

Business Continuity Planning & Implementation

Progress update 2022-2023

Alliance for Public Health

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Geneva, Switzerland

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Business continuity plan (BCP)

Progress Update – Overview (1)

- Conducting Risk Assessment and Analysis
- Development of the Risk Matrix based on the existing risk management system (January 2022)
 - *Development of three potential scenarios of the situation/crisis caused*
 - *1. 'Nothing bad happens' - no war conflict*
 - *2. Extension of the war conflict at the East/South of Ukraine*
 - *3. Invasion, military aggression, war*
- Development of the first plans for recovery/after war strategy
- All of them already included BCP elements at that time including time for recovery planning and prevention or management measures in different areas (F&A, Program, Procurement, etc.)
- Risk Matrix has been used since that time till present and is regularly reviewed (quarterly basis plus emergency situations). Involved personnel for this function.

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Some examples of the measures/action taken (2)

- Looking back at the 1st year of war - 1,000,000 of beneficiaries reached, 2,000 tons of humanitarian aid and medical products delivered to more than 200 medical facilities, incl. liberated territories
- Emergency setting up a second (back-up) office located in Lviv, Ukraine (Western Ukraine, 'safer area') - March/April 2022
- Successful negotiations with donors to review salaries & remuneration package to support and protect staff of the PRs/SRs (with the GF and other donors) - March 2022
- Launching HelpNow Project - 01 March 2022 (6 days! after the war began) - emergency response!
- Help Now Service and three Help Now Hubs in Poland, Germany and Moldova were launched in March 2022, began the full-scale service starting from 01 April, 2022, as well as online Help 24 service for telemedicine service for KPs - for relocated and Ukrainian refugees from all key populations. Was set up as an emergency measure, for the period of three months. Still functioning for more than 1 year as of March 2023.
- Help 24 Mental Health Component strengthened
- Reformatted the approach of using the Mobile clinics as a powerful tool for humanitarian support/aid for prevention, care and support programs in Ukraine - starting from March 2022 till now

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Some examples of the measures/action taken (3)

- Found solutions for international sub-granting work (Regional program) as well for payments outside of Ukraine to overcome the NBU currency-related limits and restrictions (including opening the operational bank account in other country)
- Extended program strategy and fundraising activities to scale up the humanitarian aid support in Ukraine with new donors (received over 2 million pounds for humanitarian aid support for key populations affected by war)
- Reviewed and approved the 'remote working' policy for staff and consultants
- Negotiated another remuneration review (additional payments for staff) for 'winterization', relocation and 'hardship' allowances for those relocated within Ukraine and migrants/refugees outside of Ukraine - October-November 2022

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Some examples of the measures/action taken (4)

- Reviewed existing Security and Safety Policy to introduce relevant management measures
- Organized medical trainings for staff (September - October 2022) - 'First Aid', 'Safety at working place', provided staff with first aid toolkits, as well as treatment preventing health while possible nuclear threat based on staff needs survey.
- Staff trainings/education and support, ensuring protection of HR/personel
- *Began the project the major transfer of the whole IT system (back ups and on going functioning from hard systems to I-Clouds) - ongoing/in progress*

Risks Matrix (1) - Principles & Approach

Risk Matrix is based on analysis of potential risks to relevant organizational unit/area versus potential impact

The following criteria/issues are considered

- Risk object (by departments/program areas)
- Risk description
- Proposed response strategy (measures or actions to be taken), including timeline
- Actions taken (status, progress update)
- Review date/time
- Immediate priorities (**red flags!**)
- To be done for the next period
- Responsibilities (responsible staff and roles)
- Resources (including costs, budget issues)
- Recovery/Post-war strategy plans & timescale

Risk Matrix (2) - *example*

Risk object	Risk description	Response strategy proposed earlier	Action taken - Oct 22	TBD additionally - Oct 22	Issues of immediate priority - Oct 22	Add. issues to explore/consider - Oct 22	Action taken - Feb 23	TBD - Feb 23	Post-war strategy
Programs	May be stopped at any time. Can be modified under martial law regime.	Communication with SRs. Ability to respond to emergencies quickly. Availability of health products stocks in potential invasion areas.	Instructions re evacuation given to SRs. Stocks purchased in advance		1. Humanitarian warehouse (list of warehouses sent to PS) 2. To establish coordination point (team) on hum. action, assess and plan hum.action 3. Procurement of canisters and 100 litres of stock of fuel per minivan per trip 4. Start assessing client loss, other relevant data, follow up on each client, convince to come back to the program, address their immediate/extra needs (housing, food etc.)	1. Procurement of fuel coupons stock 2. Coordination with UN logistic cluster for hum. action, mobilizing OCHA, ICRC for deliveries to the occupied zones (OST) 3. Add. training on hum. action concepts 4. Corporate card for cash transactions (fin. dep. prefers personal expenses to be compensated) 5. PHC's plans re prevention programs funding, introduction of program and budgeting modifications 6. New needs in client, new expertise needed to quickly mobilize 7. Request of add. emergency funds from donors (1&2)	1. Hum. warehouse rented		1. To make inventory and assessment of programs/projects, incl. new needs in the communities, propose necessary modifications 2. Action to renew connections with clients (app? etc.) 3. Assess data losses (incl. SRs, med. facilities), restore info
OAT (sub-object of program risks)	OAT termination or deficit on the occupied territories. No possibilities to advocate this before the government				1. Provide OAT for the evacuated patients 2. Assess quantity of patients and stock on the occupied territories 3. Orient medical facilities and patients on evacuation of the latter, provide for the relevant communication	Engage OCHA into delivery of 1-month stock to the occupied territories			Assessment of new needs and planning for their satisfaction
Contracts	Implementation may be terminated/suspended/impeded due to force majeure or other reasons, prices increased	New		Budgeting adjustments, selection of and procurement from new vendors		Inventory of contracts and obligations under risk, possible cancellation			1. Assessment of new admin. needs and inventory of existing admin. Contracts and obligations, their possible cancellation 2. Budgeting adjustments, new procurement

Risk Matrix (3) - organizational units/areas versus high-risk factors

The following organizational units/areas of work are considered

Program activities

1. Programs: the key risk is potential interruption or stopping of the activities at any time during the war
2. OAT (sub-area): termination or deficit on the occupied territories. No possibilities to advocate this before the government.
3. Sub-granting cycle and program contracts: Implementation may be terminated/suspended/impeded due to force majeure or other reasons, prices increased.

Risk Matrix (4) - organizational units/areas versus high-risk factors

Staff-related, human resource management issues

1. Partial mobilization of employees liable for military service. Involvement of part of the personnel in case of the introduction of a state of martial law (labor and other duties), if not, work remotely from safe locations.
2. High risk of staff turn-over and talent retention, due to number of factors: relocation within Ukraine, migration out of country, inflation, decrease of “buying value”, mental health issues (burn-out syndrome, depressions, etc)
3. Security and safety of personnel (off-line work in the office), on-line format - instruction for the employees about safety at work, responsible staff, evacuation plans (during bombarding attacks) etc
4. Military service/authority reporting (new regulations) since Dec 2022

Reg flags:

- Electricity and heating cuts in winter/energetic crisis/bombing - regular or emergencies
- Possible staff's exposure to the nuclear radiation

Risk Matrix (5) - organizational units/areas versus high-risk factors

Office-related, potential property damage & risks

1. Operates with guards only. Key functions work in hybrid or remote mode (reception, IT services...). Risks to life and health to those working at office (e.g. during the shelling)
2. Assets security (Mobile clinics): can be destroyed or damaged as a result of the warfare or mobilized by the State for defense needs (not covered by the insurance).
3. Communication means: use of city phone communication if no mobile connection. Possible purchase of push-button phones (battery charge lasts longer). Options for using walkie-talkies for key personnel.
4. Procurement and supply chain: stop all or most supplies in a war zone. Irregular or no supplies. More complex transportation routes, costs increase. Delays. Requests for 100% advance payments or no liability
5. IT systems: do not work from the office, but partial work is possible from the second site in Ukraine or through the cloud.

Risk Matrix (6) - organizational units/areas versus high-risk factors

Other areas/issues considered:

1. Property & Documents (hard copies, archives, storage)
2. Liquidity
3. Possible breach of fiduciary relations
4. Forex (currency- related risks)
5. Sub-granting cycle related risks
6. New official regulations caused by war: taxes, martial law, audit of different authorizes
7. Economical crisis, very high inflation rate, etc
8. Communication & PR issues
9. Donors' relation: inflexibility, restrictions, timing etc

Business continuity plan (BCP)

Road Map & Next Steps

- Participation in the first training on BCP in **November 2022**
- Got better understanding what is BCP and how to move further
- Prepared the plan on BCP related development in 2023
- Appointed staff responsible - 'driving the project', engaged SMT in the process, created ongoing working group from different levels/organizational units
- Already developed the template of the BCP plan based on the previous experience as well as new skills/knowledge received during the training
- Risk Matrix Review and Update conducted in February 2023/Instruction to be adopted - Feb 2023



Business continuity plan (BCP)

Road Map & Next Steps

- Developed a **Business Impact Analysis tool** - as a first step of Business continuity plan preparation - February 2023
- Piloted the business impact analysis on 2 departments (HR and Admin)
- Planning to complete this tool with the rest of departments by May 2023 (Program, Finance, Procurement and SMT)
- Plan to participate in the second BCP training 15-17 March 2023 to ensure we are on the right way.
- **Planning to complete the BCP for the Alliance till July 2023**

Business continuity plan (BCP)

Business Impact Analysis tool

Presentation of Tool (separately)

**Business Continuity Plan
for Alliance for Public Health**

Template developed

**THANK YOU FOR YOUR GREAT
SUPPORT TO UKRAINE AND THE
ALLIANCE!**

