

BUSINESS CONTINUITY PLAN

**Kazmi
Marble &
Granite
Industry**



ASIAN PREPAREDNESS PARTNERSHIP



PAKISTAN RESILIENCE PARTNERSHIP



ASIAN PREPAREDNESS PARTNERSHIP

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.

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.

PAKISTAN RESILIENCE PARTNERSHIP

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.

Table of Contents

1: Company Profile	6
1.1 Company Profile	6
1.2 Location of the Company	7
2: Business Continuity Plan (BCP) Framework	8
2.1 The Objectives of the Business Continuity Plan	8
2.2 Scope of the Business Continuity Plan	8
2.3 Business Continuity Plan Team	9
3: Business Impact Analysis	10
3.1 Identifying and prioritizing key products/services	11
3.2 Identifying Prioritized Activities (PAs)	11
3.3 Prioritized Activities (PAs)	11
3.4 Prioritizing Prioritized Activities (PAs) and Identifying Maximum Tolerable Period of Disruption (MTPD) & Recovery Time Objective (RTO) of PAs	12
3.5 Identifying necessary resources for PAs: internal and external resources and partners/stakeholders	13
4: Risk Assessment	16
4.1 Identifying most relevant hazards	16
4.2 Assessing and Prioritizing Hazards	17
4.3 Level of Impact Calculation	18
5: Business Continuity Strategies	20
5.1 Hazard Scale and Classification	20
5.2 Estimating the Likely Impacts of the Hazard on PAs	21
5.3 Business Continuity Solutions	23
6: Operationalization	25
6.1 Response Structure	25
6.2 Key Response Actions based on scenarios	26
6.3 Detailed Response Actions	27
a. Immediately before a disaster: Preparedness, prevention and mitigation	27
b. During a disaster: Emergency response (and business continuity)	30
c. After: Continuity, Resumption & Recovery	31
6.4 Communication Strategies for Emergencies	33
6.5 Financial Strategies	34
7: Procedures	35
7.1 Evacuation Plan	35
7.2 Contact Details of Ayub Teaching Hospital	35

7.3 Map of Distance between Kazmi Industries and Ayub Teaching Hospital	36
7.4 Emergency Evacuation Plan Layout	37
7.5 Other Important Emergency Contact Details	37
7.6 Emergency Contact List of Key Employees	38
7.7 Contact List of Other Famous Hospitals in the region	39
7.8 External Contact List	39
8: Exercise plan	41
8.1 Exercise plan	41
9: Review & Continuous Improvement	42
9.1 BCP Review Form	42
Notes	44
Annexure I – Rational Behind Selecting the Marble Industry of Pakistan	46
Annexure II – Pictorial Site Visit	47
Brief introduction of ADPC	48

1: Company Profile

1.1 Company Profile

1. A brief description of the background and key functions of the company.

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 Furnitures have 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. The main functions of the company are as follows;

Step 1: Acquire of raw material from Oghi, Kumrat and Kohistan mines. The marble is transported to the company warehouse in Abbottabad.

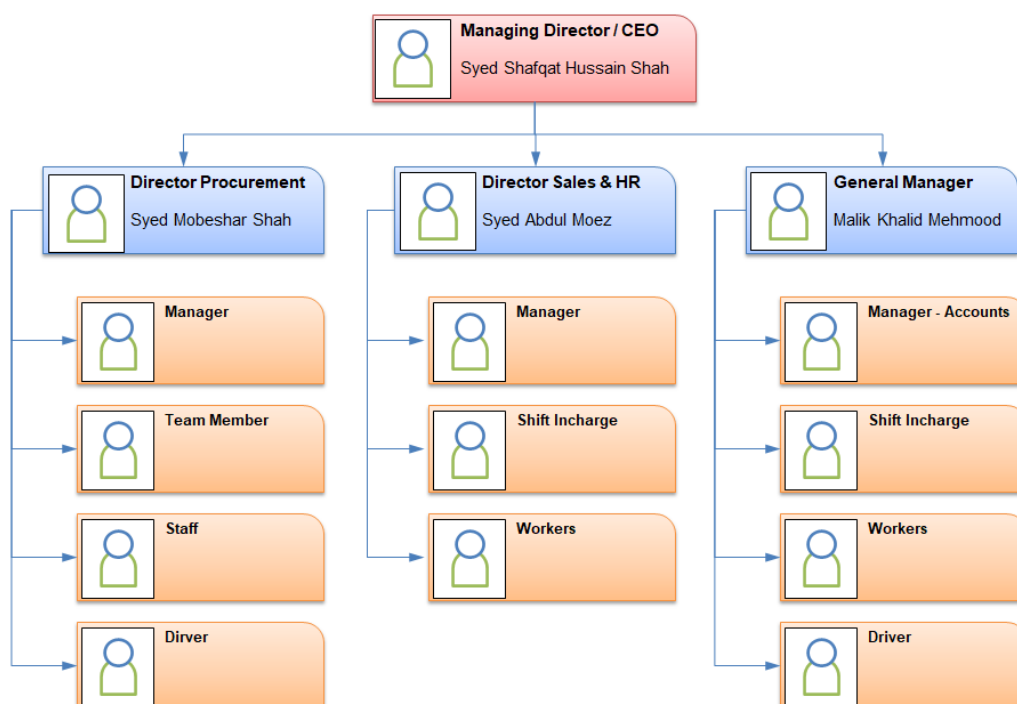
Step 2: Cutting of marble The large stones are cut into slabs using an industrial cutter.

Step 3: Polishing. The slabs are polished to smoothen the surfaces of slabs and to bring out the color of the stone.

Step 4: Profiling. The large, polished slabs are then cut according to the requirements of the customers.

Step 5: The final product is sold and delivered to the customers in Karachi, Lahore and Rawalpindi.

2. Organizational structure chart.



2 Location of the Company

1. Company address.

Kazmi Marble and Granite Industry
Plot no B, Mandian, 30,
Small Industrial Estate Abbottabad,
Khyber Pakhtunkhwa 22010
Pakistan

2. Location map.



2: Business Continuity Plan (BCP) 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.

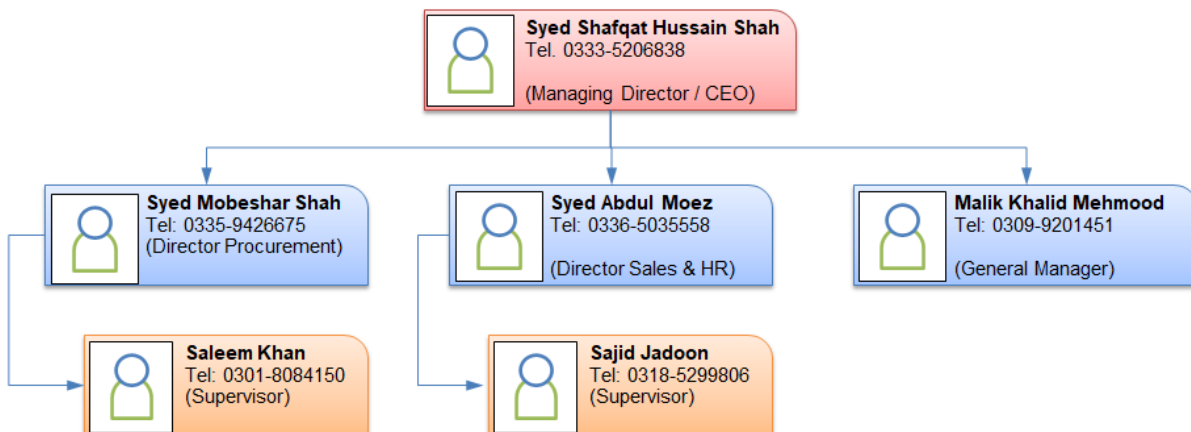
Plants, offices/ departments, facilities to be covered under the plan	The BCP will be introduced by the following departmental sections <ol style="list-style-type: none">1. Purchase department2. Processing Department<ol style="list-style-type: none">a. Bridge cuttingb. Overhead Cranec. Polish Machined. 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.

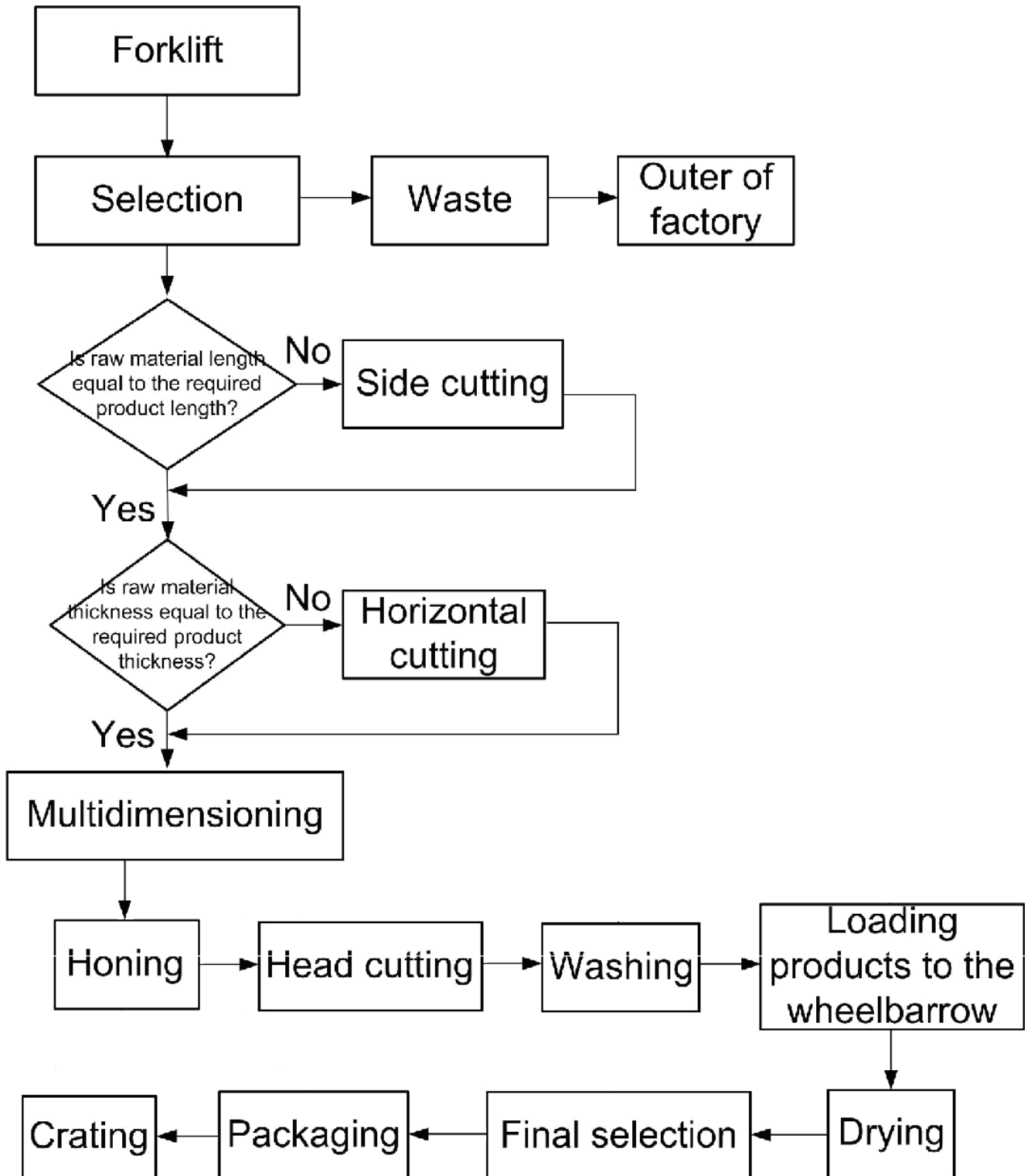
Position	Assigned staff	Duty and responsibility
1.BCP Leader	Name: Syed Shafaqat Hussain Shah Position: CEO / Managing Director Tel. 0333-5206838	Overall Supervision of the industry and liaison with stakeholders.
2.BCP Sub Leader	Name: Syed Mubashir Kazmi Position: Director Procurement Tel: 0335-9426675	Purchase of Raw material, tools and Machinery
3.BCP Secretary/ Coordinator	Name: Syed Abdul Moiz Position: Director Sales & HR Tel: 0336-5035558	Manage sales and warehouse
Division heads	Name: Malik Khalid Mehmood Position: General Manager Tel: 0309-9201451	Managing accounts and day to day factory management
Division heads	Name: Saleem Khan Position: Supervisor (Day Shift) Tel: 0301-8084150	Supervision of operations and staff
Division heads	Name: Sajid Jadoon Position: Supervisor (Night Shift) Tel: 0318-5299806	Supervision of operations and staff

2.4 BCP Team Chart



3: Business Impact Analysis

3.1 Operational Flow in a Marble Factory



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

	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 process/activity	
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

	1 st PA:	2 nd PA:	3 rd PA:
Internal resources			
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. The machine can be repaired in maximum of 5 days	Polishing Machines 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)			

External 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
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)
Supplier 3			
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		

4: Risk Assessment

4.1 Identifying most relevant hazards

Natural Hazards	High concern (✓)	Human-made Hazards	High concern (✓)
Earthquake		Machine Breakdown	✓
*Rain flood on the roads of Abbottabad	✓	Employee on strike	✓
Drought (Water as major requirement for this kind of industry)	✓	Fire	
Windstorm		Electricity Outage	✓
Landslide	✓	Data Loss	
Forest Fire		Infectious diseases ¹ (epidemic or pandemic)	✓
Tsunami		Hazardous substance	
Other (please specify)		Other (please specify)	

Note: Due to encroachment and bad city 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

1. Given below is an assessment made by inserting the hazards of highest concern to your business operations identified in Section 4.1.
2. Then each 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 is calculated from the "Level of Impact Calculation" in section 4.3 and insert the average scores under the "Impact" column.
4. Risk Score is calculated by multiplying the Likelihood by the Impact (LxI)
5. Risk level (Low to Very High) is identified by using the Likelihood and Impact Matrix (table 4) below.
6. Based on the average risk score, prioritized the hazards by ranking them from highest to lowest score. In the case where the level of risk is the same for two hazards, we refer to the risk score to determine the rankings of particular hazards.

Assessing and Prioritizing Hazards					
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
Industrial Fire	4	2	4x2	8	2
Pandemic	3	4	3x4	12	1

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

Given below 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

4.3 Level of Impact Calculation

1. Inserted below the hazards of highest concern to your business operations already filled in Section 4.2.
2. By referring to the criteria in Table 3, analyzed the impact of each hazard on a scale of 1-4 (1 being low and 4 being very high) in relation to four key aspects (financial, physical assets, employees and utilities). Then, inserted the score under the appropriate column and calculate the average score $(A+B+C+D/4)$.

Hazards	Criteria				Average score (A+B+C+D/4)
	A. Financial	B. Physical assets	C. Employees	D. Utilities	
Landslide	1	1	1	1	1.0
Rain flood	3	2	2	2	2.0
Machine Breakdown	3	3	1	1	2.0
Industrial Fire	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 (e.g. buildings, equipment, inventories)	C. Employees	D. Utilities (e.g. 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 injures 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 analyzing impact can be tailored to suit the organization.

Table 4. Likelihood and Impact Matrix

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

5: Business Continuity Strategies

5.1 Hazard Scale and Classification

1. Selected one of the hazards of most concern to your business operations identified in Section 4.2 (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. Inserted the description of the scale of the hazard identified, including the source of measuring
3. Determined the scale of the selected hazard in each of the four scenarios (Normal, Alert, Risky, Crisis).

Note: Specify the scale of the hazard in numeric terms as much as possible.

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 days. Lots of deaths are being reported and the fear is not over yet.

5.2 Estimating the Likely Impacts of the Hazard on PAs

1. Based on the most prioritized PA in Section 3.3 under the “1st PA” column in the table below.
2. Filled in the PA’s MTDP 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. Described 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. **Note:** Use numerical and financial terms as much as possible. Also, describe the time and cost of recovering the resource.
6. Identified the resources for which the restoration period exceeds the PA’s RTO. **Note:** This resource could be a **bottleneck** for resuming the PA if not available, and thus requires some solutions to achieve the RTO.
7. Identified also the other resources which you think critical in delivering the PA. **Note:** These resources also require solutions to achieve the RTO.
8. Separated forms should be completed for other PAs identified in Section 3.3.

1st PA	Delivery of Product			
MTDP	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

1. Filled in the selected PA, its MTPD and RTO as already filled in the table under Section 5.2.
2. Filled in the resources identified as bottlenecks or critical for the PA in Section 5.2.
3. Brainstormed 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. **Note:** Considered 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 & 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 & 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.

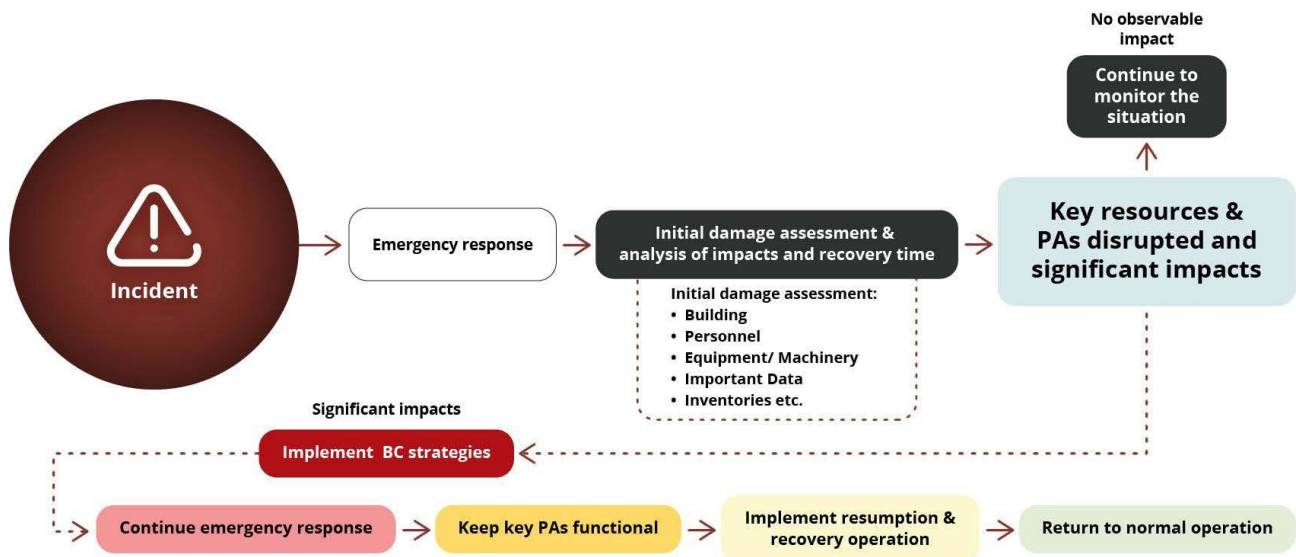
3rd PA:	Resizing		
MTPD & RTO	MTPD: 7	RTO: 5	
Resources	Scenario 2: Alert	Scenario 3: Risky	Scenario 4: Crisis
Skilled labor, electricity	If due to Pandemic (Covid19) the factories are closed down on the instructions of the government.	A worker gets infected with Covid19 and may cause rest of the workers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

6: Operationalization

6.1 Response Structure

We have designed a response structure to effectively respond when an incident occurs.

Activation of the organizational response



6.2 Key Response Actions based on scenarios

1. Inserted the selected hazard and its scales as defined in Section 5.1
2. Identified 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				
Scenario	Warning Stage	Colour Code	Scale of Hazard	Key Actions
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.
Scenario 3 In case the raw material is not available due to land sliding, or strike by transporters etc.	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.

Scenario 4 The biggest threat to companies around the world is the onslaught of Covid19.	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

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. Written 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
1	Hazard monitoring	To constantly review the work conditions. To report an incident to BCP In-charge.	Malik Khalid Mehmood (GM)

2	Premise monitoring & survey	To check premise every once an hour. To report an incident to BCP In-charge.	Syed Mobeshar Shah (Director)
3	Installing protection	To check installing / machinery twice a day. To report an incident to BCP In-charge.	Malik Khalid Mehmood (GM)
4	Checking prepositions for emergency response	To check the prepositions for emergency response on a daily basis. To report an incident to BCP In-charge.	Syed Abdul Moez (Director)

	Action	Action Description	Responsible staff
5	Checking activity relocation preparation	To check activity relocation every day. To report an incident to BCP In-charge.	Syed Mobeshar Shah (Director)
6	Checking resource relocation/ re-allocation preparation	To check resources relocation/ reallocation preparation once a week. To report an incident to BCP In-	Malik Khalid Mehmood (GM)
7	Minimizing supplies and product transportation	To check the minimizing supplies and product transportation on a daily basis. To report an incident to BCP In-charge.	Syed Abdul Moez (Director)
8	Communication	To check the flow of the communication effectiveness. To make the systems for flawless communication.	Syed Shafqat Hussain Shah (MD / CEO)

b. During a disaster: Emergency response (and business continuity)

	Action	Action Description	Responsible staff
1	Hazard monitoring	To check hazard on a daily basis. To report an unusual incident to BCP In-charge.	Syed Mobeshar Shah (Director)
2	Employee evacuation and protection	To ensure employees evacuation and protection. To report an mishap or incident to BCP In-charge.	Malik Khalid Mehmood (GM)
3	Asset relocation	To ensure best asset relocation in case of disaster. To report an incident to BCP In-charge.	Syed Abdul Moez (Director)
4	Activity relocation (if applicable)	To ensure optimum activity relocations in case required. To report an incident to BCP In-charge	Syed Shafqat Hussain Shah (MD / CEO)
5	Employee mobilization (if applicable)	To ensure effortless employee mobilization in case of disaster. To report an incident to BCP In-charge.	Malik Khalid Mehmood (GM)
6	Distribution of emergency stock and supplies (if applicable)	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)
7	Communication	To check the flow of the communication effectiveness. To make the systems for flawless communication.	Syed Shafqat Hussain Shah (MD / CEO)
8	Utility backup (if applicable)	To ensure consistent utility backup in case of disaster. To report an incident to BCP In-charge.	Malik Khalid Mehmood (GM)

c. After: Continuity, Resumption & Recovery

	Action	Action Description	Responsible staff
1	Hazard monitoring	Monitor Evaluate Take notes Report to BCP In-charge Take corrective actions	Malik Khalid Mehmood (GM)
2	Damage assessment	Monitor Evaluate Take notes Report to BCP In-charge Take corrective actions	Syed Abdul Moez (Director)
3	Insurance inspection & claim	Monitor Evaluate Take notes Report to BCP In-charge Take corrective actions	Malik Khalid Mehmood (GM)
4	Cleaning premises	Monitor Evaluate Take notes Report to BCP In-charge Take corrective actions	Syed Mobeshar Shah (Director)
5	Asset relocation/ reallocation	Monitor Evaluate Take notes Report to BCP In-charge Take corrective actions	Malik Khalid Mehmood (GM)
6	Staffing	Monitor Evaluate Take notes Report to BCP In-charge Take corrective actions	Syed Mobeshar Shah (Director)
7	Renovation	Monitor Evaluate Take notes Report to BCP In-charge Take corrective actions	Malik Khalid Mehmood (GM)

	Action	Action Description	Responsible staff
8	Communication	Monitor Evaluate Take notes Take corrective actions	Syed Shafqat Hussain Shah (MD / CEO)

6.4 Communication Strategies for Emergencies

1. Identified the key internal and external stakeholders relevant to your organization.
2. Filled in the contents/ topics of communication for each stakeholder before, during and after a disaster.
3. Filled 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

6.5 Financial Strategies

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.

Financial Measure	Amount	Details
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.

7: Procedures

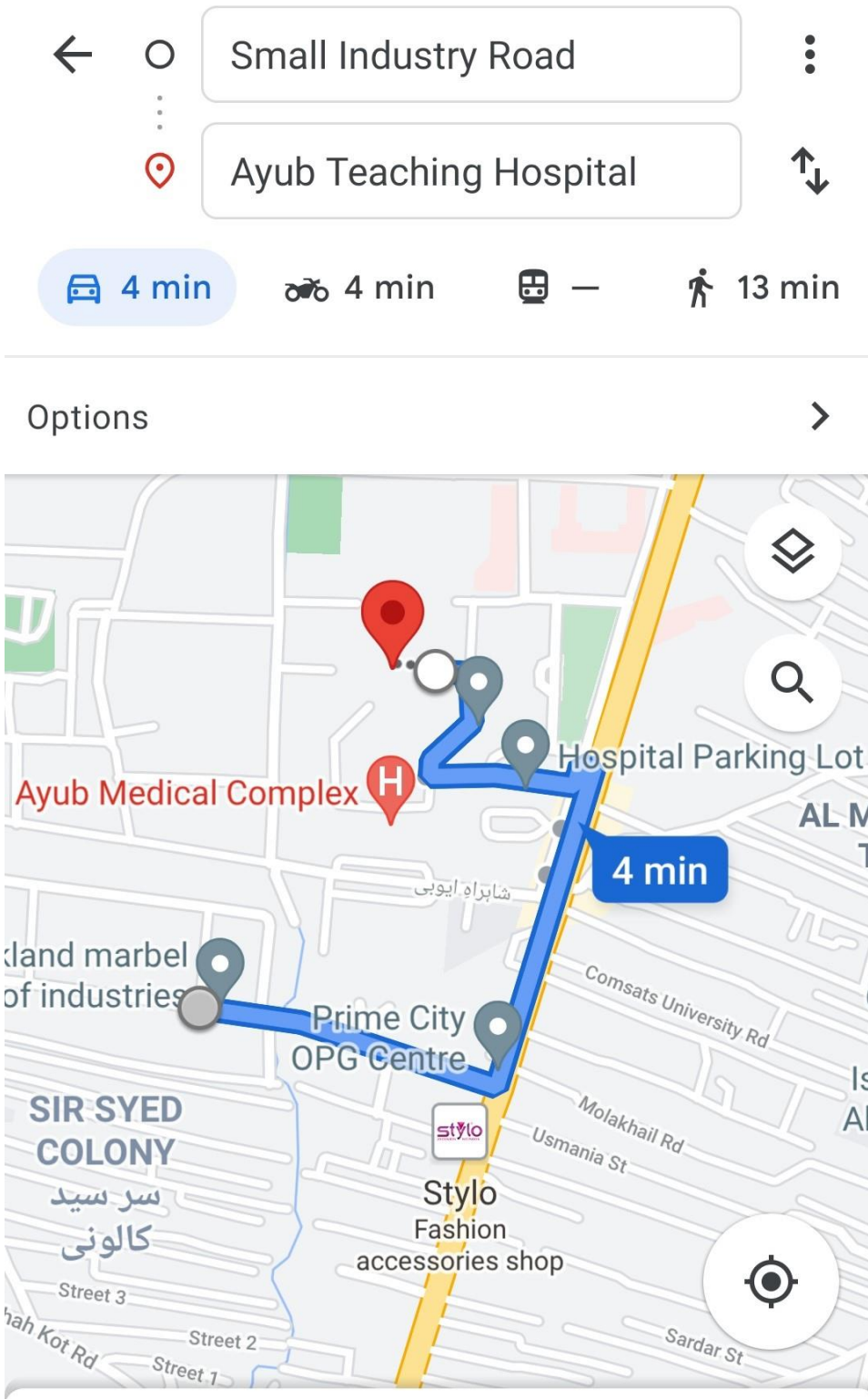
7.1 Evacuation Plan

Evacuation point (s)	Road Outside – Kamzi Industries
Alternative evacuation point (s)	Main Road - Small Industry Estate
Evacuation route	From Polishing Section to Cutting Section. And from Cutting section to open yard, parking section and Exit.
Wardens/Focal points (responsible officers for evacuation)	Malik Khalid Mehmood – Tel: 0309-9201451
Person in charge of rescue and medical care	Syed Abdul Moez – 0336-5035558
Designated nearest hospital/ medical facility	Ayub Teaching Hospital, Mandian, Abbottabad

7.2 Contact Details of Ayub Teaching Hospital

Department	Phone Number	Email IDs
Hospital Director	0992-380871/380328	hospitaldirector@ath.gov.pk
Medical Director	0992-382728	medicaldirector@ath.gov.pk
DMS	0992-381847	dms@ath.gov.pk
RAD	0992-383817	N/A

7.3 Map of Distance between Kazmi Industries & Ayub Teaching Hospital



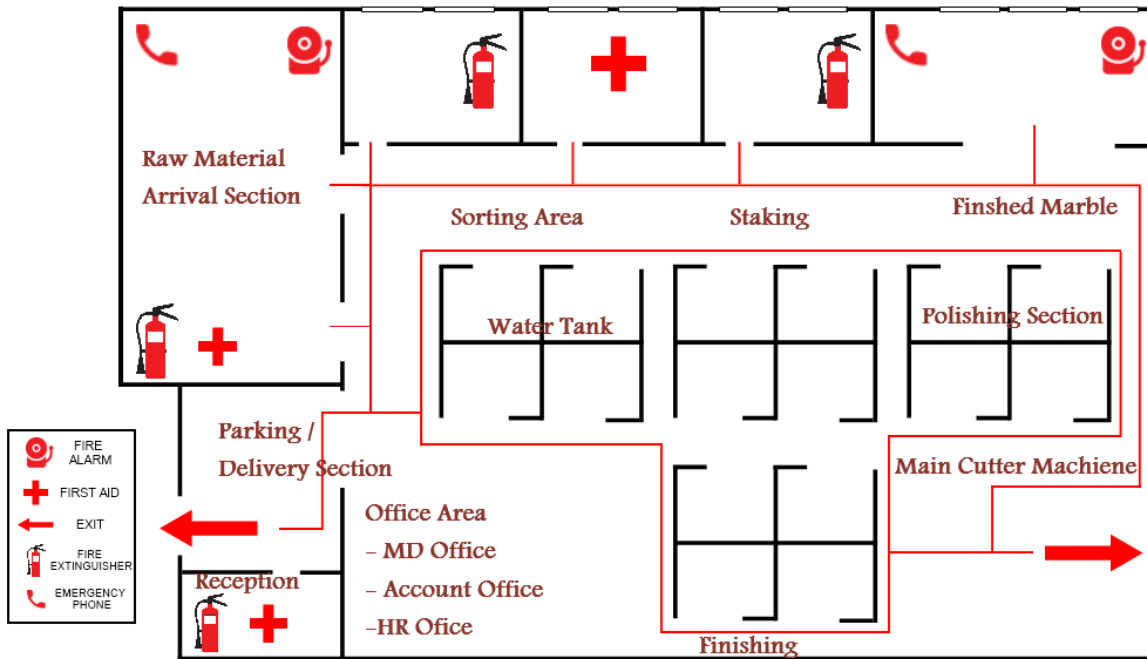
4 min (1.1 km)

Fastest route now due to traffic conditions

- [» Preview](#)
- [☰ Steps](#)
- [📌 Pin](#)

7.4 Emergency Evacuations Plan Layout

Kazmi Marble & Granite Industry



7.5 Other Important Emergency Contact Details

Department	Phone Number	Email IDs
Edhi Foundation	0992-33518	Info@edhi.org
Fire Brigade	0992-9310185 0992-333257 0992-9310181	cbaatd@gmail.com
Police Station	0992-9310040	proatdpolice@gmail.com

7.6 Emergency Contact list of Key Employees

Please find below a contact list of key BCP Employees who will manage a complete list of each staff reporting to them. So that in case of emergency situation they would have a complete detail of each worker.

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

N.B.	Name	Designation	Tel	Main Responsibilities in emergency	Any skills may be useful during emergency/ recovery	Safety status
1	Syed Shafqat Hussain Shah	MD (CEO)	03335206838	BCP Leader		
2	Syed Mubashir Kazmi	Director Procurement	0335-9426675	BCP Sub Leader	Trained on First aid	
3	Syed Abdul Moiz	Director Sales & HR		BCP Secretary/ Coordinator	Media Handling	
4	Malik Khalid Mehmood	General Manager		Division Head		

7.7 Contact List of Other Famous Hospitals in the region

N.B	Hospital Name	Address	Tel.
1	INOR Cancer Hospital	Gate no. 3, Ayub Teaching Hospital, Mansehra Road	0992-383149, 0992-385462
2	Jinnah Hospital	Sir Syed Street, PMA Link Road, Jinnahabad	0992-390101, 0992-382507
3	Al-Syed Hospital	Mansehra Road, Mandian (Near Mid City CNG)	0992-3827100, 0992-380396
4	Women Medical College	Murree Road, Nawan shehr.	0992-333739, 0992-342162, 0992-9310198, 0992-9310199
5	Rehmat Memorial Hospital (Dental)	Karakoram Highway. (Near Capt. Amir Shaheed Road and Bank Islami)	0992-3306490

7.8 External Contact List

N.B	Stakeholder category	Name	Tel.	Status (complete when an incident
1	Transporter	(Name of the Transporter at sight)		
2	Supplier	(Name of the supplier at Site)		
3	Other	(Name of the other stakeholder at Site)		

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 of	Purpose and Target group	Types of exercise	Responsible staff	Frequency/ timeline
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 fault.	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 disaster 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
BCP Drill	It is an ideal exercise to make staff familiar with disaster situations.	As above	As above	Twice a year. During Mar & Aug

9: Review & Continuous Improvement

9.1 BCP Review Form

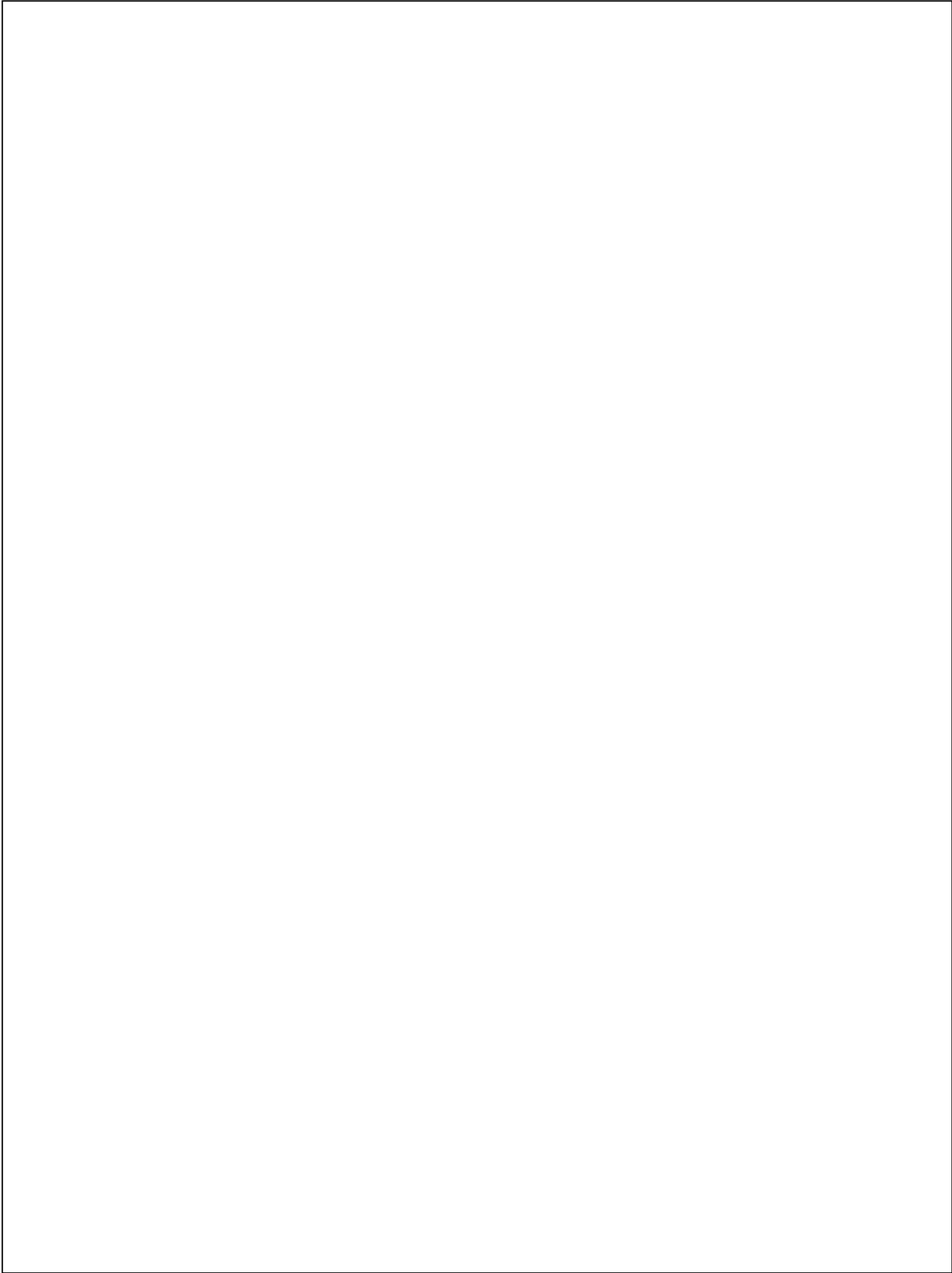
The numbered 'item' column corresponds to each section covered in this BCP template and refers to the items that need to be reviewed and checked, together with relevant form(s).

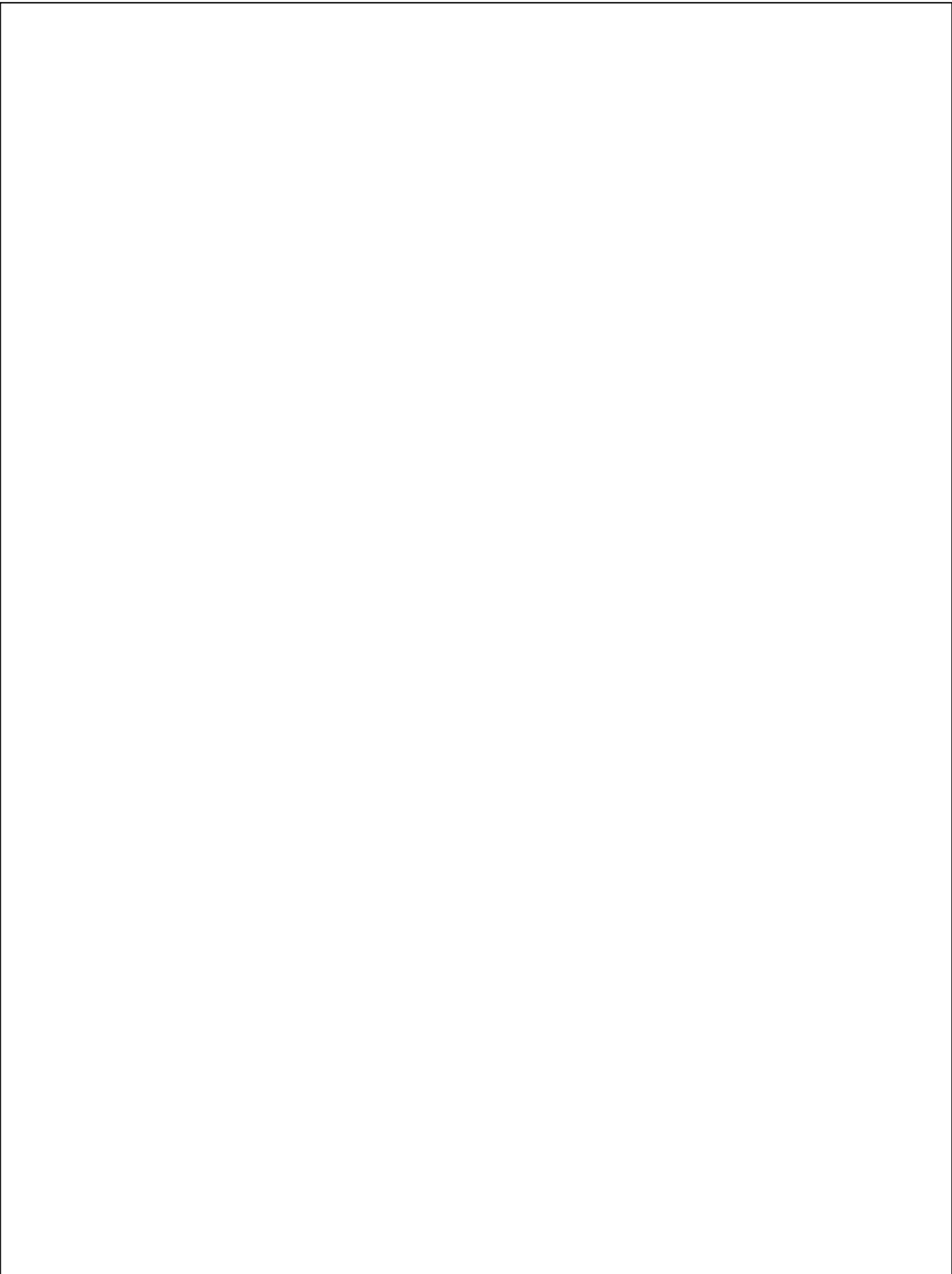
1. The BCP Leader shall consider whether the current arrangements for each item are currently effective based on the existing situation (Yes/ No).
2. If the answer is "no", write down the changes that may have occurred in the business environment, for instance of a change in business operation, management, 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.

Item	Items to review and check	Related Forms	Currently Effective (Y / N)	Changes in Business Environment	Issues to Review
1	Company profile (organizational chart, map)	1.1, 1.2			
2	BCP Framework (Purpose, scope, BCP leaders and team members)	2.1, 2.2, 2.3			
3	Prioritized activities, recovery time objectives & key resources	3.1, 3.2, 3.3, 3.4			
4	Surrounding risks & evaluating risks	4.1, 4.2			
5	Hazard classification, estimating impacts, business continuity solutions (before, during and after a disaster)	5.1, 5.2, 5.3			
6	Response actions based on scenarios, response action details, communication & financial strategies	6.2, 6.3, 6.4, 6.5			

7	Procedures (evacuation plan, emergency contact list)	7.1 7.2, 7.3,			
8	Exercises & training	8.1			
9	Monitor, review, and improvement of BCP	9.1			

Notes

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Annexure - I

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).

Annexure - II

Pictorial Site Visit



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. This will be achieved 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 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.

