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BUSINESS CONTINUITY PLAN IN JAPAN



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INTRODUCTION



PROBLEM

- ① Lack of knowledge and understanding about Business Continuity Plan
- ② Adopting Business Continuity Plan to be applied to the government sector

SPECIFIC AIMS

- To know and understand concept and procedure of the Business Continuity Management and Business Continuity Plan in Japan.
- To knowing the standards that Japan uses to do Business Continuity Plan
- To develop DDPM's Business Continuity Plan to be effective, can actually be used and standard



BUSINESS CONTINUITY PLAN

Business Continuity Management

Business Continuity Management (BCM) is the process which indicates potential threats to the organization Impact on business operations and is a guideline for building capacity for the organization to be resilience, respond and protect the interests of stakeholders, reputation, image and activities that create effective value.

BCM has purpose to protect the chances of occurrence, preparation, response and recovery from events that cause disruption with planning and preparation to minimize the impact and damage from the event and return to the main business after the interruption as soon as possible.





Business Continuity Plan (BCP) is part of BCM. That is “documentation” of the operational procedures that provide guidance to the organization in response to recovery and installation in order to be able to operate at the specified level after the interruption.

BCP

Business Continuity Plan

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Why Business Continuity Plan is important?

Because social functions and stakeholders are highly interconnected and interdependent and a single incident can have an extensive impact both domestically and internationally.

Examples: (1) Loss of human life and injury

(2) Damage to physical assets, the environment, and natural resources

(3) Disruption of public utilities, such as electricity, water, transport, and telecommunications

(4) Disruption of citizens' daily livelihoods

(5) Disruption of local government administrative functions

(6) Reduced supplies of daily goods and services

(7) Bankruptcy of private companies, lost economic opportunities, and income loss

(8) Unemployment and economic downturns.



Benefits of BCM and BCP

01

Create collateral for customers and investors

02

Reduce financial impacts

03

Build the ability to compete in the event of a disaster

04

Make sure at the time of returning to service

05

Reduce confusion and reduce wrong decisions

06

Make safety for employees and other related parties





BCP IN JAPAN



As a result of the Great East Japan Earthquake in March 2011, many enterprises in Japan suffered serious damage from the massive tsunami and earthquake, and faced shortages of electricity, fuel, and so forth. Economic activities were affected not only domestically but also internationally through supply chains. It is important to learn from this disaster and to prepare for other disasters that are likely to occur in the future. Without effective preparation, the Japanese economy and society may face a crisis if disaster strikes. Even in normal times, without effective preparation, there could be a loss of confidence in the Japanese economy, a slump in purchasing and direct investment from overseas, a shift of production bases to overseas, and so on.

政府業務継続計画 The Business Continuity Plan of Central Government

非常時優先業務

Emergency priority operations

- 本計画の非常時優先業務等を各省庁の業務継続計画に定める。
The emergency priority operations defined by this plan will also be designated in the business continuity plans of each ministry and agency
- 厳しめの基準に基づく参集可能要員を踏まえ、非常時優先業務を精査
Emergency priority operations will be scrutinized on the basis of the number of personnel estimated to be able to gather in a severe scenario

1週間、外部から庁舎に補給なしで、交代で非常時優先業務を実施できる体制を目指す。

The goal is to establish an organizational structure able to carry out emergency priority operations in rotation for a week without external aid.

執行体制 Executive System

社会全体の業務継続体制の構築

Organizing the business continuity system across the entire nation

- 内閣府及び内閣官房を中心に政府全体の連携体制を構築
Structuring a network or cooperation centered around the Cabinet Office and the Cabinet Secretariat
- 各省庁は、地方公共団体、関係機関、民間事業者等との連携体制を構築
Each ministry and agency builds collaboration with local governments, related organizations and the private sector

参集要員の確保等

Securing emergency personnel

- 露が関地区の庁舎に参集できる職員数を調査
Surveying the number of personnel that can gather at government facilities in Kasumigaseki
- 交代要員等を勘案し、参集要員を確保
Securing emergency personnel, considering substitute workers

緊急的な権限委任の措置

Measures for emergency delegations of power

職務代行者の選任

Appointing an acting representative person



執務環境 Work Environment

庁舎の耐震安全化等

Renovating and enhancing safety of government buildings to be earthquake resistant

電力の確保

Acquiring sufficient electricity

- 非常用発電設備を設置し、燃料を1週間程度確保
Emergency power generators must be installed and stocked with approximately one week's worth of fuel.

通信・情報システムのバックアップの確保

Acquiring backups for communication and information systems

物資の備蓄

Stockpiling goods and resources

- 食料、飲料水、簡易トイレ等を参集要員の1週間分、参集要員以外の3日分程度の備蓄
A week's worth of food, drinking water, and portable toilets for gathered staff must be stored. Three-day worth of them for other staff must be also stored.

代替庁舎の確保

Securing alternative facilities

- 庁舎が使用不要となる場合を想定し、代替庁舎を確保
Securing alternative facilities for use in case the main buildings become unfunctional

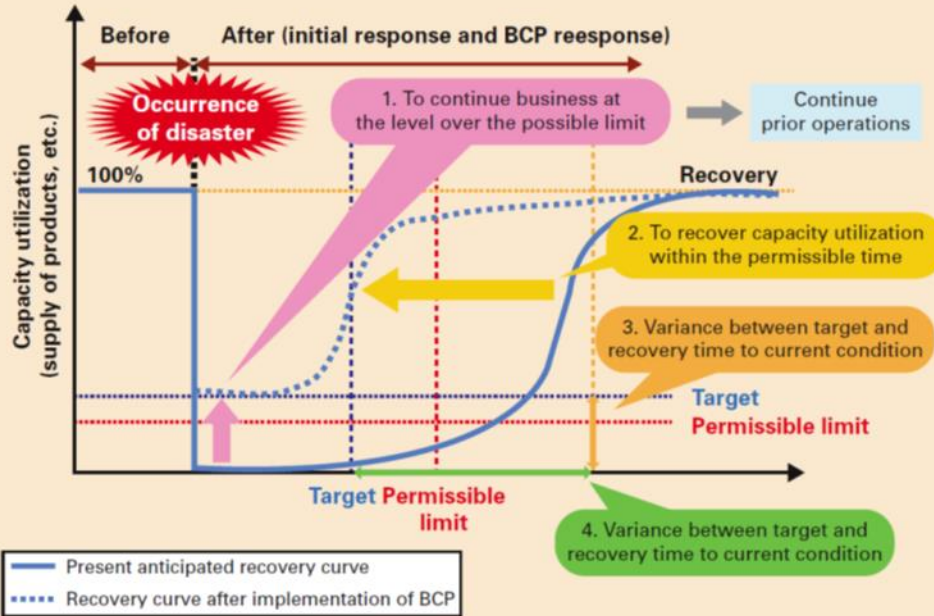


教育・訓練、評価及び計画の見直し

Review of the education, training, evaluation and the Plan

The Business Continuity Plan Concept

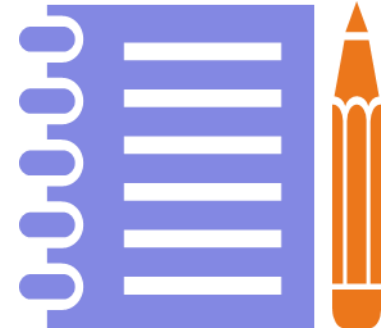
FIGURE 1: The business continuity plan concept



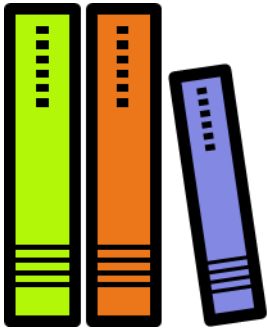
Source: Cabinet Office.

Business Continuity Plan in Japan

**Business Continuity Plan
of National Government**



**Business Continuity Plan
in Local Government**



**Business Continuity Plan
in Private Sector**

Business Continuity Plan of National Government



● Business Continuity Plan of the government is a plan that stipulates operations referred as critical functions as the government to be maintained.

Also it aims to appropriately conduct operations even at critical situation through examining resources necessary to implement prioritized operations, and taking necessary measures for simplifying procedure and clarifying a chain of command.



● The important thing in preparation for business continuity of national government is prioritizing operations emergency.

Prioritized operations in the Plan shall be included in BCP of each ministry and considering assembly members under the strict criteria, scrutinize prioritized operations at emergency.

Business Continuity Plan in Local Government

In Local Government, Business Continuity Plan is the plan to identify prioritized business under the situation a local government is affected and faces limitation in personnel, materials and information, to define operation system and response procedure, to secure necessary resource and to secure continuity of administrative business operation function.



Business Continuity Plan in Local Government

There are the supports to municipality's BCP development by the National Government such as guidelines, workshop and etc.

Example:



Guidelines

The Cabinet Office published many guidelines for support to local government's BCP development such as

- "Handbook of BCP for Local Government at Large-scale Disaster" (2016)
- "Guidebook for BCP Development for Municipalities"



Workshop

There is BCP development workshop for municipal offices since 2015, direct support to municipal offices about BCP development in cooperation with hosting prefectures. The workshop consists of lecture and exercise.

Business Continuity Plan in Private Sector

Business continuity Plan identifies the potential effects of disruptions to an organization's critical operations if a disaster were to occur, and specifies effective response actions and quick recovery measures. In the Great East Japan Earthquake (GEJE), BCPs served their purpose to some extent, but certain weaknesses were identified. While BCPs helped to keep critical operational functions going, and then to rehabilitate general operations, most small and medium-sized enterprises had, unfortunately, not even prepared BCPs. Since the private sector plays a major role in creating jobs and supporting local economies, it should be required to prepare BCPs, but with support from the government.



Provisional Translation

Business Continuity Guidelines
—Strategies and Responses for
Surviving Critical Incidents—
Third Edition



Cabinet Office, Government of Japan

Composition	Chapter	Outline
Introduction	Outline of the Guidelines	Explanations of the outline (targets, purpose, status, et c.) of the Guidelines as a whole
Text	Chapter 1: Necessity and Outline of Good Practice in Business Continuity	Basic matters of good practice in business continuity and the necessity and advantages of promoting good practice
	Chapter 2: Establishment of Policy	Establishment of the basic policy of Business Continuity Management (BCM) and creation of a system to establish and implement BCM
	Chapter 3: Analysis and Examination	"Business impact analysis" by which critical operations to be continued in the event of an incident and whether or not such critical operations should be recovered are analyzed, and "risk analysis and assessment" by which such risks are identified for which measures should be taken on a priority basis
	Chapter 4: Examination and Finalization of Business Continuity Strategies and Measures	Business continuity strategy for restoration by the recovery time objective and continuing critical operations
	Chapter 5: Establishment of Plans	Establishment and documentation of a plan under BCM
	Chapter 6: Proactive Measures and Implementation of Education and Training	Proactive measures based on a plan, and implementation of education and training
	Chapter 7: Review and Improvement	Review and improvement of BCM
	Chapter 8: Recommendations to the Management and the Economic Community	Recommendations on the importance of promoting good practice in business continuity and matters to consider in promoting good practice, to the management and the economic community
Appendix	1. Glossary	Explanations of terms used in these Guidelines
	2. Reference Books	List of references used in establishing and revising the Guidelines
Exhibit	Checklist	Checklist used for checking the status of achieving good practice in business continuity



BCP IN THAILAND

Business Continuity in Thailand

In Thailand, from the severe flooding situation in 2011 (B.E. 2554) has reflecting the problems of many government's systems and mechanisms unable to effectively perform the mission in a crisis. That resulted in solving the problems of public suffering, lack of a good management system. Therefore, it is necessary to have BCM to ensure that the main mission of the government or important public service must be operational or continuous service.



On April 24th 2012, the Cabinet approved the guidelines for preparing for the crisis. The government's management system can respond to the problem and rectify the ineffectiveness of the state mechanism in providing services.



10 steps are based on the International Standard ISO22301



Step 1

Determine BCP Purpose, Scope, and Team



Step 6

Emergency Response to Disaster



Step 2

Prioritized Activities (PA) and Recovery Time Objective (RTO)



Step 7

BC Strategies to Early Resumption



Step 3

What Do You Need to Resume Key Activities?



Step 8

Be Financially Prepared



Step 4

Risk Assessment – Know Your Disaster Scenarios



Step 9

Exercise Makes Your Plan Functional



Step 5

Do Not Forget Pre-Disaster Protection and Mitigation



Step 10

Ongoing Review and Improvement



National Disaster Risk Management Plan 2015

Strategy 1

Focusing on disaster risk reduction

Strategy 2

Applying integrated emergency management system

Strategy 3

Strengthening and enhancing the efficiency of sustainable disaster recovery

Strategy 4

Promoting and strengthening international cooperation on disaster



DDPM's BCP

•Department of Disaster Prevention and Mitigation has proceeded in accordance with the Cabinet resolution and the National Disaster Risk Management Plan, 2015 approved the BCP by Director-General of DDPM on March 7th, 2017 to allow the staff of the DDPM to use as guidelines preparation for public service and organization management To be able to continuously perform tasks according to the main mission and be effective when in crisis.





LESSON LEARNED FROM JAPAN

Lessons Learned from Japan

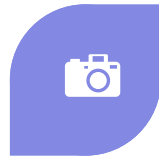
Promotion of Business Continuity Plans (BCPs) and Business Continuity Management (BCM).

Well-prepared business continuity plans prevent disruptions.

Raise public awareness.

Mobilize government support.

Start from a small disaster.



Lessons Learned from Japan

Development of Business Continuity Systems

01

Development of Business Continuity Systems by National Government's Ministries and Agencies

02

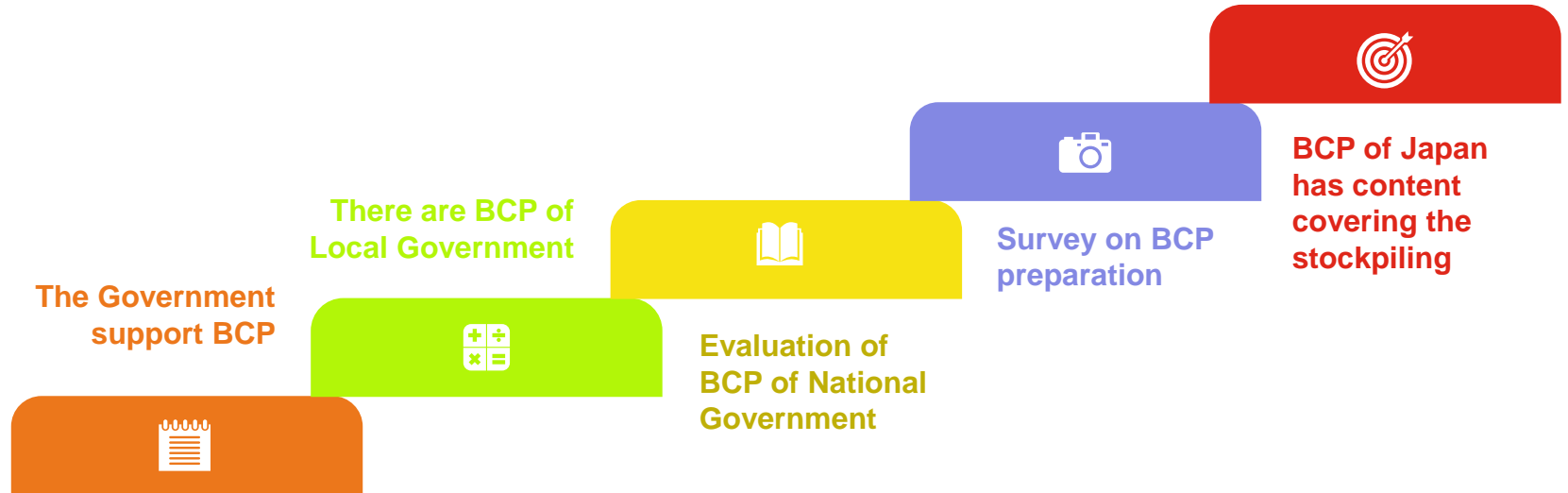
Development of Business Continuity Systems by Local Governments

03

Development of Business Continuity Systems by private sector companies

The Interesting Issues from Japan

There are many interesting issues that should be develop in Thailand such as



Challenges for Thailand

(1) Department of Disaster Prevention and Mitigation has Business Continuity Plan which is accordance the international standards and can actually to be used.

(2) Business Continuity Plan of Department of Disaster Prevention and Mitigation can be a model for other agencies and the local government.

(3) The National Government supports the local government having Business Continuity Plan.





Thank you
Arigatō gozaimasu
Kob kun ka

