International Labour Organization | Sustainable & Resilient Enterprises

The Sustainable & Resilient enterprise (SURE) training programme

F.A.Q. for Employers and Business Membership Organizations

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This document contains Frequently Asked Questions (FAQ) by Employers and Business Membership Organizations in relation to the content and implementation of the SURE programme.

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Background

Why is resilience important?

For companies the pressure may come increasingly from suppliers and customers to provide greater guarantees that they have measures in place in the event of a crisis that can negatively impact their business. A McKinsey report (October 2020) highlighted the fact that large corporates need to know more beyond their tier one suppliers. The massive supply chain disruption in 2020 and continuing today is evidence that they did not. There may be an expectation a 'Proof of Resilience' (continuity and contingency plans) will become more a requirement than an add-on for firms looking to enter global supply chains. In addition resilience strategies have been based on expected hazards, often natural hazards. Since the Covid 19-pandemic, there is now a greater acceptance of the need for wider preparation against a whole range of hazards. A focus on Resilience also fits with the UN approach of both 'build back better' and "prevention and resilience" approach of the UN Secretary General António Guterres.

> *"I think increasingly larger multinationals will come to expect a resilience strategy from their suppliers."*
>
> Julian Morgan, Director, Business Continuity, Bristol-Myers Squib, Ireland

How was SURE developed?

SURE has been developed through iterative peer review process that involved (risk) professionals from Bristol-Myers Squib, the Connecting Business Initiative, the Employers Consultative association of Trinidad and Tobago, the International Labour Organization, the United Nations Office for Disaster Risk Reduction and the University of Stellenbosch. The beta version of SURE was subsequently validated with trainers and SME end-user in Iraq, Trinidad and Tobago and South Africa in 2020.

The product

What is the content of SURE?

The SURE training journey is spread across six modules and consists of 16 learning units that are either taught as webinars or as self-guided eLearning modules.

MODULE 1 - "Getting started" introduces participants to the programme and its objectives. In addition, the self-guided "What is business resilience" unit presents the SURE business resilience capability model and prompts participants to undertake a short business resilience self-assessment

MODULE 2 - "Laying the foundations" provides participants with practical inputs and exercises to successfully take part in the SURE training programme through strengthening their leadership skills and outlining best practices to engage staff in the development of the business resilience strategy.

MODULE 3 - "Identifying hazards and analyzing risks" introduces participants to essential risk assessment tools. Starting with the identification of their critical business functions, participants identify hazards and impact scenarios and undertake a risk analysis to identify their most significant risks.

MODULE 4 - "Surviving & recovering after crisis" prompts participants to devise their very own risk treatment action plans. . In addition, participants will gain an overview of risk sharing approaches, including SME insurance, early warning systems, joint advocacy and shared-services. Lastly, participants will develop their own incident response playbook(s) and business recovery plan(s).

MODULE 5 - "Adapting your business and evolving during crisis" prompts participants to explore approaches and strategies to enhance their businesses and to be able to "build back better" after crisis. This includes strategies to adapt their businesses, to explore options to start/advance with digitalization and build the skills and competencies within their organization to become an agile and resilient
business.

MODULE 6 - "Continuous improvement" provides participants with final tips and recommendations to finalize their business resilience strategy and set goals for continuous improvement. During the final webinar, the coaches close the SURE training programme and discuss next steps with the participants to continue promoting business resilience locally.

What is the outcome of SURE?

Throughout the programme, business leaders will build three core business resilience competencies:

- **Leadership & Culture:** to provide clear direction and purpose when faced with crises and to engage staff in achieving business resilience objectives.
- **Risk Analysis & Management**: anticipate risks, withstand crises, and continue delivering core products and services while responding to changing market and consumer pressures.
- **Networks & Partnerships:** engage with third parties that are important to your business such as suppliers, competitors, government agencies, and others to achieve common business resilience objectives.

At the end of the training programme, business leaders will have developed a comprehensive business resilience strategy that is customized to the needs of their business.

What are the training delivery modalities?

The training programme is delivered to end users through a blended online learning model that combines webinars with self-guided eLearning and individual coaching services.

Can SURE be delivered as a residential training?

Yes – however a residential training modality requires adaptation of the training methodology and should only be done in consultation with the ILO.

How much time do members need to complete SURE?

SURE is typically implemented over a period of seven-week, including one week free of any formal trainings. Each week, participants are expected to invest up to seven hours for training and take home-exercises.

What are the benefits of SURE for our members?

At the end of the training programme, your members will have developed a comprehensive business resilience strategy that is customized to the needs of their business. In addition, members will be able to brand their business "as prepared" and:

- can provide proof of contingency plans to larger customers and suppliers. This will increasingly become an important part of doing business and potentially result in increased market access
- Potentially better access to finance and cheaper insurance.

Where has SURE been implemented?

As of January 2022, SURE has been implemented in Iraq, Trinidad and Tobago and South Africa. In 2021, SURE will be rolled out in Burundi, the Dominican Republic, and in Comoros.

Roll-out of SURE

How should EBMOs market the training?

EBMOs are responsible for marketing SURE to its members. The ILO will avail a set of standardized marketing material including, brochures, social media cards, video (see here). The EBMO can include its logo on the provided marketing material. Depending on staff availability, the ILO may support the marketing campaign of the EBMO through e.g. featuring in a webinar or similar sensibilisation event.

Should EBMOs use their own trainers to deliver SURE?

Yes - if the EBMO has a training department and available resources. This is the easiest and most cost-efficient option. EBMO staff can become qualified SURE trainer after having participated in a SURE training of trainers programme organized by the ILO.

If the EBMO however doesn't have available training resources, it can contract existing SURE trainers.

Can SURE be adapted?

Yes – while the overall SURE approach and tools should not be modified, the training material can be adapted to specific sectors, enterprise sizes and countries. Adaption may only happen after written approval of the ILO.

What support does the ILO offer?

The ILO will provide EBMOs with the following support services

- Technical guidance in setting up the training;
- Video and social media promotional material which can be customized by the EBMO;
- Speakers to support for promotional events;

- Support as required in establishing accreditation schemes.

Under what conditions can EBMOs use SURE?

With guidance from ILO, the EBMO will ultimately be responsible for delivering the product, attracting the necessary participants, and monitoring and evaluating its impact over time. Thus, the EBMO must find a formula for sustainable financing of the product, determine how to fund its services, and not rely on short-term donor or government services.

The ILO will make SURE available to national EBMOs for free, but with conditions on its use. These are:

- EBMO must ultimately be responsible for the monitoring and evaluation of the program, the feedback from which should be passed on to ILO with recommendations for continuing improvement of the program
- The EBMO draws up a workplan with the ILO on the implementation of SURE for a duration of 12-18 months, and subsequently reviews the performance to determine if further assistance is needed.
- The EBMO should establish and develop an accreditation system.

Should EBMOs sell SURE to its members?

The aim of SURE is that it must be able to financially sustain itself over time. To achieve this, the EBMO will need to test the market for the training and assess demand. If demand is sufficient, then SURE should be sold to members at a price comparable to similar training products. Experience has shown that discounts facilitate market entry.

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