

**UNITED REPUBLIC OF TANZANIA
THE OFFICE OF TREASURY REGISTRAR**



**BUSINESS CONTINUITY MANAGEMENT GUIDELINES FOR PUBLIC AND
STATUTORY CORPORATIONS (PSCs)**

Issued by

The Office of the Treasury Registrar,
Treasury Registrar Tower,
Morocco Square,
Floors No. 16,17,18&19,
Mwai Kibaki Road,
P.O. Box 3193,
DAR ES SALAAM.

May 2025

STATEMENT OF THE TREASURY REGISTRAR

The Public and Statutory Corporations (PSCs), like many other organizations around the world, operate in a business environment which is complex, ambiguous, uncertain and inevitably in a constant change. This ever-changing environment subjects Public and Statutory Corporations (PSCs) to events and incidents that could disrupt the delivery of core services and threaten business continuity. These disruptive events range from natural disasters to arranged cyber-attacks, pandemics, fire break up, prolonged strikes and large-scale accidents. The PSCs in Tanzania are not exempt from these possible disruptive situations.

All PSCs, irrespective of size and industry, are prone to disruptive events. To mitigate the impact of these events on service delivery and resume operations within a tolerable period, PSCs need to establish and implement a strong business continuity and resilience management system. In order to make this possible and in pursuit of its mission of "ensuring effective and sustainable contribution of Public and Privatized Entities to National Development by focusing on operational excellence and commercial viability", The Office of Treasury Registrar (OTR) has developed these Guidelines to be used by PSCs in establishing and implementing consistent business continuity and resilience practices. The Guidelines offer consistent and practical guidance for the preparation, implementation, monitoring and continual improvement of business continuity policies, plans and strategies across the PSCs.

The Office of Treasury Registrar urges the Public and Statutory Corporations under its mandate to apply these Guidelines in the preparation and subsequent of BCM systems tailored to their operational context and structure. The implementation of BCM practices will enable your organizations to comply with legal, regulatory and administrative requirements on business continuity, creating resilience and sustainable delivery of core services should a major disruption occur. The effective embedment of BCM practices ensures PSCs are resilient in delivery of core services even amid disruptions and that operations are resumed within defined Maximum Tolerable Period of Disruption (MTPD) or Maximum Acceptable Outage (MAO).



Nehemiah K. Mchechu

TREASURY REGISTRAR

LIST OF ABBREVIATIONS

BIA	Business Impact Analysis.
BCM	Business Continuity Management.
BCP	Business Continuity Plan.
BCMC	Business Continuity Management Coordinator.
BCMSC	Business Continuity Management Steering Committee.
BCMRT	Business Continuity Management Response Team.
IRP	Incidence Response Plan.
LILAC	Leadership, Involvement, Learning, Accountability and Communication.
MAO	Maximum Acceptable Outage.
MCFs	Mission Critical Functions.
MCRs	Mission Critical Resources.
MCAs	Mission Critical Assets.
MTPD	Maximum Tolerable Period Disruption.
MDAs	Ministries, Government Departments and Agencies
OTR	Office of Treasury Registrar.
PSC	Public and Statutory Corporation.
RAP	Risk Assessment Process
DRP	Disaster Recovery Plan.
TR	Treasury Registrar

DEFINITION OF TERMS

Business Continuity	Capability of an organization to continue the delivery of products or services at acceptable predefined levels following a disruption.
Business Continuity Management	Holistic management process that identifies potential threats to an organization and the impact those threats, if realized, can have on business operations, and provides a framework for building organizational resilience with the capability of an effective response that safeguards the interests of key interested parties, reputation, brand and value-creating activities.
Business Continuity Policy	The Business Continuity Policy may refer to or include sub-policies that cover, key processes and activities that are important to the continued provision of key products and services in the event of a disruptive incident and recovery to normal operations.
Business Continuity Plan	This is the main output of the BCM process. A BCP is, in effect, a treatment plan for certain risks, the consequences of which could disrupt core functions. It outlines the actions to be taken and resources to be used before, during and after a disruptive event to ensure the timely resumption of critical business activities and long-term recovery of the organisation.
Business Impact Analysis	The process of assessing the potential consequences to an organisation of an outage to its key business activities over varying periods of time, and prioritizing the timeframes in which these activities must be resumed following a disruptive event.
Disruption	Event, whether anticipated (e.g. employees strike or hurricane) or unanticipated (e.g., a blackout or earthquake), that cause an unplanned, negative deviation from the expected delivery of products or services according to an organization's objectives.
Maximum Tolerable Period Disruption	Time it would take for adverse impacts, which can arise as a result of not providing a product/service or performing an activity, to become unacceptable.
Maximum Acceptable	The maximum length of time that a key business activity

Outage	may be suspended following an outage before the consequences will have a detrimental effect on the organisation.
Risk Assessment	This is a process that enables an organization to determine the likelihood of an incident occurring. It then helps to identify actions required to reduce the likelihood and impact on the organization's prioritized activities in the event of a disruptive incident.

TABLE OF CONTENTS

STATEMENT OF THE TREASURY REGISTRAR.....	2
LIST OF ABBREVIATIONS.....	3
DEFINITION OF TERMS	4
1.0 INTRODUCTION AND BACKGROUND.....	7
1.1 Background and Rationale for BCM Practice	7
1.2 Significance of Business Continuity Management (BCM) in PSCs	7
1.3 Requirements for Implementing BCM Practice in Tanzania	8
1.4 Purpose of these Guidelines	9
1.5 Scope and Incidents Covered by these Guidelines	9
1.6 Status of these Guidelines	9
1.7 Review of the Guidelines.....	10
1.8 Structure of these Guidelines	10
2.0 ESTABLISHING BCM POLICY	10
2.1 Explication of BCM Policy	10
2.2 Business Continuity Management Standard and Guidance	11
2.3 Contents of the BCM Policy in Public and Statutory Corporations (PSCs).....	12
2.4 Establish BCM Governance Structure (Roles and Responsibilities) ...	12
2.5 Implementation of the BCM Policy:	15
3.0 ESTABLISHING BCM PLAN, PROCEDURES AND STRATEGIES...	16
3.1 Rationale, Purpose, Scope and Objectives of BCP	16
3.2 The Business Impact Analysis (BIA)	16
3.3 Risk Assessment Process (RAP)	18
3.4 Communication Protocols and Procedures	19
3.5 Incidence (s) Response Plans and Strategies (IRPs).....	19
4.0 BCM AWARENESS AND CULTURE	20
5.0 APPROVAL OF BCM POLICIES, PLANS AND STRATEGIES.....	21
6.0 BCM MONITORING, PREPAREDNESS AND IMPROVEMENT	21
6.1 Procedures and Schedules for Improvement	22
6.2 Training	22
6.3 Exercising.....	22
7.0 REVIEW OF BCM POLICY, PLANS AND PROCEDURES.....	23

1.0 INTRODUCTION AND BACKGROUND

1.1 Background and Rationale for BCM Practice

The Public and Statutory Corporations (PSCs) command a special interest as they are established to serve the public and contribute to the socio-economic development of the respective nations. PSCs, like many other organisations around the world, operate in a business environment which is complex, ambiguous, uncertain and inevitably in constant change. This ever-changing environment subjects Public and Statutory Corporations to events and incidences that could disrupt the delivery of service and threaten business continuity. These disruptive events range from natural disasters to arranged cyber-attacks, pandemics, fire break up, prolonged strikes and large-scale accidents. The PSCs in Tanzania are not exempt from these possible disruptive situations. All, irrespective of size and industry, are prone to disruptive events. To mitigate the impact of these events on service and resume operations within a tolerable period, PSCs need to establish and implement strong business continuity and resilience management system.

In order to make this possible and in pursuit of its mission of “ensuring effective and sustainable contribution of Public and Privatized Entities to National Development by focusing on operational excellence and commercial viability”. The Office of Treasury Registrar has developed the Guidelines to be used by PSCs in establishing and implementing consistent business continuity and resilience practices. The Guidelines offers consistent and practical guidance for the preparation, implementation, monitoring and continual improvement of business continuity policies, plans and strategies across the PSCs.

1.2 Significance of Business Continuity Management (BCM) in PSCs

BCM these are proactive management arrangement and activities conducted in normal times, including the establishment, maintenance and renewal of Business continuity Plans (BCPs,) the securing of budgets and resources for achieving business resilience and continuity, the implementation of measures, the implementation of education and training for expediting good practice, and the promotion of inspections and continual improvement. The term BCM is considered to be a strategic activity at the management level.

The core purpose of a Business Continuity Management practice is to enhance the PSCs' resilience by putting in place arrangements and strategies to respond and recover from disruptive events effectively and efficiently.

By implementing a structured business continuity management system, PSC strengthens its resilience and reliability of service delivery and operations. Specifically, the Public and Statutory Corporation will be able to achieve the following benefits:

- (i) Ensures compliance with relevant legal and regulatory requirements on the business continuity management practice: establishment and implementation of business continuity practice enables the PSC to comply with existing legal and policy requirement on business continuity.
- (ii) Provides reasonable assurance of resilience to stakeholders: an effectively functioning business continuity management system provides assurance to the corporate stakeholders of its preparedness and ability to remain resilient should a disruptive event (s) materialize.
- (iii) Provides the PSC with competitive advantage and reputational benefits: Being able to continue to operate or recover with prescribed maximum period after a disruption gives PSC a competitive advantage and reputational benefits in its area of operation.
- (iv) Protects the PSCs value and resources: effectively operating business continuity arrangements helps mitigate potential financial and non-financial losses consequent to a disruptive event.
- (v) Enhance cyber security and information systems resilience – the Information Technology (IT) disaster recovery planning is part of the business continuity management system and supports the PSC to manage the impact of the Information Technology (IT) disruption on operations and service delivery.

1.3 Requirements for Implementing BCM Practice in Tanzania

The establishment and implementation of business continuity and resilience management practice is a policy and legal requirements in Tanzania in public sector. The requirement is spelled in the following legal and policy documents:

- 1.3.1 Section 25 (b) and (c) of the Disaster Management Act, No.7 of 2015, on general obligation, which requires persons to maintain conduct that reduces disaster risk and establish readiness and willingness to participate in disaster management activities.
- 1.3.2 Section 42 of the e-Government Act, 2019, requires a public institution to develop and implement proper backup and restoration mechanisms, Disaster Recovery Plan (DRP) and test the recovery plan for ICT systems continuity.

- 1.3.3 Section 39 (a) of the e-Government General Regulations 2020, requires a public institution to implement business continuity management, including operationalizing a disaster recovery plan.
- 1.3.4 The National Disaster Management Strategy (NDMS) 2022-2027, which calls for different public sector organisations to establish and implement disaster management systems.
- 1.3.5 Section 20 (b) of the Water Supply and Sanitation Act (2019) requires continued supply of quality water for all lawful purposes during times of emergency.
- 1.3.6 The National Water Policy (2002) require Authorities to develop and Implement an emergency plan and mechanisms to deal with emergencies such as floods or droughts.

1.4 Purpose of these Guidelines

These Guidelines offer practical guidance for the establishment, effectiveness and implementation of good practice in business continuity, including Business Continuity Plans (BCP), Procedures and Strategies in order to encourage PSCs in Tanzania to ensure good practice in business continuity, thereby improving the business continuity capabilities of the country as a whole. Both the government and the community as a whole strongly expect good practice in business continuity to become widespread. These Guidelines document the approach and provide a consistent, overarching structure and procedures to support public sector entities in developing, implementing and monitoring the effectiveness of business continuity and resilience management policies, plans, arrangements and strategies.

1.5 Scope and Incidents covered by these Guidelines

These Business Continuity Management (BCM) Guidelines are intended for all Public and Statutory Corporations under the custodianship of the Office of Treasury Registrar (OTR), regardless of the type of industry and size. The BCM practice described in these Guidelines covers natural disasters, large-scale accidents, communicable disease pandemics, terrorist acts, cyber attacks and systems breakdowns which disrupt or suspend business operations (the supply of products and services to stakeholders).

1.6 Alignment with BCM Standards

These Guidelines are aligned with requirements of ISO 22301 (2019): Security Resilience - Business Continuity Management Requirements and ISO 31000 (2018) -

Risk Management Guidelines. Therefore, these Guidelines effectively ensure international consistency of Business Continuity Management Systems.

1.7 Review of the Guidelines

These guidelines shall be reviewed after every 3 years or as may be necessitated by changes in applicable laws and regulations in the United Republic of Tanzania or significant changes in the International Standards relating to business continuity management and risk management as the first line of defence.

1.8 Structure of these Guidelines

These Guidelines outlines consistent directives that facilitate the development, implementation, monitoring, evaluation and continual improvement of business continuity management practices across targeted public sector entities. It specifically outlines guidelines for establishing BCM policy, business continuity governance structure, Business Continuity Plans, procedures and strategies, and BCM Proactive measures for readiness, review and improvement.

2.0 ESTABLISHING BCM POLICY

Before implementing business continuity management, the Management must fully understand their enterprise's business, process, structures, operations and the surrounding environment and clarify their responsibilities and matters critical to the mission realisation. This must start with establishing policy requirements, policy objectives and their corporation's perceptions and direction on business continuity and resilience management practice.

2.1 Explication of BCM Policy

The Business Continuity Management Policy answers the "What" question of the Organisation regarding the business continuity and resilience management practice. It literally and should clearly respond to questions such as **what is the entity's "attitude, philosophy, commitment, rationale, purpose, objectives, arrangements, requirements, guiding principles and standards"** regarding the establishment and implementation of business continuity practices within and across that entity.

The Business Continuity Management Policy defined...

..... these Guidelines define Business Continuity Management Policy as “a high-level document which communicates the philosophy, attitude, commitment, objectives and responsibilities regarding the business continuity and resilience management practice within and across an Organisation. It is a strategic document that highlight and demonstrate sense of proactiveness and preparedness of Management and Those Charged with Governance” consequent to occurring of disastrous events”.

2.1.1 The objective of Business Continuity Management (BCM) is to ensure the timely resumption and delivery of essential business activities in the event of a major disruption by maintaining the key business resources required to support delivery of those activities.

2.1.2 The Policy therefore communicates the entity’s overall philosophy, attitude, intentions, directions, statements and establishes requirements for planning, approval, implementation, monitoring and reviews of the business continuity management activities across the Institution.

2.1.3 It provides direction to ensure effective business continuity and resilience management arrangements are adopted by respective Organisation to ensure continual delivery of critical functions and recovery of business operations within a tolerable period after occurrence of a disruptive event.

2.2 Business Continuity Management Standard and Guidance

Public and Statutory Corporations (PSCs) shall align its business continuity and resilience management policy requirements and overall BCM practice with relevant standards and guidance.

2.2.1 Align BCM Policy with requirements of ISO 22301: Business Continuity Management Systems (BCMS) standard as revised from time to time. This Standard offers internationally recognised principles and requirements for establishment implementation, monitoring, evaluating and continual improvement of business continuity management systems for organisations of all size across sectors.

2.2.2 Align BCM Policy with other relevant standards, not limited, but most importantly with ISO 31000: Risk Management Standards as provided in the Guidelines for Developing and Implementing Risk Management Frameworks in Public Sector Entities as issued by the Ministry of Finance and reviewed from time to time.

2.2.3 A PSC shall consider effective risk management practice as its first line of defence in preventing the occurrence and mitigating the effect of unforeseeable events, such as pandemic.

2.3 Contents of the BCM Policy in Public and Statutory Corporations (PSCs)

The BCM Policy of PSC shall clearly articulate a number of policy issues and requirements which are relevant to its context and operations. However, the following, although not exhaustive are suggestive contents.

2.3.1 Introduction and Background

This Section of the BCM Policy shall articulate the background and rationale for BCM practice at the Institution, the mandate, legal and regulatory requirements, the purpose, scope and applicability of the Policy and overall policy objective(s).

2.3.2 BCM Policy Considerations and Requirements

This Section of the BCM Policy shall outline the PSC's institutional business continuity management philosophy, commitment, policy statements, adapted standards and guidance, principles and implementation considerations, and specifically put forward policy requirements relevant to its internal and external environment and stakeholders.

2.3.3 Establish BCM Policy requirements

PCS shall establish specific BCM policy requirements relevant to its environment. These requirements could be with regard to the conduct of Business Impact Analysis and Risk Analysis (BIA), Mission Critical Functions (MCFs) and Process Risk Assessment (PRA), for preparation of Business Continuity Plans (BCP), Business Continuity Response Strategies, Creation of BCM awareness and culture, communication, monitoring and evaluation requirements.

2.4 Establish BCM Governance Structure (Roles and Responsibilities)

Implementation of the management system requires accountabilities, responsibilities and roles to be assigned. The PCS management shall therefore create a system for implementing the business continuity and resilience function relevant to its operating environment. Depending on its context and structure a PCS shall designate persons responsible for the BCM across the entire corporation.

The system and responsibilities for designing, implementing and overseeing the BCM practice at PSC shall be as follows:

2.4.1 Board of Directors (Governing Board):

The Board shall have a role to provide direction and oversight of business continuity management systems across the PSC. The Board will have the responsibility of communicating and reporting of business continuity management conducts within PSCs to the respective parent Ministries and other external Authorities.

The Board of Directors or Governing Board shall specifically be responsible for approving business continuity policy, strategy, plans and allocating sufficient resources for the development and maintenance of the BCP. Further, the Board, provides high level guidance during a disruptive incidence.

2.4.2 Board - Audit Committee:

The PSC shall be responsible for:

- i. Reviewing and recommending business continuity arrangements to the Board for approval.
- ii. Assisting the PSC in formulating, promoting, reviewing and improving the business continuity management policy, plan and procedures.
- iii. Overseeing the implementation of the business continuity management systems within and across the PSC through quarterly reports.
- iv. In case the PSC's Board of Directors have a Committee on Risk Management, then the responsibility on business continuity and resilience management will be under that Committee.

2.4.3 Accounting Officers:

Accounting Officers are accountable for the overall design and implementation of business continuity management practices within the PSCs.

The Accounting Officers will be responsible for development and implementation of business continuity management policy, plan and procedures that align with their PSC's operations, structure, and context.

2.4.4 BCM Steering Committee (BCMSC) (Management Team):

The PSC shall establish the Business Continuity Management Steering Committee (BCMSC). Depending on the context the BCMSC shall be comprised of Accounting Officers, Directors and Heads of Units/Managers.

The BCMSC shall provide leadership and coordination of the implementation of Business Continuity Plan (BCP). The BCMSC shall conduct periodic BCP monitoring meetings (planned and impromptu).

2.4.5 BCM Response Team (BCM Champions):

The PSC shall establish Business Continuity Management Response Team (BCMRT) or Business Continuity Management Champions which depending with the structure and complexity of the respective entity shall comprise members from each Directorate or Department or Unit as appointed by the Accounting Officer.

BCM Champions shall be responsible for implementation of BCM arrangements in their areas of jurisdiction. They will be focal persons and custodian of BCM and obliged to provide implementation status reports to the BCMRT.

The BCMRT shall be responsible for implementing BCP and monitoring the status of BCP implementation. BCMRT shall meet periodically.

2.4.6 BCM Coordinator (BCMC):

The Public Sector entity shall appoint a BCM Coordinator (BCMC) who shall be responsible for coordinating the preparation, implementation, maintenance and creating business continuity management culture across the Organization.

The BCM Coordinator shall be assisted by the Business Continuity Management Champions or Business Continuity Response Team (BCRT) of the Corporation.

2.4.7 Directors, Managers and Heads of Units:

These are process owners responsible for implementing and embedding the BCM arrangements and practices into their department or Units or business processes.

2.4.8 BCM Champions:

BCM Champions shall be responsible for implementation of BCM arrangements in their areas of jurisdiction. They will be focal persons and custodian of BCM and obliged to provide implementation status reports to the BCMRT.

2.4.9 Internal Audit Unit (IAU):

The IAU shall be responsible of examining and evaluating the existence, adequacy and effectiveness of business continuity management arrangements (policy, plans, procedures, strategies) and providing assurance to the Board.

The internal audit function of an institution shall conduct periodic reviews of the BCP to determine whether the plan is realistic and remains relevant, and whether it adheres to the policies and standards established by the Board.

2.4.10 Employees:

Each employee is responsible for participating in BCM training and education programs and to participate in implementation of business continuity arrangements established by the Corporation.

2.4.11 Stakeholders:

Stakeholders shall be responsible for responding positively and support business continuity strategies implemented by the Corporation in addressing the impact of a disruptive event (s) affecting areas relevant to their interests.

It should be noted that, the business continuity and resilience management roles and responsibilities presented in these Guidelines are indicative. The respective Public and Statutory Corporation will need to expand them in relation to its context, complexity and structure.

2.5 Implementation of the BCM Policy:

2.5.1 The management must fully understand its Organisation's business and its operating environment and clarify matters critical to the business and requirements of all stakeholders (clients, shareholders, employees, etc.) and society as a whole.

2.5.2 The Board of Directors shall allocate sufficient human and financial resources for the development and maintenance of the Business Continuity Plan (BCP).

2.5.3 The Management shall plan, budget and execute activities for effective implementation of BCM practices, such as for workshops for conducting Business Impact Analysis (BIA) and Risk assessment for Mission Critical functions, BCM training and education programs and BCP testing and drilling exercises.

3.0 ESTABLISHING BCM PLAN, PROCEDURES AND STRATEGIES

The implementation of BCM Policy in the Public and Statutory Corporation will be crystalised through a fit for purpose Business Continuity Plan (BCP). The PSC shall prepare and implement the Business Continuity Plan (BCP) and procedures to respond and mitigate the effects of its operations during a disruptive incident(s).

3.1 Rationale, Purpose, Scope and Objectives of BCP

- 3.1.1 The Corporation shall state clear the rationale, purpose, scope and objectives of its Business Continuity Plan (BCP).
- 3.1.2 The Corporation will reintroduce but in a more detail way the roles and responsibilities of parties and organs responsible for the design, implementation, testing, monitoring and review of the BCP.

3.2 The Business Impact Analysis (BIA)

- 3.2.1 The BIA is essential process in business continuity management. It is a critical part of the Business Continuity Plan.
- 3.2.2 Every PSC shall conduct institution-wide BIA to identify business functions that are mission critical and major potential losses (in monetary and non-monetary terms) in case of disruptions.
- 3.2.3 BIA forms the foundation upon which the BCP is developed. It identifies critical business functions and operations that need to be recovered on a priority basis and establishes appropriate recovery objectives for those operations.
- 3.2.4 BIA enables the Corporation to identify critical business functions, operations and resources that need to continue and, or recovered on a priority basis should the disaster occur and its related Maximum Tolerable Period of Disruption (MTPD) for each Mission Critical Function (MCF).
- 3.2.3 A PSC shall specifically:
 - (a) Establish internal and external context through a detailed review of relevant legal, policy, operational and strategic documents.
 - (b) Determine their Mission Critical Functions (MCF) depending on the nature, scale and complexity of their business and the institutions' obligations to the market, customers and industry.
 - (c) Establish sub-mission critical functions or activities for the Corporation.
 - (d) Estimate the MTPD or Maximum Allowable Downtime and Recovery Objective for each identified mission critical function.
 - (e) Estimate the maximum allowable down time (Maximum Period of Disruption) and acceptable levels of data, operations and financial losses.

- (f) Determine their Mission Critical Resources (MCRs) depending on the nature, scale and complexity of their business and the institutions' operations, customers and industry.
- (g) identify, those business functions and operations to be recovered on a priority basis.
- (h) Document MCFs, critical activities on each MCF, related MTPDs and responsibilities as indicated:

Table 1: MCF, Related Activities and MTPD				
Mission Critical Functions (MCF)	Description	Maximum Period of Disruption <MTPD>	Tolerable	Responsible
MCF 1: e.g., Supervising and Managing Performance of PSCs				
Collection of Non-Tax Revenue	To collect dividends, 15% contribution, CSR, Surplus, TTMS & Privatization proceeds from PSCs and other stakeholders directly to Government consolidated fund. Failure to perform this critical function on timely manner may result into failure to meet Institutional and National budgetary obligations.	1 month to 1 year		DPMCE DPMNCE

- 3.2.4 Establish recovery procedures and estimate resource requirements to enable continuity and recovery within established timeframes.
- 3.2.5 Establish recovery procedures and estimate resource requirements to enable continuity and recovery within established timeframes;
- 3.2.6 Conduct periodic exercises for testing the effectiveness of business continuity management arrangements.
- 3.2.7 Conduct periodic review of BIA and document results as deemed appropriate.
- 3.2.8 Document the Mission Critical Resources (Assets) MCRs for the Organisation.

These are assets and facilities either tangible or intangible which are essential for the continuous delivery of the Institution's services and of significance nature in executing her mandates.

3.2.9 The typical resources critical to the mission of a PSC could be as follows:

Mission Critical Resources	
Resources	Description
People	These include employees and contracted staff with diverse competence and expertise necessary for executing Corporation's functions. They are seemingly critical resources without which execution of the Organisation's activities would be compromised.
ICT Facilities, Infrastructure and Systems	
Financial	
Working Facilities, Tools and Equipment	
Data and Information	
Office Buildings and Facilities	

3.2.10 The PSC shall establish and regularly update Memorandum of Understandings (MoUs) Memorandums of Association (MoAs) and contact information of Emergencies Services and alternative sites (where applicable).

3.3 Risk Assessment Process (RAP)

- 3.3.1 Risk assessment on mission critical functions is an important process in business continuity management as it guides prioritisation and resources allocation on mitigation measures.
- 3.3.2 In parallel with BIA a PSC shall assess risks in order to identify risks (possible incidents) that should be tackled on a priority basis.
- 3.3.3 Every PSC shall at least once a year, conduct an institution-wide risk assessment in respect of the identified mission critical functions and ascertain potential for major disruptions.
- 3.3.4 Risks on mission critical functions are assessed in line with the corporation-wide risk assessment procedures.
- 3.3.5 Specifically, each PSC shall:

- (a) Identify internal and external threats that could cause a disruption and assess their probability and impact.
- (b) Prioritize threats;
- (c) Provide information for a risk control management strategy and an action plan for risks to be addressed;
- (d) Mitigation of risks through a documented remedial plan;
- (e) Ensure BCPs are updated regularly to reflect the changes in the institution's operational risk profile; and
- (f) Specify events that should prompt implementation of the plans.

3.3.6 The PSC shall conduct risk assessment on mission critical functions in line with the enterprise - wide risk management Framework Policy and Procedures.

3.4 Communication Protocols and Procedures

Communication is a critical for effective and collective implementation of BCM policy requirements, policy and strategies and in dealing with effects of any disruptive incidences.

- 3.4.1 A PSC shall communicate business continuity policy requirements, plans, procedures, strategies across all levels of the Organisation vertically and horizontally through formal and informal arrangements.
- 3.4.2 Develop the business continuity and recovery plans invocation procedures.
- 3.4.3 A PSC shall establish and communicate procedures for ensuring employees are appropriately notified in case of a disruptive incidence.
- 3.4.4 PSC shall establish procedures for communication with relevant internal and external stakeholders (including Government authorities, OTR) should a major disruptive incidence occur or in the event of a major operational disruption.

3.5 Incidence (s) Response Plans and Strategies (IRPSs)

The capability to continue service delivery and recover from disruption depends on how pre-established strategies and recovery actions are executed consequent to such events. The requires pre-incident establishments.

- 3.5.1 PSCs shall establish procedures and implement strategies, actions to ensure effective business continuity and recovery from a disruptive incidence.
- 3.5.2 Document pertinent business continuity scenarios based on critical mission functions and outline the actions, strategies and timeline for recovery.
- 3.5.3 Establish recovery sites and data back-up restoration procedures.

- 3.5.4 Develop and implement business continuity strategies and recovery actions based pre-established scenarios relevant to the Office.
- 3.5.5 Establish disaster recovery strategies, actions and procedures to be followed in case of the pre- established scenarios pertinent to the PSC.
- 3.5.6 PCs shall establish Incidences Response Plan and Strategies. It may adopt this format.

Incidence Response Plan (Pertinent Incidences Response Plan)			
Incident(s) Description	Timing	Proposed Response Measures or Action	Responsible Team
Buildings Damaged, Destroyed or Access Denied (Due to fire, flood, security threat)	immediate	In case of fire or earthquake threat.	All staff and guests.
	Up to 2 hours	(i) Inform BCMRT and BCMSC and respective building management of the incident. (ii) Assemble Team(s) and Assess Situation. (iii) Liaise with building management to conduct damage assessment. (iv) If safe return to normal.	BCMSC, BCMRT DAHRM
	3-6 hours	(i) Review assessment report and decide on level of invocation of the plan. (ii) Organize a session with BCRT and agree on the action plan.	BCMSC
	Etc.		

4.0 BCM AWARENESS AND CULTURE

The business continuity culture is foundational in achievement of BCM objectives. The practice should be embedded into the Corporation's business processes, operational and strategic management practices through creating appropriate tone from the top, leadership commitment and support, recognition of BCP in operational and policy documents and continuous training, awareness and education programs.

- 4.1 Every PSC shall ensure that BCM is embedded in its organization culture and that all relevant personnel are aware of their business continuity roles.
- 4.2 The achievement of business continuity objectives requires imparting of business continuity awareness and culture to all individual members of the BCM teams, employees and other stakeholders. This requires among other things:
- (a) Communicating BCM policy and plans throughout the organization.
 - (b) Boards and Senior Management's demonstration of their support and commitment to the organisation's BCM policy and plans;
 - (c) Setting up a formal BCM awareness and BCM training programmes for all employees;
 - (d) Establishing a formal process of identifying and delivering BCM training requirements;
 - (e) Setting up a system of monitoring and evaluation of BCP implementation and maintenance; and
 - (f) Providing a clear definition of roles, accountability, responsibilities and authority within job descriptions at all levels of the organization.
- 4.3 The Management of the PSC shall adopt LILAC Model (Leadership, Involvement, Learning, Accountability and Communication) for creating BCM culture in its Organisation.
- 4.4 Make business continuity and resilience management part of the Corporation's existing reporting structure.

5.0 APPROVAL OF BCM POLICIES, PLANS AND STRATEGIES

- 5.1 The Management of PSC shall be responsible for the preparation, implementation, monitoring and review and of the BCM Policy, BCPs, Procedures and strategies.
- 5.2 The approval of the BCM Policy and BCP shall be the responsibility of the PSC's Board of Directors or Governing Board after review by the relevant Committee of the Board.

6.0 BCM MONITORING, PREPAREDNESS AND IMPROVEMENT

Having a BCM Policy or plan that is out-dated is as good as not having one. A review and maintenance programme that ensures that the business continuity management practice remains current and relevant, ready to handle any crisis despite the constant change that all organisations experience must be established and implemented.

6.1 Procedures and Schedules for Improvement

PSCs shall establish the plan which includes systems, schedule and procedures for inspecting, reviewing and improving BCM practice.

6.2 Training

To ensure that BCM is implemented effectively, it must be, understood by all staff and stakeholders. All staff must understand the importance of BCM and be aware of their roles and responsibilities during an emergency or crisis situation. Subsequent to that, PSCs, shall:

- 6.2.1 Provide general staff awareness training – delivered to all staff and may be incorporated into induction programmes for new hires.
- 6.2.2 Provide training to BCM Coordinators and Champions. These specific BCM responsibilities within their own Directorate, Departments or Units. The aim is to improve BCM skills as well as to help build ownership of the BCM process within and across the Organisation.
- 6.2.3 Senior management training – delivered to senior managers of the PSC with the aim of providing a strategic view of how BCM system is linked to the PSC's mission and objectives. Such training is also a good vehicle for getting senior level buy-in and support for the BCM practice.

6.3 Exercising

A business continuity plan is of little use until it can be validated that it is actually workable in the event of a business interruption.

- 6.3.1 The PSC shall prepare and implement an exercise or drilling plan. The Exercise Plan outlines the objectives and scope of the exercise, roles and responsibilities, assumptions and parameters, criteria for assessing the outcomes, and logistics aspects of the exercise, such as date, time, venue, transportation, and technical support.
- 6.3.2 PSCs shall decide and conduct the appropriate testing or exercising method depending on what the scope and objectives are and what resources are available to support the exercise. These could be:
 - (a) **Desk check** – where the plan is validated against a checklist to ensure that standards and requirements are met.
 - (b) **Walkthrough** – where business continuity team members verbally go through and discuss how they would handle an incident based on what has been documented in their plans; this allows the team to confirm the plan's effectiveness and

identify gaps, bottlenecks or other weaknesses that need to be addressed.

- (c) **Table top** – where the team is presented with a predefined scenario and participants role play with simulated responses and act out the critical steps.
- (d) **Simulation** – where business continuity teams are required to carry out certain business continuity activities in a simulated environment under conditions that would exist in the event of an actual plan activation; and

(e) **Live exercise** – where teams have to execute their business continuity plans in a live environment during operational hours.

6.3.3 PSCs shall prepare exercise report outlining the outcomes of the exercise, lessons learned and recommendations for improving its business continuity practice including policy and plans.

7.0 REVIEW OF BCM POLICY, PLANS AND PROCEDURES

- 7.1 The Management of PSC in consideration of their context shall determine appropriate interval for review of their BCM Policy, Business Continuity Plans, Procedures and proactive strategies.
- 7.1 Suggestively the BCM Policy shall be reviewed after every three (3) years or when the need arises.
- 7.2 BCP and BIA may be reviewed annually or as a result of testing or materialised incident(s) or when there are any significant changes to the business.
- 7.3 The Contact Lists shall be reviewed and updated after every 3 months or whenever there is a notification of change of such contact information.