



# How can SME resilience and adaptivity be strengthened through Business Continuity Management in light of COVID-19?

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# Welcome Words

**Escipión J. OLIVEIRA GÓMEZ**, Assistant Secretary General / Sous-Secrétaire  
General

**Organisation of African, Caribbean and Pacific States (OACPS) / Organisation des États  
d'Afrique, des Caraïbes et du Pacifique (OEACP)**

**Miguel CAMPOS LLOPIS**, Policy Officer, Private Sector and Trade Unit  
DG DEVCO, European Commission

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# Introductions: Speakers



Daniel Birungi  
Executive Director  
Uganda Manufacturers Association



Vanessa Phala  
Senior Specialist Employers Activities  
ILO Caribbean



Gary Rynhart  
Senior Specialist Employers Activities  
ILO East Africa



Julian Schweitzer  
Business Resilience Consultant



Stefanie Khan  
Project Manager, ICR Facility

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## Introductions: Participants (poll questions)



What is your professional background?

Where are you based?

# Agenda

- |   |   |
|---|---|
| 1. Welcome  | Stefanie Khan, Project Manager, ICR Facility  |
| 2. Introduction: Cooperation between GIZ and ILO on BCM trainings in times of COVID-19                                | Gary Rynhart, Senior Specialist Employers' Activities, ILO East Africa  |
| 3. How can SME resilience and adaptivity be strengthened through Business Continuity Management in light of COVID-19? | Julian Schweitzer, Business Resilience Consultant   |
| 4. Reflection of ACP employers and business membership organizations (EBMOs) on business continuity for SMEs          | Daniel Birungi, Executive Director, Uganda Manufacturers Association<br>Vanessa Phala, Senior Specialist Employers' Activities, ILO Caribbean |
| 5. Q&A Session  |   |
| 6. Remote Assistance Application Process  | Stefanie Khan, Project Manager, ICR Facility  |

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# Objectives

- Define business continuity
- Introduce BCM for SMEs
- Highlight the role of EBMOs in building business resilience at the micro and macro level

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# Welcome

Stefanie Khan, Project Manager, ICR Facility

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# Investment Climate Reform (ICR) Facility

<b>Funding</b>	EU, OACPS under the 11th EDF, together with BMZ and the British Council
<b>Objective</b>	Support the countries and regional institutions in Africa, Caribbean and Pacific countries in their public-private dialogue process to create a more conducive and sustainable investment climate.

## Technical assistance with up to 90 days for interventions:

- **Business Environment Reform** 
- **Business Environment for Sustainability** 
- **Public-Private Dialogue (PPD)** 

## Requests must:

- aim at improving the business and investment climate in an ACP country
- be part of a wider strategy, reform process, or PPD mechanism
- involve a PPD component 
- handed in by governmental organisations, business associations, development financial institutions (DFIs), and EU delegations in ACP countries

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# Introduction: Cooperation between GIZ and ILO on BCM trainings in times of COVID-19

Gary Rynhart, Senior Specialist Employers' Activities, ILO East Africa

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# Towards a culture of prevention



“the world spends much more energy and resources managing crises than preventing them”

Antonio Guterres, United Nations Secretary General

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# The business case for resilience



40% of small businesses never reopen after a disaster, and for those that do, only 29% are still operating after two years.

(US FEMA 2014)

SMEs are the engines of our economies, yet they are the least prepared enterprises when faced with a crisis.

ILO and GIZ collaboration on business resilience since 2017.

Long recognition in policy circles...

- Sendai Framework for Disaster Risk Reduction's
  - 2030 Sustainable Development Agenda 2030
  - ILO R 205 - Employment and Decent Work for Peace and Resilience
- ... but slow up take by practitioners and business community.

Then COVID-19 came... **BCM went from 'nice to have' to 'must have'.**

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# How can SME resilience and adaptivity be strengthened through Business Continuity Management in light of COVID-19?

Julian Schweitzer, Business Resilience Consultant

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# How familiar are you with business continuity management? (poll question)

A little bit – I have done some reading.

I'm an expert – I have applied BCM in my enterprise / organization.

Not at all – that's why I'm here!

Quite familiar – I have done a BCM training!

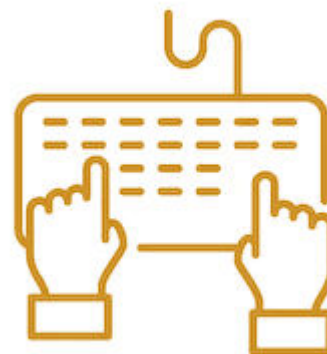


# What is business continuity?

## In your own words...

... how would you define business continuity?

*Type your ideas into the chat box!*



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# What is business continuity?



The capability of an organization to continue delivery of products or services at acceptable predefined levels following a disruptive incident. (BCI 2008)

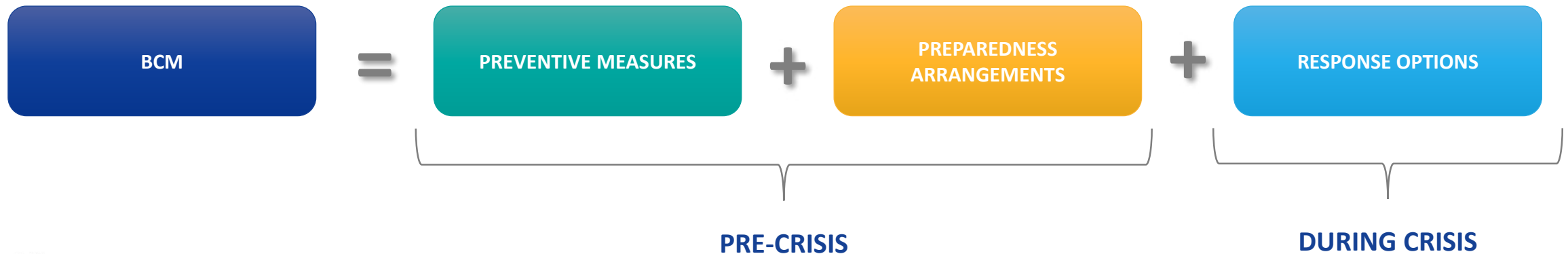
Keeping key business activities on-going after an adverse event, with the human, material and financial resources available at the time. (ILO 2011)

... or in a nutshell: “keeping things going when things go wrong”

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# Business continuity management in a nutshell

- a **management process** aimed to counteract the negative impacts of possible threats on the continuity of business activities.
- strengthens business resilience through **risk preventive** measures and **preparedness arrangements**.
- enables **response options** which safeguards the interest of key stakeholders, reputation, brand and value creating activities.

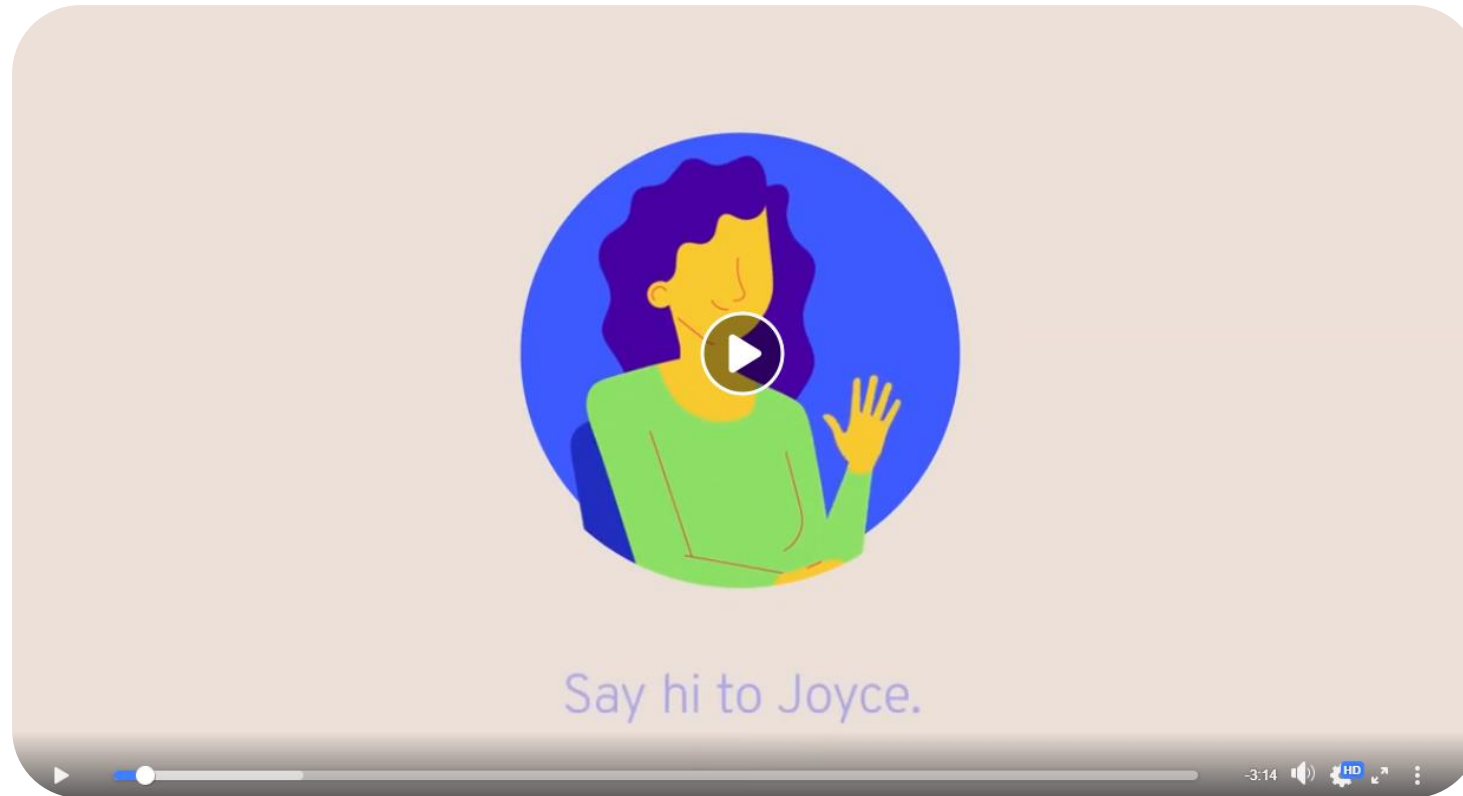


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# Let's look at Joyce's example...



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# What did Joyce do (1)?

## Step 1: Identify your key products or services

What are your most important products or services? Consider the following criteria:

- ▶ Share of income they generate;
- ▶ Amount of clients demanding them; and
- ▶ Cost of non-delivery: negative financial, productivity and reputational consequences.

## Step 2: Establish the objectives of your BCP

What do you want to achieve by establishing your BCP?

- ▶ Protecting **People** through increased health and safety measures
- ▶ Supporting **Processes** through supply chain management and effective logistics
- ▶ Sustaining **Profits** through management of risks to products/services
- ▶ Managing **Partnerships** by identifying key stakeholders and different risk scenarios



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## What did Joyce do (2)?

### Step 3: Evaluate the potential impact of disruptions to your enterprise and workers

Establish where threats to your business are driven by factors that you can influence and those that are outside your control.

- ▶ How long can interruptions last?
- ▶ Who are the suppliers, partners and contractors needed to conduct key operations?

### Step 4: List action to protect your business

Actions to minimize risk to your: People, Processes, Profits and Partnerships (the “4Ps”).

- ▶ People: health and lives of workers and family members
- ▶ Processes: enterprise operations
- ▶ Profits: revenue generation
- ▶ Partnerships: enabling environment to carry out business operations



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# What did Joyce do (3)?

## Step 5: Keep everybody informed

Make sure you have accurate and update lists of all your key stakeholders and communicate the BCM measure you are undertaking

## Step 6: Maintain, review and continuously update your BCP

Review and update your plan regularly:

- ▶ Revise your BCP objective and ensure its relevance
- ▶ Update your risk assessment and BCM strategies in line with changes in context
- ▶ Ensure continuous improvement of all BCM processes



# Final reflections (1): From COVID-19 to multi-hazard...



**FLOODS**



**CIVIL UNREST**



**PANDEMICS**

**... AND  
MANY MORE...**

## Final reflections (2): What scale of impact shall we prepare for?

- Depends on depth of your business operations
- Your ability to anticipate the complexity of the hazard you are facing



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## Key-take aways

- BCM = preventive measure + preparedness arrangements + response options
- The BCM process is continuous and consists of six steps
- BCM as an opportunity to analyse and improve business model
- Clear incentive for SMEs – enterprises with BCM measures in place are attractive for clients, partners and investors
- Think beyond COVID-19 towards multi-hazard

~~UNPREPARED~~



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# Reflection of ACP employers and business membership organizations (EBMOs) on business continuity for SMEs in their contexts

Daniel Birungi, Executive Director, Uganda Manufacturers Association  
Vanesa Phala, Senior Specialist Employers' Activities, ILO Caribbean

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# Reflection of ACP employers and business membership organizations (EBMOs) on business continuity for SMEs

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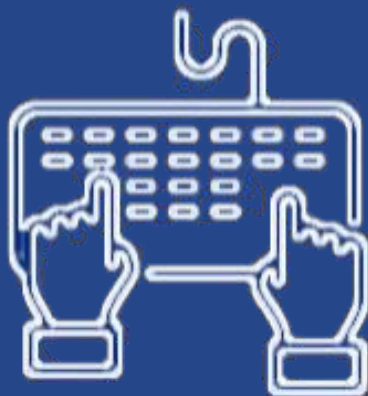
Vanessa Phala  
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ILO Caribbean



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# Questions and Answers

Please type your questions in the chat box.



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# ICR Facility 1-on-1 Clinics

## Targeted support virtual, individual support sessions

- **Eligibility:** public or private stakeholder based in ACP country
- **Slots** will be granted based on availability.
- **Support** will respect a regional balance across the ACP.



Exchange directly  
with us and get  
support for your  
organisation

- **Register** your interest until 08 October 2020 via [icrfacility@giz.de](mailto:icrfacility@giz.de)
- **Indicate** your organisation and the questions you want to ask.



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# Thank you for joining us today!

## Learn more

- ILO training 'Supporting SMEs during Covid-19'  
<https://www.itcilo.org/courses/supporting-smes-during-covid-19>
- Sustainable and Resilient Enterprise Platform  
<https://conflictdisaster.org/>
- Uganda Manufacturers Association  
<https://uma.or.ug/>
- ILO Bureau for Employers' Activities  
<https://www.ilo.org/actemp/lang--en/index.htm>

## Contact us

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