



ContinuitySA celebrates 21 years of innovation!

ContinuitySA has another good reason to celebrate in 2010; it is the company's 21st year in business. From a small IT disaster recovery consultancy to the largest and most successful Business Continuity service provider on the African continent, ContinuitySA has surpassed all expectations and has been a driver for the adoption of the Business Continuity Management discipline in South and southern Africa.

Recognising the need to bring professionalism to the industry and the need for standards, ContinuitySA has supported the Business Continuity Institute from the very beginning. The company continues to do so and promotes the BCI in all the countries in which it operates.

More than simply assisting in establishing standard Business Continuity awareness and the acceptance of the BCI and its Good Practice Guidelines, ContinuitySA has initiated many firsts in the industry. From the start we knew that standards and best practices were vital to successful Business Continuity Management, but we were also aware that innovation would be critical to our long-term prospects.

Continued on page 2



In this issue

- 1 ContinuitySA celebrates 21 years of innovation!
- 3 What our Clients have to say
- 3 Ensure the best recovery tests possible with Recovery Coordination Services from ContinuitySA!
- 4 Moving law forward to keep pace with technology
- 5 Commitment to Training and Awareness
- 6 A full synopsis of the Continuity2010 project is now available
- 6 ContinuitySA expands in Cape Town
- 7 Towards resilient Organisations and societies
- 8 ContinuitySA becomes Affinity Partner to the Institute of Directors in Southern Africa
- 8 BCM Vs Security

Continued from page 1

ContinuitySA, when it was formed in 1989, was the second company offering Disaster Recovery services in South Africa, with the first competitor being Safcover, later to be acquired by IBM and now the second largest operator in South Africa. ContinuitySA was, however, the first company to expand beyond proprietary IT Disaster Recovery and offer multi vendor solutions when it partnered with Digital to offer DR on DEC equipment. Then in 1998 the Company stated offering Work Area Recovery (WAR) office services. This along with its support of the BCI was the key to its subsequent growth. More than Business Continuity Management services, ContinuitySA was the first to establish a company dedicated to world-class BCM consultancy service following the BCI principle that leads the way in South Africa. (Does anyone remember Shadow Solutions?). The company has supported the principles of the British Business Continuity Institute (BCI), the world leader in Business Continuity standards, and has encouraged its employees to become BCI certified. It currently employs more BCI members and Fellows than any other company in Africa. Moreover, one of its employees, Louise Theunissen has been elected to the board of the BCI.

ContinuitySA has also broadly promoted the concept of Business Continuity; provided input to the various Governance codes adopted by business in South Africa, thus assisting in making it a common term in business today. The company's personnel speak extensively at conferences all over the world and recently spoke at the world-renowned Davos conference. ContinuitySA continues to lead in its field of expertise and has many articles published monthly on BCM and associated subjects.

One of the latest innovations to come out of ContinuitySA is the CM², Continuity Maturity Model. CM² is a Business Continuity Management Capability and Maturity Assessment service, designed and offered by ContinuitySA. The assessment measures an organisation's business continuity capability and maturity in numerous areas and charts the path it can follow to improve business resilience against operational disruptions. At last senior executives of large organisations can measure each division or subsidiary's true BCM capability against an international standard as opposed to relying on different and confusing views of what constitutes an effective BCM program.



This assessment service measures the capability of each division or company to recover from operational disruptions, shorten their duration, reduce their financial and reputational impacts as well as improve the business's ability to survive and/or thrive in the aftermath of a disaster.

The company was also the only business offering continuity advice and services to organisations during the World Cup. A unique approach created a Business Continuity Management Forum in which large corporates got together to assess the potential risks caused to business by the Soccer World Cup. Fifa and Government were particularly supportive of this initiative and the Forum proved to be of great value. We hope to keep it going to provide a venue for corporates and indeed Government to interact on BCM and other Risk Management issues.

The disaster Recovery or IT Continuity side of BCM has also not been forgotten. As organisations have become more and more dependent on IT and the recovery window has shortened have so the need to offer mirrored solutions to clients became necessary. ContinuitySA was the first to offer dedicated secure cages to clients wanting dedicated equipments provided by ContinuitySA or themselves in order that recovery could be within a few hours, not days. We now have upwards of 50 such cages dedicated to individual clients. Some clients even have their own dedicated computer rooms or entire floors with very restricted access for security reasons.

ContinuitySA now has 34,000 sq meters of space for its clients in South Africa alone, with further sites in Botswana, Mozambique, Mauritius and shortly Namibia and Kenya. Johannesburg now has 4 sites and Cape Town two!

The reason for our success and our innovative flair, and the greatest strength ContinuitySA possesses is our staff. Our staff are all highly trained and motivated, many have been with us for years and we therefore have decades of collective experience in Business Continuity Management. Our future lies in the provision of the next generation of bandwidth based continuity and hosting services and expansion into other countries, notably Africa and the Middle East. As we move further into this next generation of operations, I believe we are in the best position possible to continue our intellectual leadership and produce further innovations to the world of Business Continuity Management.

What Our *Clients* Say

Good Morning

Just a quick note, to say thank you very much to you and your staff (especially Sean) for all your assistance and hospitality over the weekend.

You and your teams consistent professionalism, really goes a long way towards making our business continuity testing a success.

Thanks again

Regards,
Greg Hodgkinson



Ensure the best recovery tests possible with Recovery Coordination Services from

ContinuitySA!



Wayne Reed
General Manager:
Research and
Development

Regular recovery testing is an integral part of any comprehensive BCM program, however it can prove to be a cumbersome and complex exercise. When coupled with the daily issues encountered in a live production environment, staffs often don't have the time and spare capacity to adequately prepare for and execute the recovery exercise.

Recovery Coordination Services from ContinuitySA are designed to assist clients in addressing these challenges and ensuring that they are able to effectively coordinate their ICT recoveries with professional facilitation of the testing process by qualified BCM practitioners.

Prior to the recovery exercise a ContinuitySA Recovery Coordinator will book and lead the pre-test and preparatory meetings where the roles and responsi-

bilities, scope and timeline of the recovery will be agreed by all stakeholders. The Recovery Coordinator will oversee the collection, collation and qualification of the required information, as well as communication of decisions and escalations to all team members.

During the recovery exercise the Recovery Coordinator will assist in ensuring that the test remains practical and the reporting is objective with minutes, updates and summary reports produced throughout the process for all the stakeholders.

The entire testing process is carefully monitored in order to determine whether the defined recovery objectives have been met. Following the recovery a post-test meeting will be convened with all the stakeholders to review the sequence of events and the success or failure of the test objectives with measurement based on international standards and best industry practices.

The benefits of outsourcing the coordination of your recovery testing are numerous with objective advice and recommendations made by BCM practitioners with a wide range of practical experience with recovery exercises. Careful planning will minimise the risk of an incident occurring as a direct result of the recovery exercise that could undermine your current ICT service capability, ensuring that you experience the best level of recovery possible!

Moving law forward to keep pace with technology

In the early stages of new technologies an awful number of people don't really understand what it is that those in the industry do. After all, we are in an industry that completely redefined words like windows, the mouse, spam and viruses. More recently has been the addition of "cloud computing" and this has nothing to do with the weather!

I am pretty sure that everybody has heard the term "cloud computing" by now and if you're outside the technology area, you probably won't really understand what it is yet? A simple definition of cloud computing and what it represents would be: a platform or means to deliver software, services and applications through remote file servers which is accessible wherever you happen to be, rather than storing and accessing data or information and software on your desktop or laptop.

While the actual use of the words "cloud computing" conjures up thoughts of magical faraway places, the reality is that "cloud computing" will become to modern computing what Microsoft's Windows did in the 1980's.

Cloud Computing will allow service providers to interact with other service providers (interoperability) to ultimately provide you the consumer with a better, cheaper and faster service – chances are that you've already experienced some services through cloud computing, perhaps an internet transaction to pay an account through your bank, a personal email from your Gmail account, a download from YouTube or a status update on a social network site like Facebook or Twitter.

With new technology, much like any new product or service come questions about security, reliability, privacy and more importantly where and how the information is being stored, shared and who has access to it. I believe that the key thing about cloud computing is not just that it will transform the way we conduct our business, but that the service itself represents a new computing ecosystem that will enhance how organisation function. Much like virtualisation, organisations won't need rows and rows of file servers in their data centres; they'll simply move data inside or between clouds. This means that you don't have to have a desktop in order to access your files, a simple handheld device like a cell phone, PDA or other digital device would allow you to be able to access

personal information wherever you are anywhere around the world.

But cloud computing raises some interesting questions that need to be addressed urgently; more importantly, as a consumer (user or subscriber to a service) what your rights are and who is accountable for the secure storage and seamless delivery of your information and service, be that business or personal? What if your data went missing? Where exactly in the cloud is it being stored? Who has access to your private stash? A picture may be priceless to me, but have very little or no value to someone else that may stumble across it somewhere in the cloud. And is it really possible to keep information personal?

If you think information is personal and you wouldn't want the possibility of anyone else having access to this information, be sure to do your homework before subscribing to fly-by-night service providers.

There is no doubt that cloud computing will become to the consumer what windows did to the PC in the 80's, but be warned. New technologies pose interesting challenges, particularly in their infancy.

One of the biggest challenges we face is that cloud computing requires interoperability through different software and service providers on a global scale – so when that picture or private document heads off into the cloud, where exactly is it and what can you do once it's crossed over into another jurisdiction where there are different laws governing that cloud, wherever it may be? The South African Government introduced the Minimum Information Interoperability Standards (MIOS) in 2002 which sets out a broad guide on Government interoperability and South African public. There are also various references made to ISO Standard – but what does this mean to you the customer?

We need to put in place a set of rules, a technology policy that should apply to all service providers, irrespective of their geographic location which should include accountability, security, service continuity and compliance, we can achieve this through a collaborative web policy, working together as civil society along with service providers and Government.

First and foremost, we need Government to modernise the current laws and impose



Derek Taylor
Business Development
Manager

stricter regulations and guidelines regarding privacy and security that will promote innovation, protect the customer and provide the basis upon which interoperability is governed.

Privacy is fundamentally about one's ability to determine who gets to see your information. The fact of the matter is simply that privacy is a quintessential South African Constitutional right. Storing, sharing or moving information through the cloud involves a third party or service provider – and a chain is only as strong as its weakest link.

Service providers that apply Business Continuity Management principles will not only have the ability to ensure continuity of the services they provide, but they will also benefit from being able to identify potential operational risks and the related impacts that those risks may have on their organisation – and ultimately what the negative impacts may be to the end user. Cloud Computing will too add benefits to the recoverability of organisations who may want to safeguard their information within a secure cloud on a different continent. This may well improve recovery time objectives (RTO) and the point in time to which an organisation needs to recover (RPO) – much like virtualisation has reduced the cost in physical hardware, the possibility of cost saving through cloud computing is also possible, particularly for large organisations who's data needs to be accessible at any given point in time, more importantly during a disruption, disaster or catastrophic event.

Business Continuity Management is just one example of the kind of thing that would make a cloud service more secure. Knowing that the service provider has the correct checks and balances in place, the integrity and security of stored information is adequate, and finally that the overall system is recoverable through an ongoing BCM programme.

Commitment to Training and Awareness

Key to the success of any Business Continuity Management Programme in an organisation is its ability to align its Business Continuity Objectives with that of the Strategic Objectives of an organisation as well as its ability to successfully embed its Business Continuity Practices within the organisation.



**Chantal Coetzer
(MBCI)**
Consultant/Training
Facilitator



Although the second and sixth phase of the Business Continuity Management Lifecycle suggest embedding the Culture, this phase is imperative **throughout** the lifecycle of Business Continuity Management, from inception through to testing and maintenance. In order to achieve embedment of Business Continuity Management into the organisations culture, awareness creation at all levels and formalised training for specific key individuals are imperative.

As part of our continued effort to deliver service excellence in all aspects of our business, we have recognised the need in our client environments for Business Continuity awareness and formalised training. This is easily recognized by feedback provided by delegates who have already attended our existing two formalised training programmes, namely the two day Complete Continuity® Programme and the five day Complete Continuity® Practitioner Programme; with specific reference to the latter. It has become evident thus far in 2010, that the five day practitioner programme has seen an increase in demand, which would indicate that there is definitely a greater commitment by organisations who want to educate staff about Business Continuity Management.

Business Continuity Management awareness sessions are provided across the spectrum ranging from general staff awareness through to executive level. These training and awareness interventions have become increasingly more popular amongst organisations which would suggest that the need for basic awareness around Business Continuity Management is understood as a discipline and what it entails to implement BCM successfully.

ContinuitySA's training division is in the process of aligning its training material with the latest Good Practice Guidelines (2010). This updated version of the guideline is placing a much higher emphasis on embedding a BCM culture than in previous versions. For example the latest guideline suggests embedding a BCM culture as a discipline in its own right where organisations should firstly assess their current state of awareness, then develop a means to embedding a culture of Business Continuity Management into their organisation and from there to monitor the change in the organisational culture. It is evident from these main processes that embedding a culture of Business Continuity Management has become much more scientific than has been the case previously.

ContinuitySA's training division are able to assist clients with the latest guidelines for embedding culture within their organisations. Our facilitators are registered Assessors and Moderators with SAQA; both our programmes are fully accredited with the ISETT Seta and enjoy the benefits of Content Approval status from the Business Continuity Institute (the BCI).

ContinuitySA's training division's mission is to educate rather than to train. Our facilitators share combined experience totaling in excess of twenty years of practical experience in the field of Business Continuity Management. **Our COMPLETE CONTINUITY TRAINING ACADEMY** has been re-invented to be aligned with our objectives to only provide educational programmes to our clients as opposed to pure training in the field of Business Continuity Management.

In conclusion, it is clear that organisations are becoming more committed to providing effective training to employees responsible for the implementation of Business Continuity Management. Organisations seek to partner with professional, knowledgeable and value-creating organisations like ContinuitySA's for professional BCM training through our Complete Continuity Training Academy!



Our Business is Keeping You in Business

Continuity2010

With the conclusion of the World's second biggest sporting event in South Africa, there were many organisations that got caught up in the excitement and splendour of it all, as well as those that were concerned about the impact such an event would have on their "business as usual" operations. Considering this, ContinuitySA established the Continuity2010 Project where formal sessions prior to the event were held in which both the private and public sector could participate in discussions surrounding the various risks associated with the event of this magnitude. In addition to the Steering Committee meetings a web base platform was established and provided a single point of contact for information gathering that was successfully used by both the private and public sector respectively. *A full synopsis of the Continuity2010 project is now available; please contact Kalaivani Pillay @ kalaivani.pillay@continuitysa.co.za if you wish to receive a copy.*

ContinuitySA expands in Cape Town

On 3 June 2010, ContinuitySA hosted a business breakfast at the esteemed Erinvale Hotel in Somerset West. It was a fantastic opportunity for existing and prospective clients alike to be out of the hustle and bustle of the city and be nestled in the middle of the wine lands and mountains. The aim of the breakfast was not only to provide an update on the latest developments within ContinuitySA – both locally and internationally – but also to launch the latest Recovery Facility in the Western Cape.

The new recovery site in Somerset West officially opened for business on 11 July 2010 and has been developed with a modular approach in mind, which means it can easily be adjusted to suit any client's particular requirements. Both syndicated and dedicated seating is available as well as, of course, a combination of the two recovery options. Currently only about 50% of the site has been developed, with the balance of the site configurable to any new client requirements.



Various innovative and environmentally friendly concepts have been introduced to the Somerset West Site for example:

- 1) Laptops have been deployed on the bulk of the recovery seats. Not only does this reduce our carbon footprint, but it also provides clients the flexibility of taking the laptops home with them after hours in the event of an invocation or incident;
- 2) Remote controlled IP based environmental cooling and heating allows for better management of air-conditioners within the facility;

- 3) Lighting that is controlled by sensors ensure that no lights are burning without anyone present in a room and

- 4) Networking "meet me" rooms.

These and many other features makes this the most advanced Recovery Facility in the Western Cape. ContinuitySA would like to extend the invitation to all existing and prospective clients to book a site tour by contacting Ryan Holmes on (021) 917 5400 or ryan.holmes@continuitysa.co.za

Towards *resilient* organisations and *societies*



Millington Gumbo
Consultant

The knowledge economy has taught us that none of us is smarter than all of us thinking together. This emphasises the value of collaboration in best practice approaches to solving key issues facing modern businesses today. One of those issues is the lack of operational resiliency in these turbulent times when worst-case operational disruptions are becoming less of a rarity.

In June 2010, Millington Gumbo, a senior consultant with ContinuitySA participated in the International Disaster and Risk Conference (IDRC) organised by the Global Risk Forum (GRF) in Davos. The GRF based in Davos is a collaborative platform for sharing initiatives and solutions aimed at reducing vulnerabilities for all types of risks and disasters. The GRF is also a regular participant in events organised by the World Economic Forum, an independent international organisation committed to improving the state of the world.

Drawing from the deliberations of IDRC Davos 2010 which brought together leading experts and practitioners in risk and disaster management from across the globe, "it is clear that the discipline of risk management is on the verge of assuming a much greater role not just in the way corporations are governed but also in the way, society is ordered", says Millington Gumbo. "The key to this is the fostering of public-private partnership initiatives to ensure that there is an integrated approach to dealing with the prevention of risk events and the response to disasters impacting companies and societies at large", adds Gumbo.

Notwithstanding the natural disasters which have impacted our world in the first half of 2010, it is clear that our way of life is much more at risk from causes of our own making, rather than those beyond our control. One only has to turn to the issue of climate change and the latest environmental crisis in the Gulf to understand the dire threats which unsustainable business practices pose to our way of life.

On other fronts, imbalances in our socio-economic sphere continue fan instability in which the threat of terrorism often plays out with tragic consequences on governments and private organisations alike. "Acts of terror and the wars which accompany them have the potential to cause global supply chain disruptions, whilst pandemics have resulted in widespread productivity losses. Given this background, to suggest that we are living in turbulent times, is probably a gross understatement. In truth, we are living in times fraught with higher levels of risk than we or future generations can tolerate", Gumbo explains.

For businesses, the high levels of uncertainty accompanying the increase in natural and manmade disasters, is causing much

anxiety amongst executives. At IDRC 2010, Gumbo spoke on how the discipline of Business Continuity Management (BCM) can be used to build and increase the operational resilience of organisations in these turbulent times.

The lack of operational continuity frameworks has been at the heart of some spectacular corporate collapses in the recent past. Moreover, it has become evident that to survive and thrive in the midst of current onslaught of risks, an organisation has to be adept at managing both local and other more devastating threats from distant parts of the globe – as the far reaching impacts of the Financial Crisis and Icelandic Volcano have shown.

Making the core enterprise resilient is only the starting point. Board members and senior executives being custodians of various stakeholder interests must embrace BCM tools which enable them to build and monitor resiliency in the sphere of the extended enterprise which encompasses the entire range of supply chain, customer and community related interdependencies.

Failing to do so is to miss the opportunity to contribute to organisational longevity and societal resilience.



ContinuitySA becomes Affinity Partner to the Institute of Directors in Southern Africa



ContinuitySA has concluded an Affinity Partnership with the Institute of Directors in Southern Africa (IoDSA). The partnership will assist the IoDSA as it embarks on a Business Continuity Management (BCM) programme to ensure the continuity of its operations in the event of a disruption.

Says acting IoDSA chief executive, Angela Oosthuizen, "The IoDSA felt that it was a critical step to begin implementing the BCM process within the institute to bring it in-line with global best practices, and to ensure we are able to maintain our services to members in the event of an emergency.

"With the recent release of King III, the IoDSA felt it necessary to adopt the 'apply' approach and address the issue of effective operational risk management through BCM."

The decision was made to embark on this project with the assistance of skilled ContinuitySA consultants. ContinuitySA will work with the IoDSA to develop and implement the optimal Business Continuity approach as part of its strategic management plan.

Derek Taylor, business development manager at ContinuitySA believes that directors need to understand the value that BCM brings to an organisation. "Our partnership with the IoDSA will also enable members to gain insight and knowledge in the BCM arena through Director Development Programmes,

case studies and practical training provided by our skilled consultants."

Governance, risk and compliance (GRC) is an ongoing effort, not a once off activity. The GRC environment is continually changing and company executives and senior management are accountable for ensuring their organisations are sufficiently prepared to handle disruptive events. It is also imperative in meeting the legislative requirement of all listed companies.

As the custodians of corporate governance in South Africa, the IoDSA is committed to the development of directors and improving the effectiveness of the board. Members of the IoDSA will enjoy ongoing educational opportunities relating to BCM through the IoDSA/ContinuitySA Affinity Partnership. The institute has a local membership in excess of 4 000 and a global network of approximately 100 000 senior executives reaching every corner of the business landscape.

"While there is no specific reference made to BCM in King III or the new Companies Act, the board is responsible for the process of effective risk management," adds Taylor.

"Businesses that embrace good governance will understand the fundamental role that Business Continuity Management plays in this endeavour. After all, it is about having the stakeholder's best interest at heart and ensuring the long-term sustainability of the organisation that matters."

"The relationship between the IoDSA and ContinuitySA developed swiftly due to the proactive response from ContinuitySA," says Oosthuizen. "The company has been quick to assist us in getting BCM developments off the ground and we look forward to completing the process so that we may share the benefits of BCM with our IoDSA members."

ContinuitySA is the largest BCM service provider in Southern Africa and boasts the largest Work Area Recovery (WAR) facilities, totalling some 30 000 square metres throughout its Midrand, Randburg, Bellville, Western Cape, Gaborone, Botswana, Mozambique and Mauritius operations. The company can accommodate in excess of 3 500 people at its sites throughout Southern Africa.

BCM vs. Security

With many organisations aiming to consolidate initiatives within their general risk environment into a manageable framework, many questions are asked regarding the relationship between Business Continuity Management and Security. To understand the relationship, it is imperative for companies to firstly have a thorough understanding of both BCM and Security respectively:

Continued on page 9



Daniel Shavhani
Consultant

Business Continuity Management is a holistic management process that identifies potential impacts that threaten an organisation and provides a framework for building resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and value creating activities. Security, on the other hand, is the precautions taken to guard against crime, attack, sabotage and espionage.

Do BCM and Security go hand in hand?

Yes! There is a definite relation between BCM and Security as illustrated by the following points:

- In most cases, Security personnel are responsible for informing the police, Ambulances or Fire brigade, after an incident;
- Security officers are also members of the Damages assessment team;
- Should the building be on fire, Security is expected to deactivate the access control system;
- Police and other investigation organisations are expected to conduct investigation on the causes of the incident;
- During the riot or protests, security forces are expected to secure organisation's assets from being vandalised.

How does one align BCM with Security Management practices?

Organisations and companies without Business Continuity Management and Security Management policy could face a serious problem. Such organisations risk being exposed to both external and internal threats, such as:

- Loss of people;
- Loss of other assets;

- Loss of skills;
- Loss of ICT system;
- Loss of building;
- Loss of customer confidence.

In reference to risk assessment, it is worth mentioning that the Risk Management process is aimed at identifying risks in a business and putting them in a certain priority. Keep in mind that risk assessment is an important stage in security, which is part and parcel of an effective security policy. The major function of a Risk Management Department is to determine how an identified risk should be managed. BCM is an integral part of effective operational Risk Management.

The Security Management policy within a company is a policy to determine what to do after the risk has been identified. The Policy involves the following items: passwords, employee hiring, patch management, back up and termination practices. The security policy satisfies informative, advisory and regulatory needs, every one of which has its unique function within the organisation.

Organisations should implement proper security policies in order to protect their operations from disruption and to minimise the impact of disruption. In addition to that, Business Continuity Management policies should be implemented to ensure smooth transition of operations to the recovery site; should Security policies fail to protect the organisation.

Failure to test Business Continuity Plans can pose a serious security threat to the business and it is therefore best practice to adhere to regular updates and testing. This will that the Business Continuity Plans are always up to date, but more importantly that the business can recover from a disruptive event.

With ContinuitySA growing at such a fast pace with all our latest site developments and new service offerings it gives me great pleasure serving as editor for Client Chronicles as there is always something interesting to report on. Having said that, the ContinuitySA team remains committed to bringing our readers more valuable articles that will always keep you up to date with latest trends, international developments and updates on our products and services.

Should you have any Business Continuity thought pieces or articles that you would like to submit and feel will serve our readers interest for the upcoming issues Client Chronicles, we value your input and would like to hear from you.

Your thoughts and feedback are most welcome and can be sent to me directly to kalaivani.pillay@continuitysa.co.za

We hope you enjoy reading your copy of Client Chronicles!

Kalaivani Pillay
Editor – Client Chronicles

From the
Editor's
desk