                        | ?  | ?        |          |
| MECQ                       |  |          |          |
| ECQ                        |  |          |          |
| TOTAL LOCKDOWN             | ?  | ?        |          |



“It wasn’t raining when Noah built the ark.”

Howard Ruff



Thank you!