

Enhancement of Private Sector Capacities
On Disaster Risk Reduction and Management

BUSINESS CONTINUITY MANAGEMENT (BCM) SYSTEM
ISO 22301:2019

Training of Trainers Curriculum



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ABBREVIATIONS

BCMS	Business Continuity Management System
BCP	Business Continuity Plan
CCC	Ceylon Chamber of Commerce
CEFENET	Competency-based Economies through Formation of Enterprise Net
DMC	Disaster Management Center
ICT	Information Communication Technology
ISBN	Intelligent Spend Business Network
ISO	International Standards Organization
NEDA	National Enterprise Development Authority
PA	Prioritized Activities
PDCA	Plan-Do-Check-Act
Q&A	Questions and Answers
RTO	Recovery Time Objectives
SIYB	Start and Improve Your Business Association
SME	Small and Medium Enterprises
TOT	Training of Trainers
WFP	World Food Program

MESSAGE FROM THE SECRETARY MINISTRY OF INDUSTRY AND ENTREPRENEURSHIP DEVELOPMENT

I am pleased to extend my endorsement for the development of the Business Continuity Management System (BCMS) Handbook and Curriculum, funded by the World Food Programme (WFP) and technically supported by the Disaster Management Centre and the Ceylon Chamber of Commerce.

This initiative is a significant step toward strengthening the resilience of Sri Lankan small and medium enterprises (SMEs), enabling them to continue business operations during disaster situations.

SMEs are vital to our nation's economy but remain highly susceptible to disruptions caused by natural disasters, economic shocks, and other unforeseen challenges. The creation of a practical handbook and curriculum under the BCMS framework will equip businesses with the necessary strategies, tools, and preparedness measures to mitigate risks, safeguard livelihoods, and ensure business continuity.

The Ministry of Industries commends the collaborative efforts of World Food Programme, Disaster Management Centre and the Ceylon Chamber of Commerce in driving this crucial capacity-building initiative. We are confident that the BCMS handbook and curriculum will serve as an invaluable resource for SMEs, helping them to build resilience and contribute to a more stable and sustainable economic environment.

J M Thilaka Jayasundara

Secretary

Ministry of Industry and Entrepreneurship Development



MESSAGE FROM THE DIRECTOR GENERAL, DISASTER MANAGEMENT CENTRE

It is with great appreciation that I extend my support to the development of the Business Continuity Management System (BCMS) Curriculum and Handbook, an initiative funded by the World Food Programme (WFP) and technically supported by the Ceylon Chamber of Commerce.

Disasters whether natural or man-made pose significant threats to economic activities and the livelihoods they sustain. Small and medium enterprises (SMEs), in particular, are often the most vulnerable to disruptions. Establishing a structured BCMS is critical for ensuring that businesses are prepared to respond effectively and recover quickly from such events.



The Disaster Management Centre recognizes the importance of this initiative in building a culture of preparedness and resilience within the private sector. By equipping businesses with practical tools, knowledge, and strategies for continuity, the BCP Curriculum and Handbook will not only protect individual enterprises but also strengthen the overall socio-economic fabric of our nation.

We commend the collaborative efforts of all partners involved and reaffirm our commitment to supporting programs that enhance disaster risk reduction and resilience across all sectors.

Maj Gen Sampath Kotuwegoda (Retd.) ndc IG
Director General
Disaster Management Centre

MESSAGE FROM THE COUNTRY DIRECTOR A.I THE UNITED NATIONS WORLD FOOD PROGRAMME

It is with profound pride that I present the Business Continuity Management System (BCMS) Handbook and Curriculum a collaborative milestone of the Disaster Management Centre, United Nations World Food Programme (UN WFP), and the Ceylon Chamber of Commerce.

As an organisation with a mandate of saving and changing lives, we recognise the pivotal role of the private sector in sustaining the basic needs of communities in times of crisis. Whether confronting natural disasters, public health emergencies, or operational disruptions, the ability and resilience of businesses to continue functioning are vital to safeguarding the most vulnerable populations.



This handbook and curriculum provide a practical yet strategic framework to guide private sector entities in preparing for, responding to, and recovering from unforeseen events and challenges, while ensuring the continuity of essential services when needed most.

We trust this handbook will catalyse building resilient and robust business continuity management systems, empowering organisations to thrive even in the face of adversity.

Robert Oliver
Country Director a.i
World Food Programme, Sri Lanka

MESSAGE FROM THE SECRETARY GENERAL AND CEO OF THE CEYLON CHAMBER OF COMMERCE

The Ceylon Chamber of Commerce is proud to facilitate the development of the Business Continuity Management System (BCMS) Handbook and Curriculum, initiated by the World Food Program with the guidance of Disaster Management Centre (DMC) to strengthen the resilience of small and medium enterprises (SMEs) in Sri Lanka.

SMEs are the backbone of our economy, yet they are often the most vulnerable during disasters and disruptions. The development of this handbook and curriculum is a critical step toward equipping businesses with the tools, knowledge, and frameworks needed to anticipate risks, maintain operations, and recover swiftly from adverse events.



Through this initiative, the Chamber reaffirms its commitment to empowering the private sector with best practices in risk management and disaster preparedness. We believe that a well-prepared business community contributes not only to economic stability but also to the overall resilience and sustainability of our nation.

We extend our sincere appreciation to the World Food Programme and all stakeholders for their collaboration in making this initiative a reality.

Buwanekabahu Perera
Secretary General and CEO
Ceylon Chamber of Commerce

Business Continuity Management System Training of Trainers Curriculum

1. Background

This initiative is backed with a finding on the Capacity Need Mapping. The assessment clearly highlights a significant gap in Business Continuity Management Systems (BCMS) among MSMEs, revealing that fewer than 37% of businesses have a documented BCP, only 26% assign a person to manage business continuity, and post-incident reviews are conducted by just 43%. These disruptions can have severe financial consequences, potentially leading to business closure. Moreover, SMEs rely heavily on customer loyalty and trust, making it vital to maintain operations during crises.

Implementing a Business Continuity Management System (BCMS) enables SMEs to safeguard critical functions, minimize downtime, and reduce financial losses, allowing for a faster recovery. BCMS prepares businesses to manage risks effectively, enabling them to confidently focus on strategic growth. Additionally, it reassures customers, partners, and stakeholders of their reliability, even in challenging times.

In certain industries, a BCMS framework is also essential to meet regulatory or contractual requirements, ensuring compliance and competitiveness. A well-executed BCMS establishes clear procedures and roles, facilitating effective decision-making during emergencies. Moreover, SMEs with a robust BCMS strategy can gain a competitive advantage by demonstrating resilience, making them more attractive to investors, clients, and collaborators.

Recognizing the critical role of the private sector in Disaster Management, Disaster Risk Reduction, and Climate Services, strengthening their capacity through service providers is essential. This approach enables private sector companies to adopt risk-sensitive planning and develop or update their BCMS frameworks.

The Business Continuity Management System (BCMS) Training of Trainers (TOT) course is being developed in 2025 under the Program for Enhancement of Private Sector Capacities on Disaster Risk Reduction and Management, supported by the World Food Program (WFP) with the technical support from the Ceylon Chamber of Commerce (CCC) and Disaster Management Center (DMC). This course aims to equip trainers from private and government business development service providers with expertise in BCMS for Small, and Medium Enterprises (SMEs).

The course content is specifically tailored for the agriculture, apparel, fisheries, plantation, and tourism sectors. The course was piloted in the Districts of Monaragala, Trincomalee, Vavuniya, Kurunegala, and Nuwara Eliya, covering the Uva, Eastern, Northern, Northeastern, and Central

Provinces of Sri Lanka. The Disaster Management Center (DMC), the country's leading authority on disaster risk management, was extensively consulted during the course's development. The course was validated during a workshop with contributions from relevant ministries, private sector representatives, I/LNGOs, and other humanitarian actors. The content was further validated in the national level through a National Level TOT as well. Finally, DMC endorsed the course for ongoing implementation as outlined in the project and for future continuation.

2. Learning Objectives

Sri Lanka is highly vulnerable to natural disasters arising from various geophysical, hydrological, climatological, and meteorological hazards, including landslides, floods, storms, droughts, maritime incidents, etc. more frequently. These disasters cause extensive damage and losses to the private sector, disrupting local and national socio-economic stability in the short and long term.

Given this context, enhancing the private sector's capacity to anticipate, prepare for, and respond effectively to disaster-related shocks and stresses is essential. BCMS has emerged as a vital tool in strengthening the private sector in disaster risk reduction and management. By equipping both private and public business development service providers with advanced knowledge and practical skills in BCMS, more resilient business ecosystems can be fostered, ensuring greater stability and faster recovery from future disruptions.

Upon completing this Training of Trainers (ToT) course, participants will be able to:

- Understand the principles and frameworks of BCMS, including ISO 22301 and best practices in business continuity management systems.
- Develop and implement business continuity plans tailored to various industries and organizational needs.
- Identify, assess, and mitigate risks that could impact business operations ensuring proactive risk management strategies.
- Apply crisis management and emergency response strategies to effectively handle disruptions and ensure minimal operational downtime.
- Evaluate and improve business continuity processes through regular testing, drills, and continuous improvement measures.

By achieving these objectives, trainers will be well-equipped to guide businesses in integrating BCMS into their operations, thereby improving resilience and ensuring sustained economic growth even in the face of catastrophes.

3. Who should enroll?

The BCMS ToT course is specially designed for private and government business development service providers, as well as trainers affiliated with organizations such as:

- Small Enterprise Divisions
- National Enterprise Development Authority (NEDA)
- Start and Improve Your Business (SIYB) Association
- Intelligent Spend Business Network (ISBN)
- Competency-based Economies through Formation of Enterprise Net (CEFENET)
- Leaders from private business associations and chambers of commerce

Participants in this course are expected to integrate the BCMS training module into their regular training programs. Additionally, they will apply the acquired knowledge when consulting with businesses, helping them enhance their resilience to disruptions and ensuring continuity in operations.

4. Course Content

The course covers the entire spectrum of the BCMS, providing participants with a structured and comprehensive understanding of its concepts and framework. Through this training, participants will gradually build the knowledge and skills required to consult, establish, and implement BCMS within organizations enhancing their resilience.

Module 1: Introduction

Module 2: Business Continuity Management System: What? And Why?

Module 3: BCMS Framework

Module 4: Context of Organization

Module 5: Leadership and Responsibilities

Module 6: Business Impact Analysis

Module 7: Risk Assessment

Module 8: Business Continuity Strategies and Solutions

Module 9: Resource Requirements

Module 10: Conduct Exercises to Ensure the Functionality of the BCMS

5. Instructional Methodology

The BCMS Training of Trainers (ToT) course is a three-day program. It focuses on building fundamental skills through a structured, step-by-step approach to developing Business Continuity Management Systems (BCMS), contributing to broader efforts to strengthen business resilience.

The course employs interactive teaching methodologies to create an engaging and effective learning experience. Key instructional methods include:

- Competency-based: Progress is tracked and assessed based on demonstrated skills and practical application.
- Practical applications: Training incorporates realistic scenarios, case studies, and hands-on exercises.
- Participatory approach: Encourages collaboration across disciplines and includes sample SME communities for practical engagement with opportunities for discussions and Q&A sessions promoting interactive learning.
- Performance-oriented: Utilizes a clear, step-by-step approach to skill development, ensuring actionable outcomes.
- ISO-standard alignment: Course content follows ISO standards for BCMS.
- Simplified framework: Tailored to meet the specific needs of the SME ecosystem in Sri Lanka.

The training ensures quality and enables participants to apply the knowledge learned from the course, providing resilient solutions for real enterprises.

6. Materials and Resources

Participant's Handbooks

The BCMS Participant's Handbook is the key resource for participants of the BCMS Trainer Training Program. The handbook is designed as an interactive learning resource that provides theoretical insights, practical exercises, and scenario-based training. It serves as a structured learning guide complemented by the Instructor Guide. The handbook focuses on developing BCMS expertise, enhancing SME resilience, promoting compliance with ISO 22301:2019 standards, and addressing sector-specific needs. These resources are available in local languages as well.

Instructor Guide

A well-constructed instructor guide for BCMS ToT, serves as a comprehensive tool to support instructors in delivering effective and impactful learning experiences. The instructor guide facilitates structured learning by providing a clear roadmap for course delivery, ensuring

consistency in training. It enhances instructor confidence by equipping instructors with effective teaching strategies. By supporting interactive engagement, the guide encourages participatory learning through case studies, discussions, and hands-on exercises. It also enables customization, allowing instructors to adapt content to diverse industry contexts and participant backgrounds.

Presentation Slides

PowerPoint Presentation slides are designed to simplify complex information, provide structure, and engage visual learners. By breaking the content into meaningful sections and emphasizing key points, slides help the instructor maintain a logical flow throughout the session. A well-structured slide deck begins with an introduction, followed by content sections, and concludes with a summary and Q&A.

Formats, checklists, and media content

In addition, the course materials include pre-designed formats for creating BCPs, templates for conducting risk assessments and business impact analyses, checklists for emergency response procedures, incident command systems, and communication protocols. These resources facilitate hands-on exercises and practical applications, allowing participants to directly engage with the material. Practice scenarios and problem-solving exercises, such as risk assessment simulations and BCP development tasks, help reinforce learning. Crisis management role-plays further enhance the practical understanding of BCMS concepts.

Videos and multimedia content are included to explain key BCMS procedures and concepts, increasing participant engagement. Scenario-based drills are integrated into the course, with scripts and defined roles for participants to practice crisis management. Additionally, tabletop exercises are incorporated to boost preparedness and improve team coordination during real-world crises. These diverse methods ensure a comprehensive and engaging learning experience for all participants.

Materials for Further Reading

Additional materials for further reading will be recommended to explore key BCMS concepts in greater detail and stay updated with best practices in the field. Key reference materials for the course will also be provided. Supplementary reading will include the latest trends and developments in business continuity.

7. Learning Activities

Participants will be divided into five groups, with each group assigned a hypothetical business from one of five sectors. Taking into account the geophysical environment and relevant hazard risks, each group will work through the steps outlined in each session. By the end of the course, each group will develop a BCP, which will be presented and discussed during a plenary session to share insights and experiences.

Upon completing the course, participants will gain a comprehensive understanding of business processes and risk factors, enabling them to develop strategies and prepare a BCP tailored to specific risks.

8. Assessment, Evaluation, and Certification

Assessment and evaluation play a vital role in ensuring that participants achieve the desired competencies and learning objectives in BCMS trainer training. To measure understanding and knowledge gained, pre- and post- tests will be conducted. The pre-test helps identify learners' baseline knowledge, while the post-test allows to assess how much participants have learned throughout the course.

Practical assignments, such as developing a BCP and conducting a tabletop exercise, provide hands-on opportunities for participants to apply the concepts learned during the course. These assignments test the practical application of BCMS knowledge in real-world scenarios.

To further evaluate the long-term retention of knowledge, a follow-up quiz is administered three months after the course. This quiz measures how well participants have retained key concepts and ensures that the ToT has a lasting impact on their ability to work on business continuity effectively.

Through these assessment methods, it can be ensured that participants not only achieve the desired competencies but also retain the knowledge and skills needed to implement BCMS practices successfully in their organizations.

Participants who complete the course full-time and meet the instructors' performance expectations in both learning sessions and practical exercises will be eligible to receive a Certificate of Completion, endorsed by the Disaster Management Center, World Food Program, and Ceylon Chamber of Commerce.

9. Course Schedule

BUSINESS CONTINUITY MANAGEMENT SYSTEM (BCMS)

Training of Trainers Course

From __ to __ __ __ at _____

Time	Session	Facilitated by
Day 01		
08:30	Registration	
09:00 45 minutes	Inauguration - Welcome remarks - Overview for the workshop - Participants introduction - Participants' Baseline Assessment (Pre-test)	
09:45 45 minutes	Module 1.0 BCMS Training of Trainers: Introduction - Introduction to Business Continuity - BCMS in Disaster Management System in Sri Lanka - SME's Resilience: Challenges and Gaps (Group exercise) - Enhancing Private Sector Resilience through BCMS - BCMS Trainer Training Course: Learning Objectives	
10:30	Morning Refreshment	
11:00 45 minutes	Module 2.0 BCMS; What? & Why? - About BCMS (Group Exercise) - Benefits of implementing BCMS - Know the history of BCMS and its evolution - BCMS; Sri Lankan Context	
11:45 45 minutes	Module 3.0 BCMS Framework - International Standards - Standardization and Certification - Plan-Do-Check-Act (PDCA) Cycle and Certification Process - Proportionality in BCMS - BCPs in BCMS	
12:30	Lunch	

Time	Session	Facilitated by
13:30 45 minutes	Module 4.0 Context of the Organization <ul style="list-style-type: none"> - Understanding of the organization - Expectations of the interested parties - Purpose and Scope of BCMS 	
14:15 45 minutes	Exercise 4.0 Context of the Organization <ul style="list-style-type: none"> - Understanding of the organization - Map the interested parties and list their expectations - Determine purpose and scope of the BCM 	
15:00	Afternoon Refreshment	
15:30 30 minutes	Module 5.0 Leadership and BCM Teams <ul style="list-style-type: none"> - Leadership and commitment - BCM policy - BCM Teams, roles and responsibilities 	
16:00 45 minutes	Exercise 5.0 Leadership and BCM Team <ul style="list-style-type: none"> - Identify the leadership and deputy - Name the BCM teams and members 	
16:45	Recap	
17:00	End of Day 1	

Time	Session	Facilitated by
Day 02		
08:30	Morning review and reflection	
09:00 45 minutes	Module 6.0 Business Impact Analysis (BIA) <ul style="list-style-type: none"> - Critical business process - Degree of impacts - Prioritized activities - Recovery timeframe 	
09:45 45 minutes	Exercise 6.0 Business Impact Analysis (BIA) <ul style="list-style-type: none"> - Identify of critical business process - Evaluation of degree of impacts - Determine the prioritized activities - Setting up of recovery timeframe 	
10:30	Morning Refreshment	

11:00 45 minutes	<p>Module 7.1 Hazard Environment and Risk at Business Processes</p> <ul style="list-style-type: none"> - Understanding Hazards - Vulnerability, exposure and risk at business operations - Availability of hazard and risk information and accessibility - Applications of hazard and risk information 	
11:45 45 minutes	<p>Module 7.2 Risk Assessment</p> <ul style="list-style-type: none"> - Identification of risks - Analysis of risks - Evaluation of risks - Vulnerabilities of businesses for process interruptions - Availability of hazard and risk information and accessibility 	
12:30	Lunch	
13:30 45 minutes	<p>Exercise 7.0 Risk Assessment</p> <ul style="list-style-type: none"> - Identify potential hazards and their likelihood - Evaluation of degree of risk 	
14:15 45 minutes	<p>Module 8.1 Business Continuity Strategies and Solutions</p> <ul style="list-style-type: none"> - Protection of prioritized activities - Stabilizing, continuing, resuming, and recovering PAs - Mitigating, responding to, and managing impacts - Selection of strategies and solutions 	
15:00	Afternoon Refreshment (Working)	
15:00 60 minutes	<p>Exercise 8.0 Business Continuity Strategies and Solutions</p> <ul style="list-style-type: none"> - Identify approaches for protection of prioritized activities - Options for mitigation, responding to and managing impacts - Selection of strategies and solutions 	
16:00 45 minutes	<p>Group Presentations; Summary of BCP (8 min/Group)</p> <ul style="list-style-type: none"> - Context of the organization - Leader and teams - Prioritized activities and recovery timeframe - Hazards and risks - Business continuity strategies and solutions 	
16:45	Recap	
17:00	End of Day 1	

Time	Session	Facilitated by
Day 03		
08:30	Morning review and reflection	
09:00 45 minutes	Module 8.2 Supporting Communities; Humanitarian Response <ul style="list-style-type: none"> - Humanitarian Principles and private sector approach - Core Humanitarian Standards (CHS) - Essence of nine elements - Commitments 1 – 9 - CHS check list 	
09:45 45 minutes	Module 9.0 Resource Requirements <ul style="list-style-type: none"> - People, partners and supply chain - Information data and ICT systems - Building, workplaces, equipment, utilities and consumables - Transportation and logistics - Financing for Business Continuity 	
10.30	Morning Refreshment (Working)	
11:00 45 minutes	Exercise 9.0 Resource Requirements <ul style="list-style-type: none"> - Identify the recourse requirements 	
11:45 30 minutes	Module 10.0 Exercises to Ensure the Functionality of the BCM <ul style="list-style-type: none"> - Exercise and test consistent with BCM objectives - Monitoring, measurement and evaluation - Scheduled audits and reviews - Continual improvements 	
12:15	Lunch	
13:15 60 minutes	Exercise 10.0 Exercises to Ensure the Functionality of the BCM <ul style="list-style-type: none"> - Tabletop exercise to test a BCP 	
14:15 45 minutes	Group Presentations; Outcome of the Exercise (8 min/ Group) <ul style="list-style-type: none"> - Discussions and key decisions made - What went well and gaps identified - Recommendations to improve BCP 	

15:00	Afternoon Refreshment	
15:00 60 minutes	Closing session – Recap – Participant Evaluation (Post-test) – Course assessment by participants – Brainstorming and way forward – Certificate awarding ceremony – Windup	
16.30	End of the program	

EDITORIAL BOARD

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