



A partnership for accelerating pre-disaster planning

Business Continuity Planning programme



Save the Children





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The programme

The Humanitarian Leadership Academy (the Academy) and Unilever have been working together in partnership since March 2016. Together, with the Philippines Disaster Resilience Foundation (PDRF) and the University of the Philippines Institute for Small Scale Industries (UPISSI), they have designed and implemented a pioneering programme called the Business Continuity Planning (BCP) programme, which aims to build the capacity of business leaders from micro, small & medium sized enterprises (MSMEs).

The vision

The BCP programme has one clear vision; in countries affected by disaster and crises, MSME business leaders are equipped with knowledge and tools to strategically assess risk and develop contingency plans to continue business operations after an incident and continue their role in their value chain, combined with a policy environment that supports business continuity planning.

The challenge

In the Philippines, natural disasters such as typhoons are all too frequent, as well as often being relatively large scale. Several additional hazards are associated with typhoons including storm surges, devastating winds, flash flood and river flow, mud flow and landslides. Hazards are location-specific depending on their physical geography; coastal areas lower than 6–7 metres above sea level may be at increased risk of storm surges and tsunamis. Areas situated near to or above tectonic fault lines may be at heightened risk of earthquakes¹. Conflict and subsequent displacement of populations is also an increasing hazard, more recently in the Mindanao region. Small-scale hazards can be significant to individual businesses, such as the risk of theft or building fire².

“The biggest challenge faced by MSMEs given these hazards is how to pick themselves up, after the hazard and how to establish resilience. I think that we are very optimistic when it comes to anticipating hazards but then the hazards hit, we somehow underestimate the effects. And according to data that we have studied in our training, there’s an awful lot that are unable to ever recover. So the biggest challenge really is you know how to prepare and how to be resilient once the hazards become disasters.”

— Mr. Joseph Porfirio L Andaya
Trainer of Trainers for the BCP programme, July 2017



¹ Dr. Cedric Daep, Head, Albay Public Safety and Emergency Management Office, July 2017.
² Mr Desiderio Belas, Director of Department of Trade & Industry, Tacloban, July 2017.

"WHEN TYPHOON HAIYAN HAPPENED WE WERE IN A STATE OF SHOCK. FOR A WHOLE WEEK, WE DID NOT DO ANYTHING, WE WERE JUST STUCK, ASKING OURSELVES 'WHAT DO WE DO NOW?' IF NOT FOR THAT ONE WORKER WHO SUDDENLY APPEARED IN OUR BUSINESS AND ASKED ME: 'DO I STILL HAVE A JOB WITH YOU? CAN I WORK?'"

"THAT'S WHEN I SNAPPED BACK INTO THE REAL WORLD AND REALISED WE HAD TO TAKE ACTION – WE REALISED OUR RESPONSIBILITY TO THE COMMUNITY WHO COUNTED ON US FOR THEIR LIVELIHOODS."

— Ms. Eva Marie Adona
Owner, Eva Marie Arts and Crafts, Tacloban.
BCP training participant, July 2017

MSMEs have been the focus of the BCP programme training activities as they are particularly affected by hazards and disasters, such as natural disasters. Such events can be significant, potentially catastrophic for them and for the communities where they are located, who rely on them for access to essential items such as food, drinking water, shelter & household items and medical supplies. This becomes especially significant in the face of disaster and crises.

MSMEs typically form a large proportion of any economy. For example, in the Philippines there are around 900,000 registered businesses and 99.5% of these are categorised as an MSME³. They are also an important source of employment, with the loss of jobs being another knock on effect resulting from business closure or delays resuming operations.

"MSMEs can be victims of disaster, as well being relied on to provide immediate and essential goods and services within communities. If they themselves are unprepared and unable to immediately recover, where will be people buy food and essential household items from? Where will they get medicine from?"

— Diosdado "Dong" Waña
Programmes Lead, Humanitarian Leadership Academy,
Philippines regional centre, July 2017

³Department of Trade & Industry, the Philippines

Achievements

The Business Continuity Planning programme began in 2016 in the framework of a pilot and an innovative learning opportunity about how to effectively implement the activities. At the same time, it has provided intensive training activities with MSMEs over a one-year period. During this time, 1000 MSME business leaders, and other organisations, in the regions of Luzon, Visayas and Mindanao have been equipped with the knowledge and tools to be able to assess the risks to their business, increasing their preparedness to be able to continue business operations after a disaster.

The training followed a two-day residential workshop format and was closely built around a concept called the 'six steps to business continuity planning'. The main outcome of the training was a roadmap strategically tailored to each enterprise, developed by the business leaders to enable their analysis of risk and planning. The training sessions were facilitated by the two main partners, PDRF and UP ISSI, as well as 25 participants who were also trained to be trainers, with the aim of them furthering the reach of the programme within their networks.

Around half of the 1000 MSMEs who completed the training during the first year of the programme were part of the Unilever value chains, with the other half coming from other communities and sub-sectors, such as service, small-scale manufacturing and agri-business cooperatives.

In addition, a small number of other organisation types with a stake in disaster risk reduction were represented at the trainings. This included the public sector (eg. the Department of Trade & Industry, Chamber of Commerce and local government), larger corporations, Unilever community development staff and NGO representatives. This also enhanced the training experience for the participants who had the opportunity to share experiences and network with different types of organisations. Anecdotal findings suggest that this approach has contributed to new, informal networks in communities affected by disasters and has also effectively engaged decision makers and policy makers in the programme.

The programme has also been an opportunity to conduct a detailed analysis of the institutions and organisations that can influence national, regional and local policy and planning for business, as well as increasing the reach and impact of the programme. There is already active engagement with such actors and this will enable increased momentum of the programme's engagement strategy, as well as advocacy for a policy environment that supports business continuity planning.

In addition to building resilience in local supply chains and of small scale retailers, including getting businesses back up and running as quickly as possible after a natural disaster, the programme has had another key purpose. This was to be a pilot and an opportunity for learning about effective programming, especially as this specific type of activity, connecting knowledge and tools for disaster risk reduction with businesses in a strategic and uniform approach, is a pioneering concept.

Impact Story

In 2017, in a rural community in the province of Albay in the Philippines, grocery store owner, NEED NAME, braced for the impact of an impending storm. Just two years previously, the province had been devastated by a major typhoon, which destroyed homes, businesses, and farmlands. The damages caused by the previous typhoon had amounted to hundreds of millions of dollars (US). Lives were also lost, causing immense grief to many residents in the community. The new typhoon was expected to be more powerful. It was expected to bring heavy rains, winds, and the threat of tsunamis. The grocery store owner and her family prepared for the worst.

While the impending storm was certain to wreak havoc again to the province, the grocery store owner was better prepared this time around. Following participation in a Business Continuity Planning (BCP) training seminar a few months beforehand, Ms. Balaguer had taken steps to protect his business and avoid disruptions in her operations. For example, she raised the foundations of his store to avoid getting flooded when the rains pour in. She also prepared an emergency kit and rented a generator in case of an electricity outage. To ensure that she could supply the community with essential commodities, the grocery owner stockpiled inventory in a warehouse situated in a safe, elevated location.

As the storm barreled through and exited hours later, her store remained open to serve the community.



Ms. Warblitz Martinez
*Training participant and President,
Philippine Chamber of Commerce and Industry*

Box 1:

Theory of change for the BCP programme



The Challenge

Micro, small and medium sized enterprises (MSMEs) are particularly affected by hazards and disasters. Such events can be significant, potentially catastrophic for them and for the communities where they are located, who often depend on them access to essential items such as food, drinking water, shelter & household items and medical supplies following a disaster. MSMEs are also a source of employment and an important part of the economy.



The Purpose

Increase availability and accessibility of high quality business continuity planning (BCP) training for MSMEs and influence the BCP policy and planning environment in relation to disaster risk reduction.



The Vision

In countries affected by disaster and crises, MSME business leaders are equipped with knowledge and tools to strategically assess risk and develop contingency plans to continue business operations after an incident and continue their role in their value chain, combined with a policy environment that supports business continuity planning.

The Outcomes



SHORT-TERM

- » High quality and accessible BCP learning opportunities, through online formats or replicated by skilled and knowledgeable trainer through networks, cooperatives or segments of value chains.
- » Build awareness of concepts and practices around disaster and risk management throughout MSME and policy & planning landscape.



MEDIUM-TERM

- » BCP Training Programme becomes institutionalised to train MSMEs and other actors, engaging policy makers and NGO/governmental humanitarian actors.
- » Accelerated pre-disaster planning by MSMEs in a supportive BCP policy environment, who are able to get their business back up and running as soon as possible after a disaster and maintain their role and services in the community and economy.



LONG-TERM

- » BCP training is replicated across the national MSME landscape, due to accessible online format and through networks, cooperatives and local/regional/national government initiatives.
- » MSMEs develop procedures, plans and contingencies to mitigate risks, increasing their preparedness and reducing their vulnerability.

Strategic partnerships contribute to enabling environment

Results

Box 1 demonstrates the how a long term impact of the programme will be achieved at scale, based on the findings and learning from the BCP programme so far.

In mid-2017, an independent evaluation of the first year of the programme determined what changes the programme has made so far for the training participants and the factors that influenced the success and learning points from the programme. The evaluation used a scientific methodology, including a comparison of pre and post programme results and comparison to a control group. Twenty-five key informant interviews and focus group discussions were also conducted with MSME training participants, the Academy, Unilever, PDRF, UPISSI, programme trainers and governmental policy makers and planners.

The evaluation research showed meaningful outcomes that benefitted the entrepreneurs in planning for disasters and sustaining their enterprises, despite the risks they face.

There is clear evidence of achievements in the short term outcome areas, with

achievements also already moving into the medium term outcome areas.

The results from the evaluation are presented in the following sections are from the statistical analysis resulting from a survey with a sample of MSME participants, as well as from the trends that emerged from the results of the key informant interviews and focus group discussions.

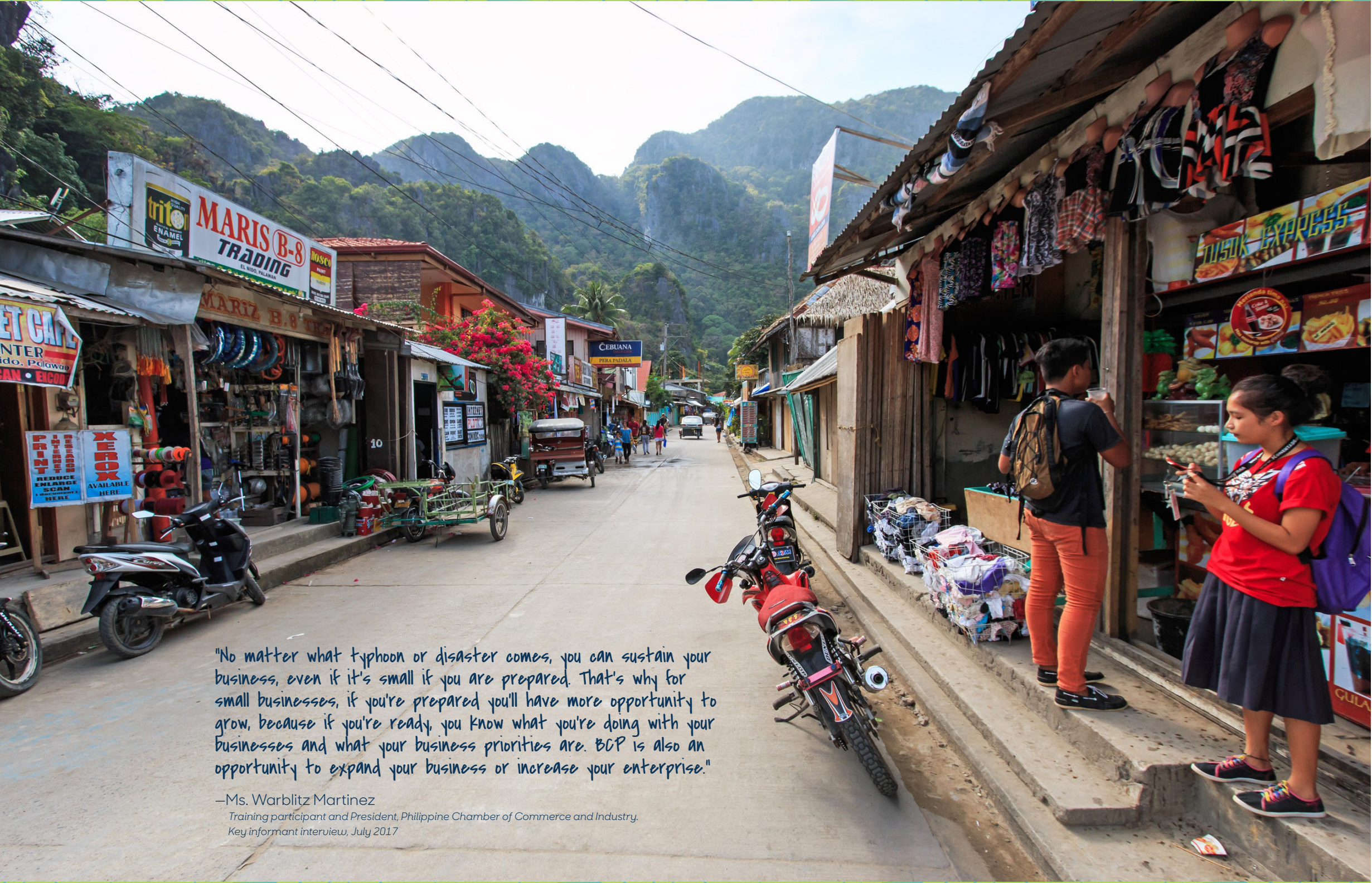
Table 1 below outlines the sample size for the intervention and comparison groups for the quantitative survey. The sample was randomly selected from among the included provinces. They were then further stratified by type of MSME (micro, small or medium based on their proportional distribution of intervention businesses within the province.

The findings and trends that were identified during the evaluation have been categorised into four thematic areas that also reflected the training approach; changes to preparedness, vulnerability and sustainability, as well as the factors that contributed to the effectiveness of the programme.

Table 1: Quantitative Survey Sample Size⁴

Business size	Intervention group	Comparison group	Total
Micro	60	66	126
Small, Medium (SME)	36	29	65
Total	96	95	201

⁴BCP programme evaluation, the Philippines, Groundswell Global Research and Research & Evaluation Services



"No matter what typhoon or disaster comes, you can sustain your business, even if it's small if you are prepared. That's why for small businesses, if you're prepared you'll have more opportunity to grow, because if you're ready, you know what you're doing with your businesses and what your business priorities are. BCP is also an opportunity to expand your business or increase your enterprise."

—Ms. Warblitz Martinez
Training participant and President, Philippine Chamber of Commerce and Industry.
Key informant interview, July 2017

Preparedness

Given that resources are often limited after a disaster, it is increasingly recognised that communities need to build resilience and prepare before an emergency takes place.

Resilience is defined as the ability of a system, community or society exposed to hazards to resist, absorb, accommodate and recover from the effects of a hazard in a timely and efficient manner. This is also considered critical to a community's ability to reduce long recovery periods after an emergency⁵. In the case of business continuity planning, it also has the potential to strengthen business operations in the longer term.

Key findings:

- Small and medium sized enterprises (SMEs) who participated in the programme were 14 percentage points more likely to have an emergency plan when compared with similar businesses who did not attend the training programme. The establishment of an emergency plan was a key focus of the programme.

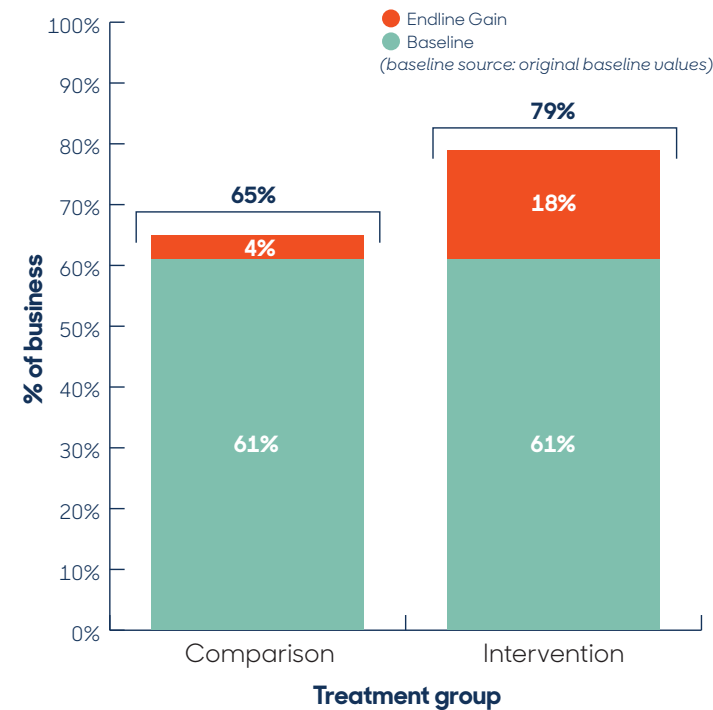
⁵ United Nations Office for Disaster Risk Reduction (UNISDR)
<www.unisdr.org/we/inform/terminology> consulted August 2017



➤ The greater likelihood of a participant MSME having an emergency plan demonstrates that the programme was successful in improving preparedness at the short-term outcome level of the theory of change model. Most other preparedness indicators were positive, but were not statistically significant, therefore conclusions cannot be made about the effect of the programme on these preparedness indicators.

In addition to the statistical findings above, the programme's baseline study found that 53%–65% of the businesses had an emergency plan in place before the training, although the endline evaluation found that this had increased to 79% of those who were trained.

Proportion of SMEs with emergency plans



Vulnerability

Vulnerability is defined as the characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard. Vulnerability is a set of prevailing conditions due to various physical, economic and environmental factors that increase the susceptibility of a community to the impact of hazards⁶. This evaluation measured several indicators relating to vulnerability, including the ability to withstand or quickly recovery from a disaster.

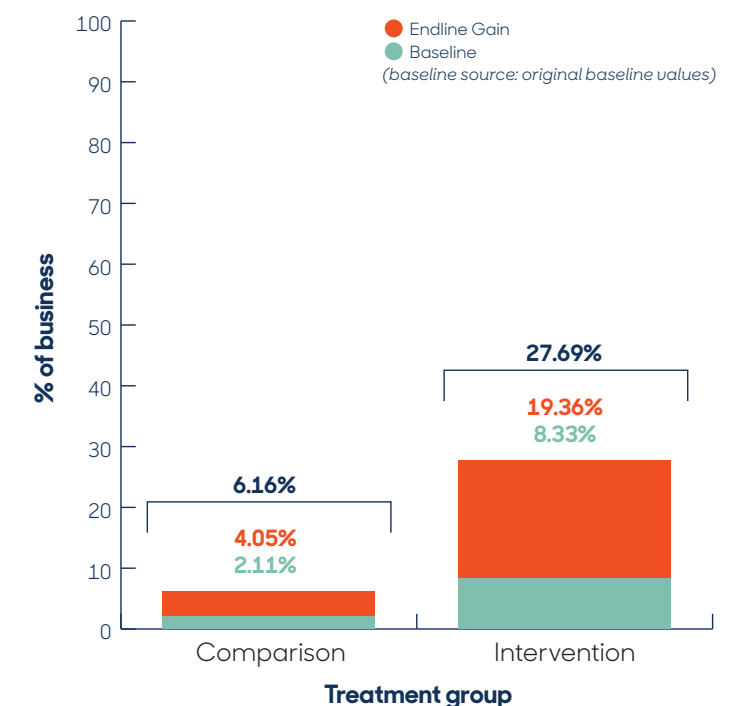
Key findings:

➤ Small and medium sized enterprises (SMEs) who participated in the programme were 47 percentage points more likely to have medical insurance, than similar business who did not participate in the training. They were also 22 percentage points more likely to have suppliers with an emergency plan. Insurance increases the likelihood of being able to rebound after a disaster and ensure that employers do not need to dip into reserves to pay for employee medical costs. The fact that suppliers to training participant businesses were more likely to have a business plan demonstrates the follow-on effects of the training to supporting industries. While indicators related to cash, stocks, and logistics are positive, they are not statistically significant, potentially suggesting that not enough time has passed for

marked differences to be apparent among the participant SMEs when compared with the comparison SMEs.

This suggests that the business continuity planning training programme has already had an impact on encouraging SMEs to invest in medical insurance and working with their suppliers to create an emergency plan – two key elements of the programme. The baseline assessment identified cash as being a major limitation among businesses in the recovery period following a disaster. "Insurance was seen as a recovery challenge as insurance companies did everything they could to not pay ... The availability therefore of cash is critical to recovery as it pays suppliers to ensure restocking, it pays staff to ensure attendance at work and pays for repairs, to name a few."

Proportion of SMEs with suppliers with emergency plans



⁶United Nations International Strategy for Disaster Risk Reduction (UNISDR) (2002) ISDR background paper for WSSD, Geneva: UN

Impact Story

For Ms. Ledesma, owner of the 5H store, disasters such as fire and floods were serious threats because of the damages these cause to products. She indicated that companies did not accept products anymore if the store was flooded. Aside from fire and floods, she also cited theft and looting as ancillary threats. After attending the BCP training, Ms. Ledesma indicated that her most valuable learnings were how to address theft and floods. For theft, she began relying on Close Circuit TV (CCTV) cameras to protect her business premises. In addressing floods, she explained that the BCP training compelled her to better plan and organize her warehouse operations.

In particular, Ms. Ledesma pointed out that in the event of a major storm, she moved her products in strategically located areas in the higher-level floor to protect these from floods. Another valuable input she derived from the training was knowing the hotline numbers of important contact persons who respond to calls for help during disasters such as the Philippine National Police (PNP) and the fire department.

THE BUSINESS CONTINUITY PLANNING TRAINING OPENED MY EYES TO MANY THINGS THAT I SHOULD PREPARE FOR TO ADDRESS DISASTERS. BEFORE THE BCP, I HAD A NEGATIVE MENTALITY AND FEARED THAT MY BUSINESS WILL END AFTER A DISASTER. BUT THE TRAINING PROGRAMME HELPED ME FIND SOLUTIONS...”

— Mr. Ricard Sabdao
Mayon Farmers Association in Albay



For Ms. Blecie Consuegra, natural disasters were threats she worried constantly. In fact, back in 2012, a major typhoon decimated all her stocks and burdened her with costly damages. It took her a week to recover from the tragedy. When Ms. Consuegra participated in the Academy and Unilever’s business continuity planning programme, she focused her attention on addressing her problem with worker shortages. The strategy she came up with was to support them further in their work, so she raised their salaries and provided a level of insurance. Ms. Consuegra pursued other steps following the training; she invested in additional fire extinguishers to better deal with fires and CCTV equipment to deter theft and looting. However, she did suggest that to improve the programme, first aid should also be part of the training modules.

Sustainability

Analysis of the business continuity planning programme pilot has identified the factors that will contribute to a sustainable, replicable and scalable business continuity planning training programme. This in terms of both the sustainability of the businesses themselves in terms of preparing for and coping with disasters, as well as the sustainability of the training programme learning outcomes.

One of the first steps in increasing the sustainability of individuals, organisations and communities to manage the effects of hazards and disasters includes individuals identifying the risks to them, as they perceive them, as well as realising their potential capacity to mitigate their impact⁷.

Given this, one of the focuses of the training for the participants to identify the key risks and challenges their businesses may face in the immediate aftermath of a disaster. The rationale was that by increasing awareness of businesses to the challenges they may face would allow them to then identify contingency measures to mitigate against the effect of these challenges and further the sustainability of their business activities.

⁷ Alcayna T, Bollettino V, Dy P, Vinck P (2016) Resilience and Disaster Trends in the Philippines: Opportunities for National and Local Capacity Building. Research Article

Key findings:

Participant SMEs exhibited a greater understanding of key concepts related to risks to business sustainability as a result of the training. They were more 6 percentage points more likely to identify loss of capital, 64 percentage points more likely to identify loss of stocks and 31 percentage points more likely to identify payroll delays as challenges following a disaster.

Key informant interviews with training participants highlighted several examples of how the training gave them a greater awareness of the value of business continuity planning and their role in their community following disasters.

Several training participants gave further insights into the reasons for this change in risk perception, as well as talking about how they have a greater realisation of the importance of business continuity planning for their businesses and for the community. One realisation, was that such planning is not just for larger businesses but also for the micro, small and medium sized enterprises (and government organisations). The mixing of organisation types and different sized organisations at the training sessions also gave the opportunity to learn from different types of actors.

The programme's baseline assessment in 2016 identified building capacity to handle future disasters as a critical need. At this stage, it cannot yet be concluded if there was a tangible impact on this but it can be concluded that there have been changes in knowledge about the importance of BCP and its related elements. Future analysis would reveal any long term impact due to this change in knowledge.

"TURNING THE FIRST DAY OF THE TRAINING I SAID, WHAT WILL WE DO, I HAD THE IMPRESSION IT WAS FOR BUSINESSES BECAUSE IN MY MIND, IF YOU SAY "BUSINESS", YOU ARE MERELY REFERRING TO BIG BUSINESSES, LIKE CORPORATIONS. I HAD ALSO BECOME NEGATIVE AND FELT LIKE GIVING UP. BUT WHEN I SAW THE DETAILS OF THE BCP AND EVERY PAGE THAT WAS PRESENTED, I UNDERSTOOD... I SAW THAT IT WAS SUITABLE AFTER ALL FOR SMALL BUSINESSES, EVEN IN AGRICULTURE, YOU CAN DO IT."

— Mr. Ricard Sabdao
Mayon Farmers Association in Albay

Effectiveness

Several MSME training participants as well as programme implementers and partners, as well as policy makers and planners in DRR and BCP, were asked what factors they thought had influenced the effectiveness of the programme. The key trends are listed below.

What were the major factors influencing the achievement of the objectives?

Responding to needs: the majority of respondents said that the programme met a demand for BCP training amongst MSMEs, who wanted support and effectively engaged MSMEs who are likely to be the most vulnerable to disasters and crises.

Shared partnership approach: the ability to connect with the Unilever value chain and learn from Unilever's contextual experience has been a key factor in the success of the programme.

Mix of organisations types in the training sessions: this was advantageous to sharing of experiences and networking. The majority of the participants were MSMEs but a minority were larger corporations, as well as community development staff from Unilever, representatives from cooperatives, regional government agencies and LGUs. This also gave the opportunity to engage stakeholders who have influence in disaster risk reduction and business continuity planning policy.

Training module content: the main outcome from the training was a roadmap strategically developed to each MSME. These were designed by the business leaders during the training. Several of the training participants credited the 'six steps to BCP' training content as efficiently guiding them through this process.

Development of training module content with different stakeholders: input from the programme partners (PDRF and UP ISSI) and other agencies who had knowledge of disaster risk reduction and business continuity strategies enhanced the quality of the content, as well as engaging such agencies in the programme.

What were the major factors influencing the non-achievement of the objectives?⁸

Length of the training workshops: the two-day training programme format was too long and this has had two effects:

- » *Some participants did not stay for the second day of training as they needed to return to their businesses.*

Lead in time for each training session: there was a generally low level of BCP awareness prior to attending the training – it was often challenging to convey the value of BCP when recruiting participants and time was needed for this.

Lead in time for the overall programme: it would have been beneficial to have additional lead in time during the programme start-up phase to enable greater engagement with key stakeholders and potential partners in the Philippines.

Strategic partnerships

The programme has raised the profile of business continuity planning with some influential stakeholders in the Philippines. This is through both individuals attending training or through the programme establishing links with relevant actors, with relations already developed that will be critical for influencing policy and planning at the national, regional and local levels.

For example, the Department of Trade and Industry (DTI) was already doing work to support MSMEs in disaster-prone areas, especially those likely to be needed as part of a response, although this may not be as part of a formal national DRR policy. Following the attendance of DTI representatives at the training, the DTI representative in Tacloban expressed interest to the evaluation team in furthering links with the programme regarding this initiative.

In terms of how partnerships could support the overall programme strategy, especially in terms of contribute to an enabling environment for BCP, the pilot programme gave the opportunity to identify several broad purposes of partnerships to enhance the overall strategy:

- » *Stakeholders providing technical input to the programme and training content.*
- » *Stakeholders who can deliver the BCP training to their networks of MSMEs, to further the impact and reach of the programme.*
- » *Raising awareness and helping to recruit MSMEs and other organisations to the training.*
- » *For advocacy purposes, for example, influencing national/ regional DRR policy (such as improving mandatory building safety standards)⁹ and the value and inclusion of specific business continuity planning and support into national and local policies and plans.*
- » *In order to embed the programme within local, regional or national policy and activities, for example, for DRR and response to disasters.*

Cost-effectiveness

A summary cost-effectiveness analysis is presented in Box 2 below, which summarises the financial costs of the programme in its current structure (a two-day training format) against the factors that have influenced the effectiveness. The costs per workshop and participants include both direct and indirect training costs (direct costs such as training accommodation and training materials and indirect costs such as transport and staff salaries are included).

Box 2:
Summary Cost-Effectiveness Analysis
Overall programme cost for 2016/17:
£337,580 GBP
Cost per two-day training workshop:
£8440
Cost per participant:
£312

⁸ OECD/DAC Criteria for Evaluating Development Assistance

⁹ Dr. Cedric Daep, Head, Albay Public Safety and Emergency Management Office. Key informant interview, July 2017.

Benefits of two-day in person training format:

- » Participants have benefited from direct facilitation from two experienced institutions (PDRF and UPISSI) in BCP.
- » The participants appreciated the opportunity to ask questions in a workshop format and receive feedback.
- » Workshops enable greater sharing of experiences and give opportunities for networking, which can support BCP in real-time.
- » The workshops have provided an opportunity to engage influential BCP stakeholders, for example, the DTI, the Chamber of Commerce and local government who attended the training.
- » The programme has generated evidence of the positive changes to MSMEs who have attended the training in the areas of preparedness, vulnerability and sustainability. For example, an increase in MSMEs who have a BCP plan and evidence of a change in mindset towards BCP and the role of MSMEs in their communities.

Challenges of two-day training format:

- » A key theme emerged that the two-day training format is too long as it challenging for MSME owners and leaders to be away from their businesses for this period, due to loss of income.
- » Some participants found it challenging to conduct a presentation of their BCP roadmaps to the training group.
- » One key issue that has emerged in this evaluation is the cost of the current structure of two-day training workshops. Although there are benefits to the current structure, it will be challenging to significantly scale up the current structure in a cost-effective manner.
- » In order to achieve the aimed for scale (from 1000 participants to tens of thousands, and more) the number of workshops per month would need to be significantly increased. An in-person format would not sustain this objective.

What we've learned

The following section lists the main learning points from the programme pilot, also taking into account the cost-effectiveness information. This then leads into options for a sustainable, replicable and scalable programme model in the final section of the case study.

- » *There is a demand and need for business continuity planning in the Philippines amongst MSMEs and other organisation types.*
- » *MSMEs often form the largest proportion of commercial enterprises in a country's economy, play a critical role in value chains and are the largest employment source. However, they are often the most vulnerable to crises and disasters.*
- » *Larger corporations are 'life-lines' for MSMEs in terms of the development of value chains and additional support. Collaboration with an organisation such as Unilever has meant that the programme has achieved so much more through engagement with established value chains, as well as the opportunity to learn from their experiences and knowledge of the context.*
- » *The training programme has also included MSMEs who were not part of the Unilver value chains. This has meant that other sub-sectors, MSMEs and communities could benefit from the programme, plus this variety of*

value chains has further informed if the programme model can be replicated and scaled in other contexts.

- » *Continued engagement and strategic partnerships with policy makers and planners, academic institutions, NGOs and cooperatives, will provide an enabling environment for business continuity planning and aid programme sustainability.*
- » *Ensuring access to a mix of organisations types to the training has benefits for the MSMEs and has enhanced the reach and the impact of the programme.*
- » *The focus on the 'six steps to BCP' worked for the training participants in the training material.*
- » *The two-day in person training format gave the opportunity to network and interact with the facilitators but it was too long and too expensive.*
- » *The Trainer of Trainers (ToT) initiative has the potential to increase the reach and impact of the programme, especially if the trainers are part of networks and cooperatives.*
- » *It would be welcomed by the trainers under the ToT initiative if a certificate or some form of formal recognition was introduced.*

- » The programme has seen the benefits of engaging BCP 'champions' within government agencies. For example, representatives from the Department of Trade and Industry who attended the training and now wish to engage further with the programme. It is recommended that the programme continues to identify and invite such BCP champions, i.e. prominent/well-known people or institutions that are at the forefront of disaster preparedness and rehabilitation. Their presence and participation in the programme could strengthen the programme's strategy to create an enabling environment for business continuity planning.
- » The investment in implementing this pilot BCP programme, combined with the resources that have been invested in monitoring and evaluation of the pilot, have ensured a comprehensive and consistent approach to evaluating outcomes to further strengthen the evidence base for BCP.
- » There is great opportunity to contribute externally to the evidence base about BCP programming, given that there is not currently much documentation about the use of BCP in development contexts and the potential outcomes.

Sustainable, replicable and scalable programme model

The programme has already achieved change in the short term outcome areas amongst the MSMEs who have attended the training during 2016/17, as well as achieving some aspects of the medium term outcome areas. The programme has acted as a pilot – and a stepping stone to achieving much more impact and at scale.

The evidence resulting from this year long pilot has resulted in documented learning and experiences to develop a sustainable programme model, which could be replicated and scaled up in the Philippines and other contexts. Collaboration with the Unilever value chain has given the opportunity to test such value chains. As around half of the MSME training participants were not from Unilever value chains, this has also meant that the sustainability of the programme has been tested with other sub-sectors, such as agri-business and small-scale textile manufacturers.

Two potential options for programme models to build on impact and reach have now been developed, as seen in **Boxes 3.1 and 3.2** on the following pages.

Box 3.1:

Potential programme models



Option 1



OVERVIEW

Blended learning with two components; an online module to be completed in advance with core information, followed by a one-day in-person training component. The in-person component could be a standard format potentially be delivered through a number of partners and cooperatives.



BENEFITS

The benefits of in-person training would be retained, including a mentoring approach and opportunities for networking.

MSMEs that cannot access the online module could potentially catch-up/complete this in the in-person session.

It is possible to adjust the two-day training schedule into a one-day format. Completing an advance module online and presenting the BCP roadmaps in small groups clustered by industry or disaster scenario would also enable this.



RISKS/CONSIDERATIONS

The planned scale could be achieved in the online component –but it could be challenging to replicate this scale in the in-person component.

It will be challenging to track and monitor how many organisations have who completed the in-person training and what type of organisations they are.

The cost of a one-day workshops would be reduced in comparison to the previous two-day format (especially accommodation costs).



COSTS/RESOURCE ESTIMATES

A cost and resource estimate would be needed for programme management, design of content and maintenance, facilitation and governance of advance online module (cost also dependent on the number of hours of content).

One day in-person workshop.

Box 3.2:

Potential programme models



Option 2



OVERVIEW

100% online format, utilising the Massive Open Online Course (MOOC) framework on the Kaya platform¹⁰.



BENEFITS

A key benefit is that MOOC formats are aimed at unlimited participation. .

With right levels of human resources, content can be designed to be current, compelling and tailored to the target audiences.

Training participants could access support, networking and interaction through forums, with the right levels of resourcing.

Participant numbers and registrations can be recorded, which will support planning and evaluation.

Approved trainers and facilitators (eg from PDRF, UP ISSI, the Trainer of Trainer initiative or other stakeholders such as BCMAP and DTI) could leverage their networks to complete the online training course (and deliver content in person if necessary).



COSTS/RESOURCE ESTIMATES

A cost estimate would be needed to create content for online training course, as well as resources to provide all the needed functions to manage, implement, moderate content and participant discussions, monitor and govern the training course (also dependent on the number of hours of content).



RISKS/CONSIDERATIONS

The planned scale could be achieved in the online component – but it could be challenging to replicate this scale in the in-person component.

It will be challenging to track and monitor how many organisations have who completed the in-person training and what type of organisations they are.

The cost of a one-day workshops would be reduced in comparison to the previous two-day format (especially accommodation costs), the costs of airfares and subsistence would still be included.

Consider building in suitable reward mechanisms.

Opportunities for networking during the training will not be so readily available.

Training materials need to be available in the relevant languages and dialects.

It is expected that a minority of MSMEs would not be able to access online content, eg, due to lack of internet access, and a solution is needed for this if they to be included. For example, training facilitators who have been approved by the Academy could be given access to the training materials on Kaya and deliver in-person training sessions within their networks. However, a risk associated with this is the reduced ability to collect programme information about who has completed the training¹¹.

Overview profile of the BCP training participants¹²

Business attending the BCP training programme 2016/17				
Total business training participants	Unilever value chains	Other value chains	Female	Male
1029	464	510	617	464
Main industry types				
Wholesale or retail	Service	Manufacturing	Agribusiness	Cooperative
481	414	141	46	27
Other organisations attending the training				
Total other orgs.	NGO	Dept. Trade & Industry	Chamber of Commerce	Other govt.
52	13	4	6	29

¹² Philippines Academy Centre (PAC)

¹⁰ Suggestion by Kat Sanders, Digital Planning Manager, Humanitarian Leadership Academy, August 2017.

¹¹ Ibid

