

BUSINESS CONTINUITY PLAN

Kazmi Marble & Granite Industry



The flagship regional platform of Asian Preparedness Partnership (APP), was founded by six countries of Asia including Pakistan for improving the preparedness and emergency response to disasters by strengthening the capacity of local humanitarian actors. The initiative is being implemented by Asian Disaster Preparedness Center with support from the Bill and Melinda Gates Foundation. In line with the regional initiative, Pakistan Resilience Partnership (PRP) was established in 2018, under the umbrella of NDMA. The objective of the PRP is to improve the interface and partnership between PRP partners namely government, local humanitarian organizations, private sector, media and academia for enhancing their capacities through partnerships, knowledge resources, training, and networking opportunities. The Pakistan Resilience Partnership is contributing towards strengthening the disaster preparedness and emergency response capacity at national and local levels in disaster-prone areas within the country. The PRP strategy aims to develop the local humanitarian networks comprising of National Governments, Local Humanitarian Organizations, Private Sector, Media and Academia, which will result in enhanced coordination and information exchange, during the period of emergencies caused due to disasters.

Message from the President, Abbottabad Chamber of Commerce and Industries



Pakistan has a **diverse landscape** from snowcapped and rugged mountains, riverine plains, vast desert and extended coastal areas **exposing Pakistan** to all types of **Natural**, as well as **Human-induced** hazards. Rising trends in population growth, urbanization, and **unchecked development** are some of the serious problems that have played a part in multiplying vulnerabilities. The earthquake of **8th October 2005** highlighted Pakistan's vulnerability to disaster risks. This has been further evidenced by the devastation from the **Floods 2010 and 2011**. The private sector of Pakistan was no exception and was significantly affected by increased exposure to disaster risks and suffered the brunt of catastrophic events in terms of damage and losses.

Since the business sector is the primary source of employment, job creator, purveyor of products and services and collectively constitutes the largest investors in society, business resilience is more and more crucial to build overall resilient communities and society. At the same time investment by the private sector in disaster risk reduction/preparedness process as per the government priorities can bring positive results towards making the Pakistan disaster resilience country. Therefore, strong public-private partnerships, to ignite momentum and interest of various partners in building business resilience and establishment of a platform to increase interface between government and private sector is considered as the need of time.

This Business Continuity Plan provides a framework, guidance, and concept of operations to support businesses to continue and/or rapidly restore their critical business functions in the event of a disruption to normal operations. The plan establishes procedures and processes to maintain operational continuity for businesses. The Plan, will help in enhancing the capacity of the business entities and provide guidelines for all to developed their respective plans.

The plan has been developed after extensive consultation, however it has to be kept relevant through updation. Towards this end any suggestions for improvement would be welcomed.

I wish all a great success in restoring your critical business functions in the event of a disaster.

Mr. Syed Shafqat Hussain Shah
President
Abbottabad Chamber of Commerce and Industries

Acknowledgment

The document is an outcome of collaborative efforts of Abbottabad Chamber of Commerce and Industries, Kazmi Marble and Granite Industry, Abbottabad, Pakistan Resilience Partnership, a team of experts and other stakeholders. Abbottabad Chamber acknowledges its officials and management of Kazmi Marble and Granite Industry whose concerted efforts paved the way for formulation of the plan. We express our profound gratitude to Sarhad Chamber of Commerce and Industry and Federation of Pakistan Chambers of Commerce and Industry for their continuous guidance and support during the process of developing the document. The guidance and supervision of Pakistan Resilience Partnership (PRP) team and hard work put in by the consultant in gathering data and shaping the document remained instrumental to develop the guiding document. We also acknowledge the contribution of other stakeholders for their support provided in finalization of the plan.

We also owe special thanks to Asian Preparedness Partnership (APP) and Asian Disaster Preparedness Center (ADPC) for their support, without which, we still would have had a long way to go.

Executive Summary

This Business Continuity Plan of Kazmi Marble and Granite Industry provides a framework, guidance, and concept of operations to support businesses to continue and rapidly restore its critical business functions in the event of a disruption to normal operations. The plan includes an overview of continuity operations, outlines the approach for supporting its critical business functions, and defines the roles and responsibilities of staff. It also outlines the procedures and communication methods, plan activation and deactivation protocols, and evacuation procedures.

The purpose of the plan is to enhance the business sector's ability to continue and/or rapidly restore their critical business functions in the event of a disruption to normal operations. The plan establishes procedures and processes to maintain operational continuity for businesses. The plan has been developed based on the existing international practices and protocols. The plan is a guiding document for all other entities to formulate plans for their respective units. The companies following this sample need to customize their own plan for their own enterprise, sector and conditions.

The Business Continuity Plan of Kazmi Marble and Granite Industry has following sections: -

- Section 1:** The section provides brief profile of Kazmi Marble and Granite Industry, its key functions, organizational structure and location of the company.
- Section 2:** The section presents business continuity plan framework and covers the objectives, scope and plan team chart.
- Section 3:** The section deals with the business impact analysis including operational flow identification & prioritizing of key products/ services, prioritized activities and identifying maximum tolerable period of disruption & recovery time objective of prioritized activities.
- Section 4:** The section highlights the identification of most relevant hazards, prioritizing hazards and the level of impact calculation of these hazards.
- Section 5:** The section provides business continuity strategies for Kazmi Marble and Granite Industry.
- Section 6:** The section covers response structure, key response actions based on different scenarios, communication and financial strategies for emergencies.
- Section 7:** The section presents the procedures and evacuation plan for Kazmi Marble and Granite Industry and also provides location and contacts of hospitals, emergency services and evacuation plan of the industry.
- Section 8:** The section presents exercise plan formulated for Kazmi Marble and Granite Industry.
- Section 9:** The section deals with process of review for continuous improvement in the plan

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Acronyms

ACCI	Abbottabad Chamber of Commerce and Industries
ADPC	Asian Disaster Preparedness Center
ALE	Annual Loss Exposure/Expectancy
APP	Asian Preparedness Partnership
APR	Annual Program Review
BCM	Business Continuity Management
BCMS	Business Continuity Management System
BCP	Business Continuity Plan
BIA	Business Impact Analysis
BMGF	Bill and Melinda Gates Foundation
CEO	Chief Executive Officer
CMT	Crisis Management Team
DM	Disaster Management
DMS	Deputy Medical Superintendent
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
FPCCI	Federation of Pakistan Chamber Industry
GM	General Manager
HR	Human Resource
ILO	International Labour Organization
IT	Information Technology
MD	Managing Director
MTPD	Maximum Tolerable Period of Disruption
NDMA	National Disaster Management Authority
NGO	Non-Governmental Organization
NHN	National Humanitarian Network
PAs	Prioritized Activities
PDCA	Plan, Do, Check, Act
PRP	Pakistan Resilience Partnership
PTSD	Post-Traumatic Stress Disorder
RAD	Recovery after Disaster
RTO	Recovery Time Objective
SCCI	Sarhad Chamber of Commerce and Industry
SDGs	Sustainable Development Goals
SFDRR	Sendai Framework for Disaster Risk Reduction
SOPs	Standard Operating Procedures
SSP	Senior Superintendent Police
UC	Union Council
UN	United Nations
WAPDA	Water and Power Development Authority

Terminologies Used

Activation: The implementation of business continuity procedures, activities and plans in response to a business continuity emergency, event, incident and/or crisis; the execution of the recovery plan (BCI & DRJ).

Alternate Routing: The routing of information via an alternate cable or other medium i.e. using different networks should the normal network be rendered unavailable (BCI).

Alternate Work Area: Recovery environment complete with necessary infrastructure e.g., desk, telephone, workstation, and associated hardware and equipment, communications (DRJ).

Annual Loss Exposure/Expectancy (ALE): A risk management method of calculating loss based on a value and level of frequency (BCI).

Annual Program Review (APR): A structured yearly opportunity for top management to review the status of important components of the business continuity management program, with the objectives of approving future initiatives, allocating resources and confirming program scope (DRJ).

Assembly Area: The designated area at which employees, visitors, and contractors assemble if evacuated from their building/site (DRJ & BCI)

Awareness: To create understanding of basic BC issues and limitations. This will enable staff to recognize threats and respond accordingly (BCI).

Business Continuity: The strategic and tactical capability of the organization to plan for and respond to incidents and business disruptions in order to continue business operations at an acceptable predefined level (DRJ).

Business Continuity Management System (BCMS): Part of the overall management system that establishes, implements, operates, monitors, reviews, maintains and improves business continuity (ISO 22301:2012).

Business Continuity Management Team: A group of individuals functionally responsible for directing the development and execution of the business continuity plan, as well as responsible for declaring a disaster and providing direction during the recovery process, both pre-disaster and post-disaster (DRJ & BCI).

Business Continuity Plan (BCP): Documented procedures that guide organizations to respond, recover, resume and restore to a pre-defined level of operation following disruption (ISO 22301:2012)

Business Impact Analysis (BIA): Documented procedures that guide organizations to respond, recover, resume, and restore to a predefined level of operation following disruption. (ISO 22301: 2019).

Business Interruption: Any event, whether anticipated (i.e., public service strike) or unanticipated (i.e., blackout) which disrupts the normal course of business operations at an organization's location (DRJ).

Business Recovery: Steps taken to resume the business within an acceptable timeframe following a disruption (BCI).

Crisis: Abnormal and unstable situation that threatens the organization's strategic objectives, reputation or viability (BS 11200:2014)

Crisis Management: The overall direction of an organization's response to a disruptive event, in an effective, timely manner, with the goal of avoiding or minimizing damage to the organization's profitability, reputation, and ability to operate. Development and application of the organizational capability to deal with a crisis (DRJ BS 11200:2014)

Crisis Management Team (CMT). A team consisting of key leaders (e.g., media representative, legal counsel, facilities manager, disaster recovery coordinator), and the appropriate (DRJ)

Critical Infrastructure: Physical assets whose incapacity or destruction would have a debilitating impact on the economic or physical security of an entity e.g., organization, community, nation (DRJ & BCI)

Critical Service: Mission critical office based computer applications (BCI)

Disaster: 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. (UNDRR, 2009).

Disaster Management: Strategies for prevention, preparedness and response to disasters and the recovery of essential post-disaster services (BCI).

Emergency: Any incident, whether natural, technological, or human-caused, that requires responsive action to protect life or property (DRJ).

Hazard: A dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage. (UNDRR, 2009).

Marshalling Area: A safe area where resources and personnel not immediately required can be directed to standby to await further instruction (BCI).

Maximum Tolerable Period of Disruption (MTPD): The time it would take for adverse impacts, which might arise as a result of not providing a product/service or performing an activity, to become unacceptable. ISO 22301:2012

Plan, Do, Check, Act (PDCA): A model used to plan, establish, implement and operate, monitor and review, maintain and continually improve the effectiveness of a management system or process (ISO 22301:2012).

Post-Traumatic Stress Disorder (PTSD): PTSD is caused by a major traumatic incident where a person experienced, witnessed or was confronted with an incident that involved actual or threatened death or serious injury or threat to the physical integrity of self or others, and the person's response involved intense fear, helplessness or horror (BCI).

Prioritized Activity (PA): An activity to which urgency is given in order to avoid unacceptable impacts to the business during a disruption (ISO 22301: 2019).

Recovery Time Objective (RTO): Period of time following an incident within which key business activities must be resumed at the pre-defined minimum level of resources and capacity (ISO 22301: 2012).

Risk: The effect of uncertainty on an organization's objectives (ISO 22301: 2019).

Risk Assessment: Overall process of risk identification, risk analysis, and risk evaluation (ISO Guide 73).

Section 1: Company Profile

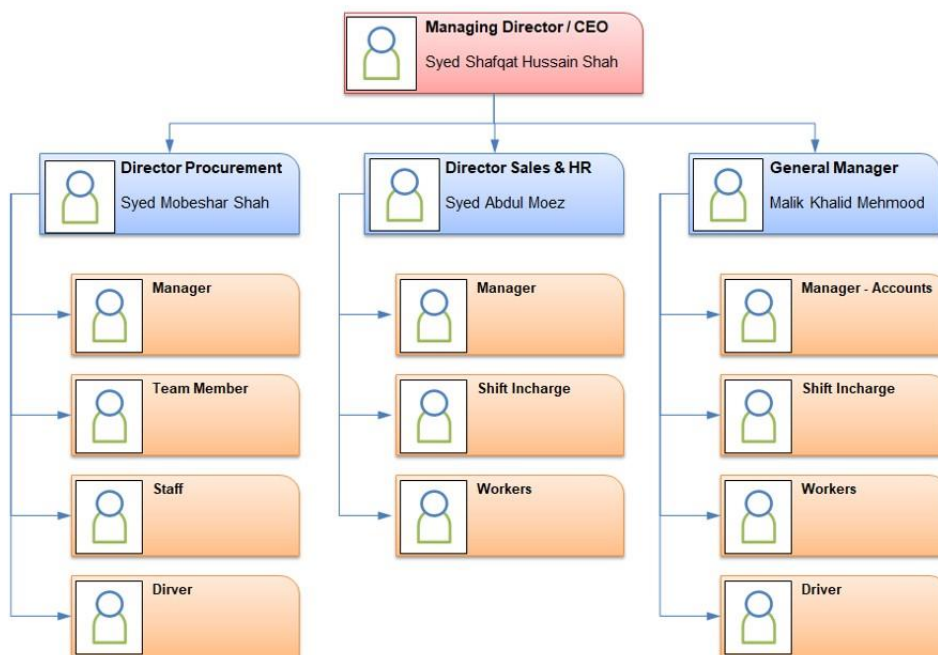
1.1 Description and Key Functions

Kazmi Marble and Granite Industry is situated in Small Industrial Estate Abbottabad. It was established in 1998 as a furniture factory. The finished goods of Kazmi furniture were retailed in Islamabad region. However, in 2014 Kazmi Furniture also started Kazmi Marble setup. To tap the demand of the market, Kazmi Furniture has fully transformed into Kazmi Marbles and Granite during 2015. Today, Kazmi Marble and Granite is the leader in finished Black Granite Industry. The target market for black granite is mainly Punjab and Sindh Provinces. The main functions of the company are as follows: -

- Acquire of raw material: The material is acquired from Oghi, Kumrat and Kohistan mines. The marble is transported to the company warehouse in Abbottabad.
- Cutting of marble: The large stones are cut into slabs using an industrial cutter.
- Polishing: The slabs are polished to smoothen the surfaces of slabs and to bring out the color of the stone.
- Profiling: The large, polished slabs are then cut according to the requirements of the customers.
- Sale of product: The final product is sold and delivered to the customers in Karachi, Lahore and Rawalpindi.

1.2 Organizational Structure

The below chart describe the organizational structure of Kazmi Marble and Granite: -



Organizational Structure of Kazmi Marble and Granite

1.3 Location of the Company

The Kazmi Marble and Granite Industry is located in Small Industrial Estate, Abbottabad, Khyber Pakhtunkhwa Province. The postal address and location map is given blow: -

Kazmi Marble and Granite Industry

Plot # B, Mandian 30

Small Industrial Estate Abbottabad

Khyber Pakhtunkhwa 22010

Pakistan



Section 2: Business Continuity Plan Framework

2.1 The Objectives of the Business Continuity Plan

The objectives of Kazmi Industries relating to people and business operations is given below: -

For People	BCP Objectives for Employees are set as below: <ul style="list-style-type: none">• To protect the health and lives of the employees• To ensure employees optimum productivity• To ensure the employees receive timely guidance
For Business Operations	BCP Objectives for Business Operations are set as below: - <ul style="list-style-type: none">• To ensure a smooth running of the key business operations.• To ensure the timely delivery of the key products to customers as per commitment

2.2 Scope of the Business Continuity Plan

Part(s) of the organization where BCP is applicable and has been introduced.

Plants, Offices/ Departments, Facilities to be covered under the Plan	The BCP will be introduced by the following departmental section: <ol style="list-style-type: none">1. Purchase department2. Processing Department<ol style="list-style-type: none">a. Bridge cuttingb. Overhead Cranec. Polish Machined. Resizing machine3. Sales department4. Warehouse
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2.3 Business Continuity Plan Team

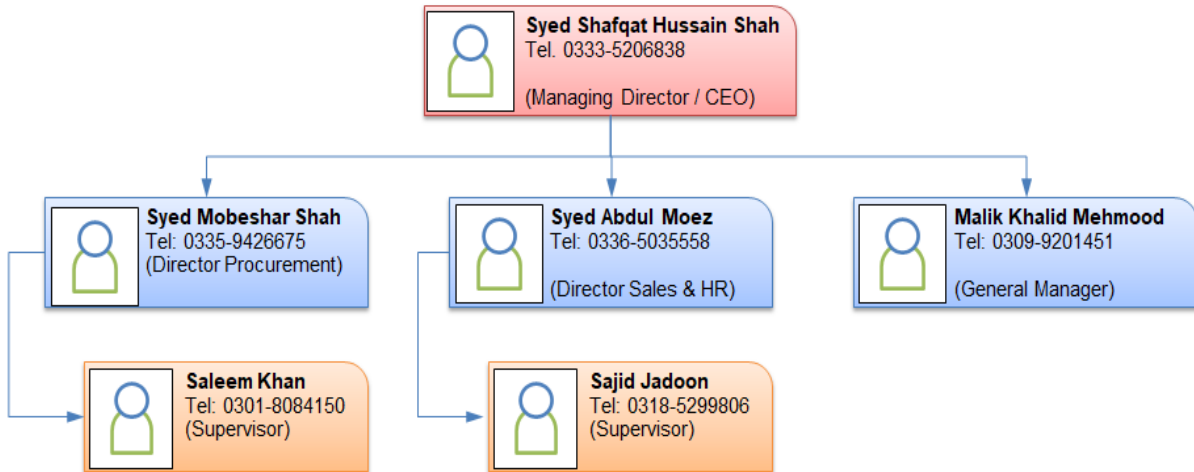
Given below the composition of the BCP team for Kazmi Industries: -

Position	Assigned staff	Duty and responsibility
BCP Leader	Name: Syed Shafaqat Hussain Shah Position: CEO / Managing Director Tel: + 92 333-5206838	Overall supervision of the industry and liaison with stakeholders
BCP Sub Leader	Name: Syed Mubashir Kazmi Position: Director Procurement Tel: + 92 335-9426675	Purchase of raw material, tools and machinery
BCP Secretary /Coordinator	Name: Syed Abdul Moiz Position: Director Sales & HR Tel: + 92 336-5035558	Manage sales and warehouse
Division Heads	Name: Malik Khalid Mehmood Position: General Manager Tel: + 92 309-9201451	Managing accounts and day to day factory management

Division Heads	Name: Saleem Khan Position: Supervisor (Day Shift) Tel: + 92 301-8084150	Supervision of operations and staff
Division Heads	Name: Sajid Jadoon Position: Supervisor (Night Shift) Tel: 0318-5299806	Supervision of operations and staff

2.4 Business Continuity Plan Team Chart

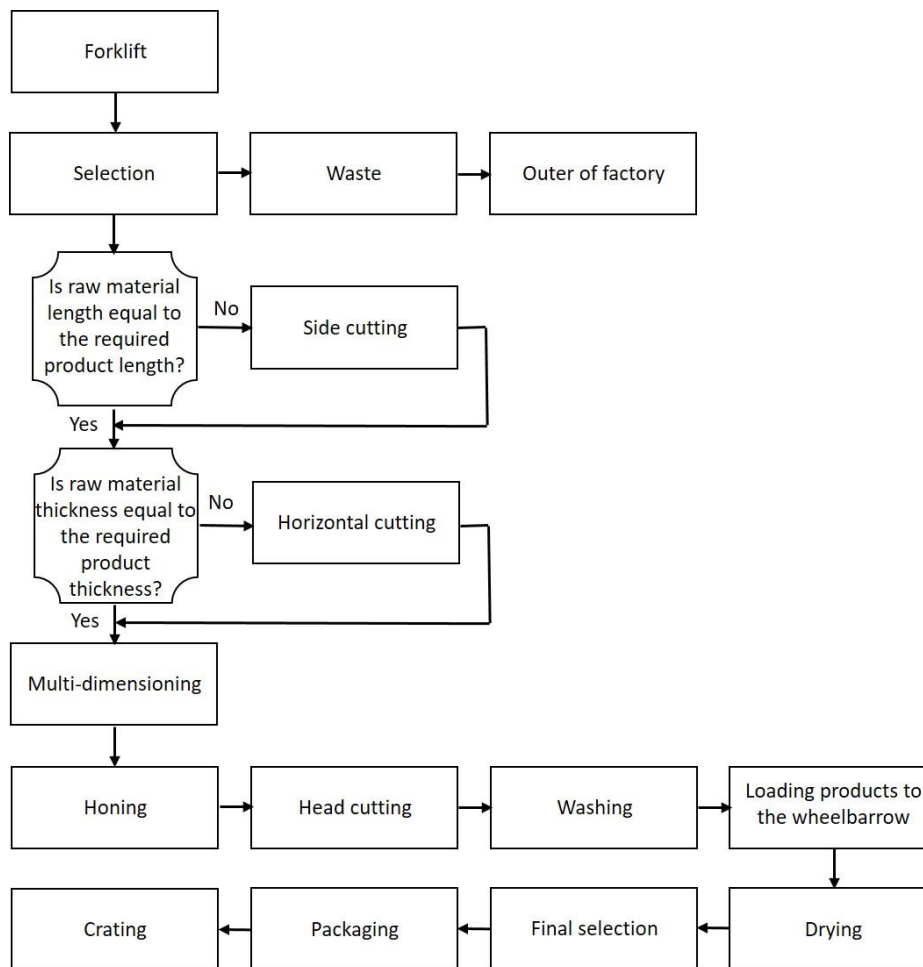
The BCP team chart is as under: -



Section 3: Business Impact Analysis

3.1 Operational Flow in a Marble Factory

The operation flow of the Kazmi Marble and Granite Industry is as under: -



Source: Edis, R.S., Kahraman, B., Araz, Ö., & Özfirat, M. (2011). A Facility Layout Problem in a Marble Factory Via Simulation. Mathematical & Computational Applications, 16, 97-104

3.2 Identification and Prioritizing of Key Products/ Services

Ser	Key Products/Services	Prioritization
1.	Timely acquisition of raw material especially Black Granite	The importance of the availability of timely raw material is of paramount importance to any business
2.	Cutting of marble especially Black Granite	Cutting down the marbles to specific sizes is crucial for business success
3.	Polishing of marble especially Black Granite	A proper polish on marbles is a must requirement for successful businesses
4.	Timely delivery	A timely delivery at the destination is a key requirement for business success. Since most of the deliveries in case of black granite is B2B hence the customer is also under pressure to deliver value to their ultimate customers

The key products / services are of two kinds: -

1st that are external i.e. Raw material acquisition and timely delivery of the products via trucks.

2nd that are internal i.e. Cutting, polishing, sizing of Black Granite.

3.3 Prioritized Activities (PAs)

Most prioritized Key Products/ Services	
Key Products/Services	
1.	Acquisition of raw material i.e. Black Granite
2.	Cutting of raw material
3.	Polishing the marble
4.	Resizing of the marble
5.	Timely delivery

3.4 Prioritizing Prioritized Activities (PAs) and Identifying Maximum Tolerable Period of Disruption (MTPD) & Recovery Time Objective (RTO) of PAs

Prioritized Activities (PA)	Criteria		Average Score (A+B/2)	Prioritization Rank	Maximum Tolerable Period of Disruption (MTPD)	Recovery Time Objective (RTO)
	A Financial	B Non-financial (Customers/ clients)				
Acquiring raw material	1	1	1	5	10 Days	7 Days
Cutting	3	1	2	4	10 Days	7 Days
Resizing	3	2	2.5	2	7 Days	5 Days
Polishing	2	2	2.5	2	7 Days	5 Days
Delivery	4	3	3.5	1	5 Days	3 Days

Table 1. Criteria to Analyze Business Impact on the PAs

Level of Impact	A Financial	B Non-financial (Customers/clients)
1: Low	Negative impacts lower than 25%	Minor impacts on customers/clients External reputation minimally affected. No significant effort required to recover the relation
2: Medium	Negative impacts between 25-49%	Medium impacts on customers/clients. External reputation damaged: some effort required to recover the relation
3: Significant	Negative impacts between 50-74%	Significant impacts on customers/clients. External reputation severely damaged: considerable effort required to recover the relation
4: Severe	Negative impacts higher than 75%	Severe impacts on customers/clients. External Reputation irrevocably destroyed or damaged

3.5 Identifying Necessary Resources for PAs: Internal and External Resources and Partners/ Stakeholders

Internal Resources			
	1 st PA	2 nd PA	3 rd PA
Employee(s) number of staff (& specific skills required)	2 Sales person 5 Loaders	3 Skilled employees	10 skilled employees
Building list of buildings (& characteristics if any)	Warehouse (2 Kanal area) Sales office	Resizing Bay	Polishing bay
Equipment/Machinery list of equipment/machinery (& characteristics if any)	None	1 cutting machine.	Polishing Machines

		The machine can be repaired in maximum of 5 days	Damaged machine can be repaired in maximum of 5 Days
Inventories	Resized Granite tiles	Polished slabs of granite The damaged slabs can be substituted from warehouse	Raw slabs of granite
IT Hardware/System	1 computer	None	none
Other (please specify)			
Internal Resources			
Electricity	220 V of electricity is required for the data entry into the system	220 V of electricity is required throughout the process	220 V of electricity is required throughout the process
Internet Services	Not required	Not required	Not required
Water	Not required	Required in a lot of quantity	Required in a lot of quantity
Gas	Not required	Not required	Not required
Telephone Service	Required for coordination with the customer and arrangements of delivery vehicle	Not required	Not required
Other (please specify)	Rented vehicles		

Partners/stakeholders			
Supplier 1	Transport suppliers (Misc)	Machinery suppliers (Misc)	Machinery suppliers (Misc)
Supplier 2		Water Suppliers (WAPDA)	Water suppliers (WAPDA)
Customers	Israr & Sons Karachi Both standard and specific size Granite marble	None	
Customers	Asif Marble Karachi Both standard and specific size Granite marble		
Customers	Reliance Marble Lahore Both standard and specific size Granite marble		

Section 4: Risk Assessment

4.1 Identifying most Relevant Hazards

The most relevant hazards identified in case of the Kazmi Marble and Granite Industry is as under: -

Natural Hazards	High concern (√)	Human-made Hazards	High concern (√)
Earthquake	-	Machine Breakdown	√
Flood/ Urban Floods	√	Employee on strike	√
Drought (Water as major requirement for this kind of industry)	√	Fire	-
Windstorm	-	Electricity Outage	√
Landslide	√	Data Loss	-
Forest Fire	-	Infectious diseases (epidemic or pandemic)	√
Tsunami	-	Hazardous substance	-
Other (please specify)	-	Other (please specify)	-

Note: Due to encroachment and bad urban planning the City of Abbottabad is going through the worst time period in the history. Even on a very small rainfall the traffic jam remains for many hours. Hence causing a serious delay in transportation delivery.



4.2 Assessing and Prioritizing Hazards

The steps followed to assess and prioritized the hazards being faced by Kazmi Marble and Granite Industry

1. Assessment was made by inserting the hazards of highest concern in the business operations identified in Section 4.1.
2. Each hazard was analyzed with the likelihood on a scale of 1-4 (using the criteria from Table 2 below) and insert the score in "likelihood" column.
3. An impact score was calculated from the Section 4.3 and inserted the average scores under the "Impact" column.
4. Risk score was calculated by multiplying the Likelihood by the Impact (LxI)

5. Risk level (Low to Very High) was identified by using the Likelihood and Impact Matrix (reference table 4 below).
6. Based on the average risk score, the hazards were prioritized by ranking them from highest to lowest score. In the case where the level of risk was same for two hazards, we referred to the risk score to determine the rankings of particular hazards.

Given below is the assessment and prioritization of hazards made by inserting the hazards of Kazmi Marble and Granite Industry: -

Hazards	Likelihood (L)	Impact (I)	Risk Score (L x I)	Level of risk (from matrix)	Prioritization
Landslide at mines	4	1	4x1	4	3
Rain flood	4	3	4x3	12	1
Machine breakdown	4	2	4x2	8	2
Electricity outage	4	2	4x2	8	2
Pandemic	3	4	3x4	12	1
Landslide at mines	4	1	4x1	4	3

Following is the criteria for analyzing the likelihood of Hazards (L), which is made based on some historical data. If not, use criteria B.

Level	Criteria	
	A. Based on historical data	B. Based on perceived likelihood
1: Low	May occur and has occurred once in the last 10 years	Not expected to occur
2: Moderate	Has occurred once within the last 5 years	Might occur at least once
3: High	Has occurred twice in the last 5 years	Reasonable chance of occurring at least once
4: Very High	Has occurred 3 or more times in the last 5 years	It is almost certain to occur at least once

Table 2. Criteria for Analyzing Likelihood of Hazards (L)

4.3 Level of Impact Calculation

Following are the hazards of highest concern for Kazmi Marble and Granite Industry operations from the overall hazards mentioned in Section 4.2. The impact of each hazard has been analyzed based on the criteria given in table 3 below. The scale is from 1-4 (1 being low and 4 being very high) in relation to four key aspects (financial, physical assets, employees and utilities). The scores was then inserted under the appropriate column and the average scores $(A+B+C+D/4)$ were calculated.

Hazards	Criteria				
	Criteria	Average score $(A+B+C+D/4)$	Criteria	Average score $(A+B+C+D/4)$	Criteria
Landslide	1	1	1	1	1.0
Rain flood	3	2	2	2	2.0
Machine Breakdown	3	3	1	1	2.0
Electricity Outage	3	1	0	5	1.25
Pandemic	4	1	4	1	2.5

Table 3. Criteria for Analyzing impact

Level	A Financial	B Physical assets (buildings, equipment, inventories)	C Employees	D Utilities (electricity, water, communications)
1: Low	No to low impact	No to minor damage but can be resumed utilizing internal resources	No to insignificant injury or impacts a small group of employees	No to low impact
2: Moderate	Moderate impact	Moderate damage which requires external assistance for resumption in the short term	Widespread impacts to the majority of the employees	Moderate impact
3: High	High impact	High level of damage which requires external assistance for resumption in the medium term	Employees suffer injuries or casualties;	High impact
4: Very High	Very High	Very high level of damage which requires external assistance and/ or replacement of infrastructure before resumption	Substantial number of employees are affected e.g. casualties, injuries and psychological problems	Severe long-term impact

Note: The criteria for analysing impact can be tailored to suit the organization.

4	L	M	M	H
3	L	L	M	M
2	VL	L	L	M
1	VL	VL	L	L
	1	2	3	4

H	High
M	Moderate
L	Low
VL	Very Low

Table 4. Likelihood and Impact Matrix

Section 5: Business Continuity Strategies

5.1 Hazard Scale and Classification

Process to be followed for hazard classification for any business entity is as under: -

1. Select one of the hazards identified in Section 4.2, that concern the most to your business operations (start with the most prioritized hazard, then repeat the process of developing business continuity strategies for the other hazards once you are familiar with the process).
2. Insert the description of the scale of the hazard identified, including the source of measuring.
3. Determine the scale of the selected hazard in each of the four scenarios (Normal, Alert, Risky, Crisis).
4. Specify the scale of the hazard in numeric terms as much as possible.

Hazard scale and classification determine for the Kazmi Marble and Granite Industry is shown below

Hazard	Pandemic (COVID 19)		
Scenario	Warning stage	Colour Code	Scale of Hazard (Description)
1	Normal	Green	
2	Alert	Yellow	
3	Risky	Orange	
4	Crisis	Red	The dark clouds of the Covid19 are still hanging around and we are witnessing the 4 th wave of Covid19 now a day. Lots of deaths are being reported and the fear is not over yet.

5.2 Estimating the Likely Impacts of the Hazard on PAs

The process to estimate the likely impacts of the hazard on PAs is given below: -

1. Indicate the most prioritized PA from Section 3.3 against the "1st PA" in the table below.
2. Filled in the PA's MTPD and RTO identified in Section 3.3.
3. Filled in the resources required for the PA identified in Section 3.4.
4. Inserted the description of each resource identified in Section 3.4.
5. Describe the likely impacts (in terms of physical and financial) of the selected hazard on the resources required for PA under each scenario except Scenario 1. Use numerical and financial terms as much as possible. Also, describe the time and cost of recovering the resource.
6. Identify the resources for which the restoration period exceeds the PA's RTO. This resource could be a bottleneck for resuming the PA if not available, and thus requires some solutions to achieve the RTO.
7. Identify also the other resources which you think critical in delivering the PA. These resources also require solutions to achieve the RTO.
8. Separate forms should be completed for other PAs identified in Section 3.3.

1 st PA	Delivery of Product			
MTPD	5	RTO	3	
Resources	Descriptions of resources	Scenario 2: Alert	Scenario 3: Risky	Scenario 4: Crisis
Employees	Eight			
Building	Sales office and warehouse			
Equipment and machinery				
Inventories	Finished granite			

IT Hardware/ System	1 PC			
Other	Rented delivery vehicles			

2nd PA	Resizing			
MTPD	7		RTO	5
Resources	Descriptions of resources	Scenario 2: Alert	Scenario 3: Risky	Scenario 4: Crisis
Employees	3 Skilled employees	Keep one spare employee on payroll		
Building	Resizing Bay			
Equipment and machinery	Cutting Machines	Minor repairs required	Require some spare parts	Require complete new machine
Inventories	Polished slabs	Minor Damage cut out	Major damage to slabs can also be salvaged	Will complete slab damage
IT Hardware/ System				
Other				

3rd PA	Polishing			
MTPD	10		RTO	7
Resources	Descriptions of resources	Scenario 2: Alert	Scenario 3: Risky	Scenario 4: Crisis
Employees	10 skilled employees	Keep 2 spare employees		
Building	Polishing bay	Minor repairs required		
Equipment and machinery	Polishing Machine	Minor repairs required		
Inventories	Raw cut slabs			
IT Hardware/ System	None			
Other				

5.3 Business Continuity Solutions

The procedure to be followed is as under: -

1. Fill in the selected PA, its MTPD and RTO as already filled in the table under Section 5.2.
2. Fill in the resources identified as bottlenecks or critical for the Pas mentioned in Section 5.2.
3. Brainstorm to identify measures for protecting, securing and recovering the resources before, during and after the selected hazard strikes in each scenario (Scenario 2. Alert, Scenario 3. Risky and Scenario 4. Crisis).
4. Consider measures to achieve the RTO, however the measures should be realistic.
5. Separate forms should be filled in for other PAs identified in Section 3.3.

1st PA	Delivery of final goods		
MTPD and RTO	MTPD: 5		RTO: 3
Resources	Scenario 2: Alert	Scenario 3: Risky	Scenario 4: Crisis
Trucks and other vehicles	The prediction of rains, rainstorms, hailstorms, snowing etc.	The traffic jam persists for days, resulting in delay in deliveries.	If the rainy season is prolonged and the road conditions are not improved. Specially during monsoon rains the road condition becomes worst due to many tourists visiting northern areas.

2nd PA	Polishing		
MTPD and RTO	MTPD: 7		RTO: 5
Resources	Scenario 2: Alert	Scenario 3: Risky	Scenario 4: Crisis
Skilled labor, electricity	If due to Pandemic (Covid19) the factories are closed down on the instructions of the government.	A worker gets infected with Covid19 and may cause rest of the workers ill as well.	If all the skilled workers or majority of them get Covid19 than it may create a crisis situation for the industry.

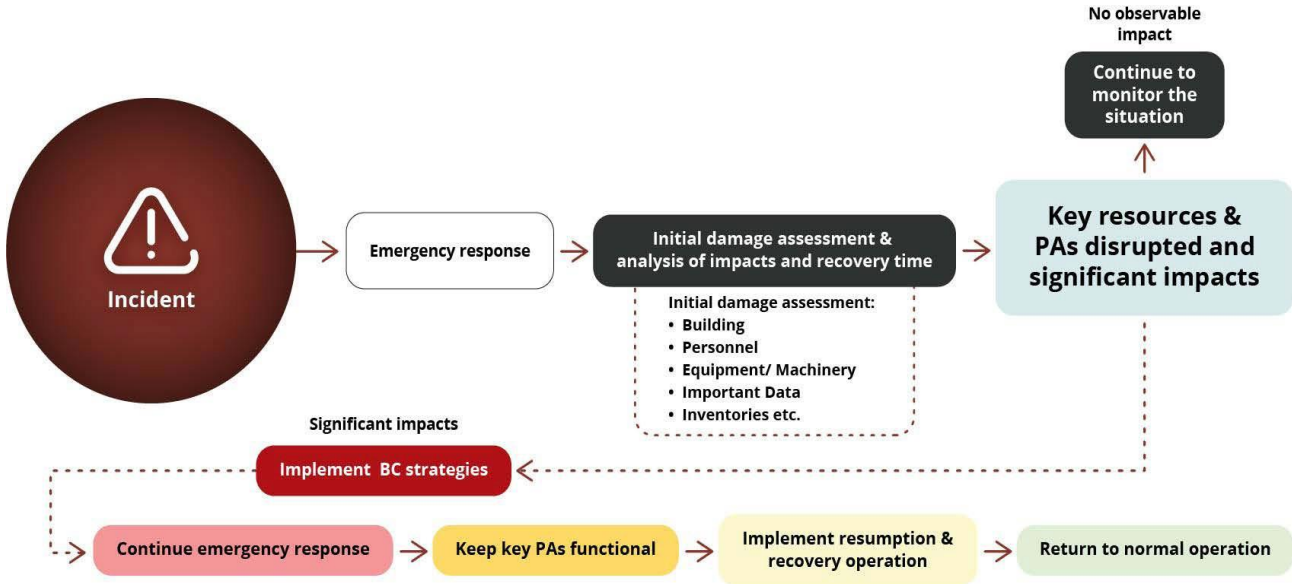
3rd PA	Resizing		
MTPD and RTO	MTPD: 7		RTO: 5
Resources	Scenario 2: Alert	Scenario 3: Risky	Scenario 4: Crisis
Skilled labor, electricity	If due to Pandemic (Covid19) the factories are closed down on the instructions of the government.	A worker gets infected with Covid19 and may cause rest of the workers ill as well.	If all the skilled workers or majority of them get Covid19 than it may create a crisis situation for the industry.

Section 6: Operationalization

6.1 Response Structure

Following response structure have been designed for effective response when an incident occurs.

Activation of the organizational response



6.2 Key Response Actions based on Scenarios

Following process may be adopted: -

1. Insert the selected hazard and its scales as defined in Section 5.1
2. Identify/ inject the key response actions identified for all PAs in Section 5.3 that should be taken immediately before a disaster or once a disaster strikes in each scenario.

Hazard	Warning Stage	Colour Code	Scale of Hazard	Key Response Action
Scenario: 1 Electricity outage as usual as per government schedule	Normal	Green	1	<ul style="list-style-type: none"> • The normal business as usual & implement selected solutions "Before". • Hence wait for the normal electricity resumption. • Use any other alternative like backup generators for key operations.
Scenario: 2 Major flaw in electricity cables or machinery breakage	Alerting	Yellow	2	<ul style="list-style-type: none"> • To fix the issue on urgent basis. The company must have a dedicated engineer or technical staff who would fix the issue on an urgent basis. • Alternatively, the company may hire a skilled person as a part

				time or need based assistance.
<p>Scenario: 3</p> <p>In case the raw material is not available due to land sliding, or strike by transporters etc.</p>	Risky	Orange	3	<ul style="list-style-type: none"> • The management must maintain a level of stock that may help it to fulfill its maximum orders. Currently the MTPD is 10 days and the RTP is 7 days. • We would recommend that the company must have a stock for at least 30 days. Since the company does not have a sufficient space for this level of stock. • The company may consider acquiring space on rental basis.
<p>Scenario: 4</p> <p>The biggest threat to companies around the world is the onslaught of COVID 19</p>	Crisis	Red	4	<ul style="list-style-type: none"> • The company must have all of its workers vaccinated on urgent basis. It must maintain a record of each and every worker. • It must educate its workers on the necessary precautions of Covid19. • The work place must be sanitized on a regular basis. Workers must work keeping a good social distance. • The workers must be informed to keep a limited exposure to external environment in order to keep themselves and their families safe and healthy. • The workers must be encouraged to report their illness (or their family members) of any kind on a priority basis. • The company must relief any worker who shows the symptoms of COVID positive. • The company must maintain a list of

				potential skilled workers who can be hired on need basis. Or it may hire some workers on part time basis and train them to fill the skill gap that may happen due to COVID affected workers.
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6.3 Detailed Response Actions

Following procedure to be followed.

1. Filled in the key response actions identified in Section 6.2. Major response actions are already pre-filled but can be modified or supplemented depending on the nature of your business and operation.
2. Described each action.
3. Identified responsible staff for each action.
4. Write down any additional and relevant information under Notes (e.g. relevant reference material).

a. **Immediately before a Disaster: Preparedness, Prevention and Mitigation**

Action	Action Description	Responsible Staff
Hazard monitoring	<ul style="list-style-type: none"> • To constantly review the work conditions. • To report an incident to BCP In-charge. 	Malik Khalid Mehmood (GM)
Premise monitoring & survey	<ul style="list-style-type: none"> • To check premise every once an hour. • To report an incident to BCP In-charge. 	Syed Mobeshar Shah (Director)
Installing protection	<ul style="list-style-type: none"> • To check installing / machinery twice a day. • To report an incident to BCP In-charge. 	Malik Khalid Mehmood (GM)
Checking prepositions for emergency response	<ul style="list-style-type: none"> • To check the prepositions for emergency response on a daily basis. • To report an incident to BCP In-charge. 	Syed Abdul Moez (Director)
Checking activity relocation preparation	<ul style="list-style-type: none"> • To check activity relocation every day. • To report an incident to BCP In-charge. 	Syed Mobeshar Shah (Director)
Checking resource relocation/re-allocation preparation	<ul style="list-style-type: none"> • To check resources relocation/reallocation preparation once a week. • To report an incident to BCP In-charge. 	Malik Khalid Mehmood (GM)
Minimizing supplies and product transportation	<ul style="list-style-type: none"> • To check the minimizing supplies and product transportation on a daily basis. • To report an incident to BCP In-charge. 	Syed Abdul Moez (Director)
Communication	<ul style="list-style-type: none"> • To check the flow of the communication effectiveness. 	Syed Shafqat Hussain Shah

	<ul style="list-style-type: none"> To make the systems for flawless communication. 	(MD / CEO)
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b. **During a Disaster: Emergency Response (and Business Continuity)**

Action	Action Description	Responsible Staff
Hazard monitoring	<ul style="list-style-type: none"> To check hazard on a daily basis. To report an unusual incident to BCP In-charge. 	Syed Mobeshar Shah (Director)
Employee evacuation and protection	<ul style="list-style-type: none"> To ensure employees evacuation and protection. To report an mishap or incident to BCP In-charge. 	Malik Khalid Mehmood (GM)
Asset relocation	<ul style="list-style-type: none"> To ensure best asset relocation in case of disaster. To report an incident to BCP In-charge. 	Syed Abdul Moez (Director)
Activity relocation (if applicable)	<ul style="list-style-type: none"> To ensure optimum activity relocations in case required. To report an incident to BCP In-charge 	Syed Shafqat Hussain Shah (MD / CEO)
Employee mobilization (if applicable)	<ul style="list-style-type: none"> To ensure effortless employee mobilization in case of disaster. To report an incident to BCP In-charge. 	Malik Khalid Mehmood (GM)
Distribution of emergency stock and supplies (if applicable)	<ul style="list-style-type: none"> To ensure the distribution of emergency stock and supplies to employees in case of disaster. To report an incident to BCP In-charge. 	Malik Khalid Mehmood (GM)
Communication	<ul style="list-style-type: none"> To check the flow of the communication effectiveness. To make the systems for flawless communication. 	Syed Shafqat Hussain Shah (MD / CEO)
Utility backup (if applicable)	<ul style="list-style-type: none"> To ensure consistent utility backup in case of disaster. To report an incident to BCP In-charge. 	Malik Khalid Mehmood (GM)

c. **After Disaster: Continuity, Resumption & Recovery**

Action	Action Description	Responsible Staff
Hazard monitoring	<ul style="list-style-type: none"> Monitor Evaluate Take notes Report to BCP In-charge Take corrective actions 	Malik Khalid Mehmood (GM)
Damage assessment	<ul style="list-style-type: none"> Monitor Evaluate Take notes Report to BCP In-charge Take corrective actions 	Syed Abdul Moez (Director)

Insurance inspection & claim	<ul style="list-style-type: none"> • Monitor • Evaluate • Take notes • Report to BCP In-charge • Take corrective actions 	Malik Khalid Mehmood (GM)
Cleaning premises	<ul style="list-style-type: none"> • Monitor • Evaluate • Take notes • Report to BCP In-charge • Take corrective actions 	Syed Mobeshar Shah (Director)
Asset relocation/ reallocation	<ul style="list-style-type: none"> • Monitor • Evaluate • Take notes • Report to BCP In-charge • Take corrective actions 	Malik Khalid Mehmood (GM)
Staffing	<ul style="list-style-type: none"> • Monitor • Evaluate • Take notes • Report to BCP In-charge • Take corrective actions 	Syed Mobeshar Shah (Director)
Renovation	<ul style="list-style-type: none"> • Monitor • Evaluate • Take notes • Report to BCP In-charge • Take corrective actions 	Malik Khalid Mehmood (GM)
Communication	<ul style="list-style-type: none"> • Monitor • Evaluate • Take notes • Take corrective actions 	Syed Shafqat Hussain Shah (MD / CEO)

6.4 Communication Strategies for Emergencies

The communication strategy table may be prepared using following procedure: -

1. Identify the key internal and external stakeholders relevant to your organization.
2. Fill in the contents/ topics of communication for each stakeholder before, during and after a disaster.
3. Fill in the frequency of communication for each stakeholder before, during and after a disaster.
4. Filled in the mode of communication for each stakeholder e.g. loud-speakers, two-way radios, mobile phones, satellite phones, website announcements, emails, and social media.
5. Identify the staff member responsible for each stakeholder.

Stakeholders	Contents/topics	Frequency	Mode of Communication	Responsible Staff
Israr & Sons Karachi (Customer)	Delivery of the finished goods	2 deliveries per month	Telephone, WhatsApp	Syed Shafqat H. Shah
Asif Marble Karachi (Customer)	Delivery of the finished goods	2 deliveries per month	Telephone, WhatsApp	Syed Shafqat H. Shah
Reliance Marble Lahore (Customer)	Delivery of the finished goods	2 deliveries per month	Telephone, WhatsApp	Syed Shafqat H. Shah

Transport suppliers (Miscellaneous)	Delivery of the finished goods	15 deliveries per month	Telephone	Syed Mobeshar Shah
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6.5 Financial Strategies

The financial strategy may be prepared as per following procedure: -

1. Select the financial measures that are the most appropriate for your organization.
2. Fill in the type of financial, the amount and other details, for instance which items or resources the measure will address.

Stakeholders	Contents/topics	Frequency
To purchase the raw material	Rs. 2.75 million/ month	Financial expenses incurred on the purchase of marble.
To pay the salaries	Rs. 0.75 million/ month	Financial expenses incurred in terms of salaries to staff and workers.
To pay the utility	Rs. 0.5 million/ month	Financial expenses incurred in terms of utility expenditure.
Miscellaneous expense	Rs. 0.25 million/ month	Financial expenses for miscellaneous expense like machinery repair, fuel, transportation, etc.

Section 7: Procedures

7.1 Evacuation Plan

Outline of evacuation plan of Kazmi Marble and Granite Industry is given below as specimen based on which the evacuation plans of respective entity can be developed.

Stakeholders	Contents/topics
Evacuation point (s)	Road outside - Kamzi Industries
Alternative evacuation point (s)	Main road - Small Industry Estate
Evacuation route	From polishing section - cutting section - open yard - parking section and exit
Wardens/Focal points (responsible officers for evacuation)	Malik Khalid Mehmood - Tel: + 92 309-9201451
Person in charge of rescue and medical care	Syed Abdul Moez - + 92 336-5035558
Designated nearest hospital/ medical facility	Ayyub Teaching Hospital, Mandian, Abbottabad

7.2 Contact Details - Nearest Hospital/ Medical Facility

Following are the contact details of Ayyub Teaching Hospital

Department	Phone Number	Email
Hospital Director	+92 992-380871/380328	hospitaldirector@ath.gov.pk
Medical Director	+ 92 992-382728	medicaldirector@ath.gov.pk
DMS	+ 92 992-381847	dms@ath.gov.pk
RAD	+ 992-383817	N/A

7.3 Contact List of Other Famous Hospitals in the Area

Hospital Name	Address	Telephone
INOR Cancer Hospital	Ayub Teaching Hospital, Mansehra Road	+92 992-383149 +92 992-385462
Jinnah Hospital	Sir Syed Street, PMA Link Road, Jinnahabad	+92 992-390101 +92 992-382507
Al-Syed Hospital	Mansehra Road, Mandian	+92 992-3827100 +92 992-380396
Women Medical College	Murree Road, Nawan Shehr	+92 992-333739 +92 992-342162
Rehmat Memorial Hospital	Karakoram Highway, Capt. Amir Shaheed Road	+92 992-3306490

7.4 Other Important Emergency Contact Details

Contact details of other emergency services of the area are as under: -

Department	Phone Number	Email
Edhi Foundation	+ 92 992-33518	Info@edhi.org
Fire Brigade	+ 92 992-9310185 + 92 992-333257 + 92 992-9310181	cbaatd@gmail.com
Police Station	+ 92 992-9310040	proatdpolice@gmail.com

7.5 Emergency Contact list of Key Employees

Contact list of key BCP employees of Kazmi Marble and Granite Industry who will maintain a complete list of each staff reporting to them. In case of emergency situation, they would have a complete detail of each worker.

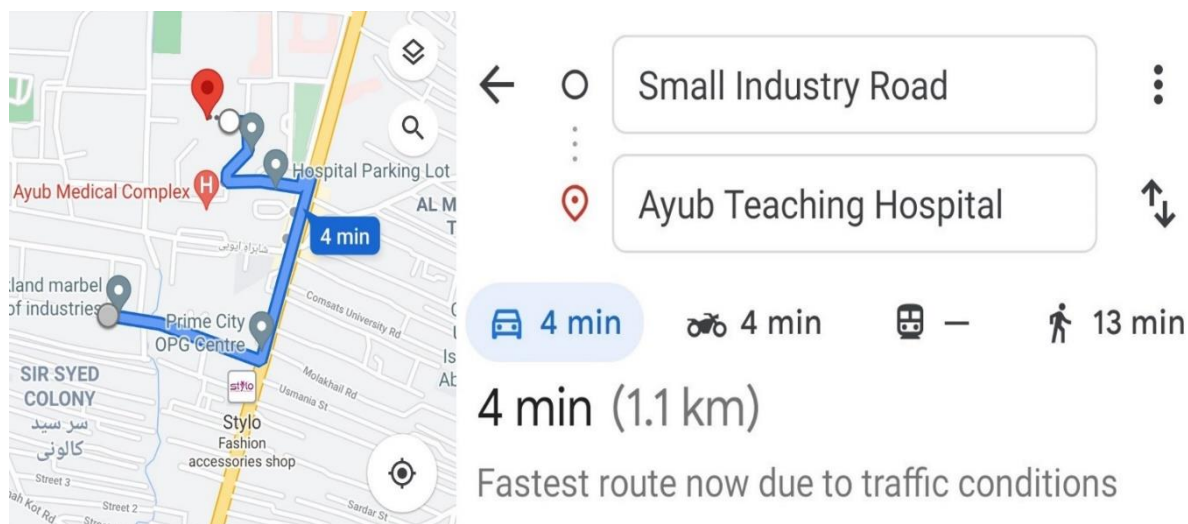
Name	Designation	Tel	Responsibility	Other Skills	Safety Status
Syed Shafqat Hussain Shah	MD (CEO)	+92 333-5206838	BCP Leader		
Syed Mubashir Kazmi	Director Procurement	+92 335-9426675	BCP Sub Leader	Trained on First aid	
Syed Abdul Moiz	Director Sales & HR	-	BCP Secretary/ Coordinator	Media Handling	
Malik Khalid Mehmood	General Manager	-	Division Head		

Note: The safety status column will be filled in following a disaster for safety confirmation.

7.6 External Contact List

Stakeholder Category	Name	Telephone	Status (Be complete when an incident occurs)
Transporter	(Name of the Transporter at sight)	Transporter	
Supplier	(Name of the supplier at Site)	Supplier	
Other	(Name of the other stakeholder at Site)	Other	

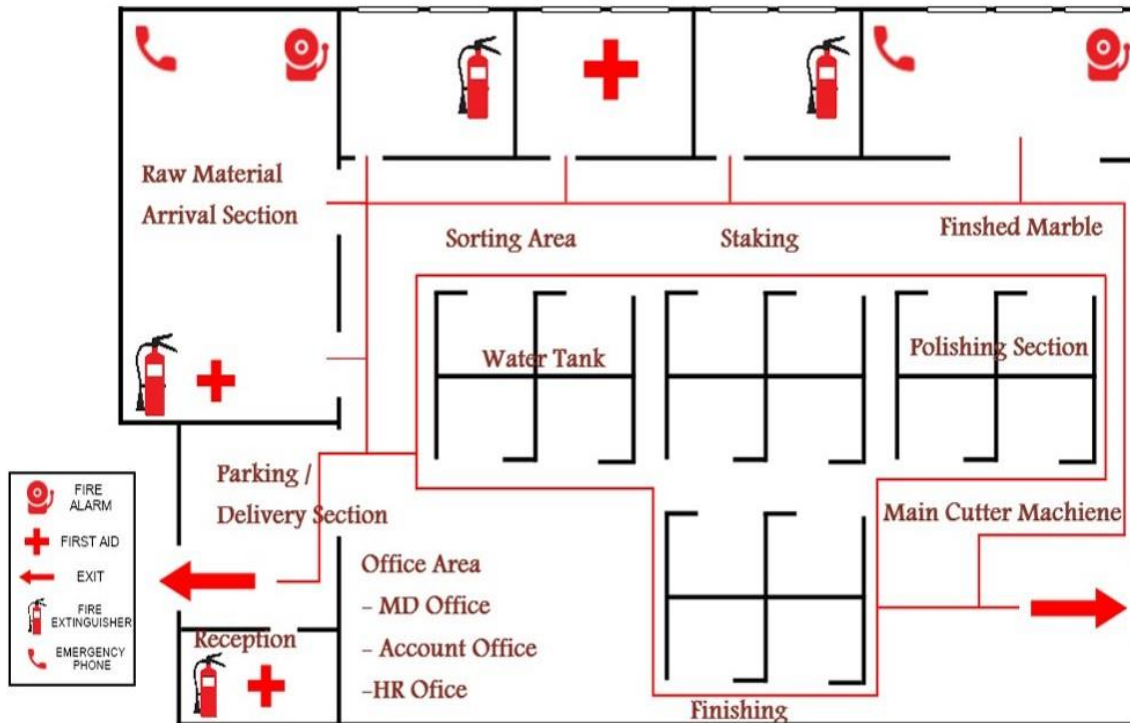
7.7 Map of Distance between Kazmi Industries & Ayub Teaching Hospital



7.8 Emergency Evacuation Plan - Kazmi Marble and Granite Industry

The layout of emergency evacuations plan of the Kazmi Marble and Granite Industry is given below. The other industries can formulate their respective plan.

Kazmi Marble & Granite Industry



Section 8: Exercise Plan

8.1 Exercise Plan

Given below is plan for Kazmi Industries that defines the topics of the exercise, its purpose and target group, type, responsible staff and frequency.

Topics	Purpose and Target group	Types of exercise	Responsible staff	Frequency
Awareness Session on Disaster and its impact on Business	The purpose of the session will be to sensitize the workers about the impact of a disaster on individuals, businesses and country.	A classroom based – lecture session. The lecture may include relevant data, real life examples and case studies.	Syed Abdul Moez	Twice a year. During Jan & Jun
Machine maintenance practice	The purpose of this exercise is to make working staff familiar with the machine and their operations. So that in case of a machine failure they may be able to fix the	This is a practical exercise. It would require a hands on working experience of machinery maintenance and repair.	Malik Khalid Mehmood, Sajid Jadoon and Saleem Khan	Once a month. While doing a routine machinery maintenance and repairs.
Fir Evacuation Drill	Fire evacuation drill is an ideal exercise to make staff familiar with emergency situations.	It is a practical exercise, in which each worker has to evacuate the factory area by following the instructions provided and assemble on the dedicated assembly area. There shall be a roll call for each staff.	Malik Khalid Mehmood,	Twice a year. During Feb & Jul
Flood Drill	The purpose of this exercise is to make the staff familiar with the flood situation and remedies	It is a practical exercise, in which each worker has to undertake prescribe drills to reduce the impact of hazard.	Malik Khalid Mehmood,	Twice a year. During Jun & Oct
BCP Drill	It is an ideal exercise to make staff familiar with emergency situations.	As above	As above	Twice a year. During Mar & Aug

Section 9: Review & Continuous Improvement

9.1 BCP Review Form

Given below is the review plan of Kazmi Marble and Granite Industry BCP Kazmi. The topics mentioned under “items to review” in the below table corresponds to each section covered in this BCP template and refers to the items that need to be reviewed and checked, together with relevant form (s). Following process to be followed: -

1. The BCP Leader shall consider whether the current arrangements for each item are currently effective based on the existing situation (Yes/ No).
2. If the answer is “no”, write down the changes that may have occurred in the business environment, for instance of a change in business operation, management, hazard etc.
3. Identify other particular issues to be reviewed for further improvement of the BCP, including the section/forms of the plan to be reviewed.

Items to be Reviewed	Related Forms	Currently Effective (Y/N)	Changes in Business Environment	Issues to Review
Company profile (Organizational chart, map)	1.1 1.2			
BCP framework (Purpose, scope, BCP leaders and team members)	2.1 2.2 2.3			
Prioritized activities, recovery time objectives & key resources	3.1 3.2 3.3 3.4			
Surrounding risks & evaluating risks	4.1 4.2			
Hazard classification, estimating impacts, business continuity solutions (before, during and after a disaster)	5.1 5.2 5.3			
Response actions based on scenarios, response action details, communication & financial strategies	6.2 6.3 6.4 6.5			
Procedures (evacuation plan, emergency contact list)	7.1 7.2 7.3			
Exercises & training	8.1			
Monitor, review, and improvement of BCP	9.1			

Rational Behind Selecting the Marble Industry of Pakistan

The marble industry of Pakistan is considered among the poorest sector yet highly potential for development sector. There are around 300 billion tons of reserves of marble and onyx, where the granite reserves are estimated to be 1,000 billion tones (TDAP, 2010). With these statistics Pakistan is the 6th largest mineral extractor of marble and granite in the world (Dawn, 2015). There are around 1,400 quarries and 3,000 processing units working in the country with about 30,000 workers employed in this sector (Dawn, 2015).

However, according to exporters 75% of raw marble mined in Pakistan goes to China (Dawn, 2017) yet Pakistan is losing its marble because it is not adding value to the marble. Another problem which it faces is the country's annual contribution to the exports in comparison to other countries. Like it is around 2.5m tons, which contributes merely 2pc to the global market (Dawn, 2015). Few of the other issues related to this industry are electricity blackouts, outdated quarrying techniques, inconsistent supplies of raw materials, a dearth of value-addition, poor law and order conditions, and a lack of infrastructure in areas where quarries and processing units are located.

The sector is very lucrative because Russia and the US, as well as Middle Eastern and European countries demand finished marble products, and thus constitute less than 10pc of our export. Saudi Arabia alone imports marble products worth \$1,500m. This indicates the dire need for developing technology to capture value-added export markets.

The marble resources are basically found in the three provinces of Pakistan: KP, Balochistan and Punjab. According to Dawn (2017), Marble and onyx reserves are found largely in Mohmand Agency, Chitral, Buner, Swat, Parachinar, Gilgit, Hunza, Swabi, Bajour, Mardan, Waziristan, Azad Kashmir, Lasbela, Chagai and Khuzdar. Meanwhile, the report lists Gilgit, Dir, Chitral, Swabi, Kohistan, Nagarparker, Chagai, Mansehra, Malakand and Swat as places where granite deposits exist. However, the only known sources of "workable granite" according to this official report are in Nagarparkar and Mansehra.

Hence, we can conclude that: -

- Pakistan is highly rich in marble resources.
- The sector holds a great potential increasing the export volume of the country.
- Since the known workable granite sectors are reported to be in Nagarparkar and Mansehra, hence examining any suitable marble industry situated in these regions would be most suitable for the development of Business Continuity Plan (BCP).

Established in 1986, Asian Disaster Preparedness Centre (ADPC) is an intergovernmental organization and supporting the advancement of safer communities and sustainable development, through implementing Partnerships that reduce the impact of disasters upon countries and communities in Asia and the Pacific.

ADPC with support of Bill and Malinda Gates Foundation (BMGF) is implementing the program *“Increased locally led actions to prepare for, respond to, and recover from disasters in selected high risk countries of Asia”* to strengthen the capacity of at risk-communities. The program being implemented in six South and South-East Asian countries namely Cambodia, Myanmar - Nepal, Pakistan, Philippines and Sri Lanka will achieve the objective through systematic capacity development of individuals, organizations and the systems at national, sub-national and local levels. The program utilizes a unique approach by creating Asian Preparedness Partnership (APP), which promote and support the locally-led actions where all partners take a lead role, in a collaborative manner to plan and implement priority actions in disaster preparedness, humanitarian response and recovery through mobilizing internal resources and external humanitarian funding.

With the creation of national partnership in the program countries and commencement of planned activities, it would be imperative to highlight the value addition of this collaborative approach in the overall humanitarian architecture of each project country.as part of this strategy, communication and outreach can play a critical role in the dissemination of work undertaken to improve and strengthen coordination mechanisms and emergency response capacity of our key stakeholders.

