Protection and security of information systems

Business continuity planning for unforeseen cases

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Zaštita i sigurnost informacijskih sustava

Planiranje kontinuiteta poslovanja za nepredviđene slučajeve

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basic terms

- adverse event
  - An event with negative consequences that could threaten the organization's resources or operations - attack, sabotage, earthquake, flood, fire, gas leak, radiation, ...
  - A possible candidate for the incident

- Incident
  - A harmful event that may result in the loss of information assets, but does not currently threaten the viability of the entire organization
  - A clearly identified attack on an information asset that may compromise its confidentiality, integrity, or availability

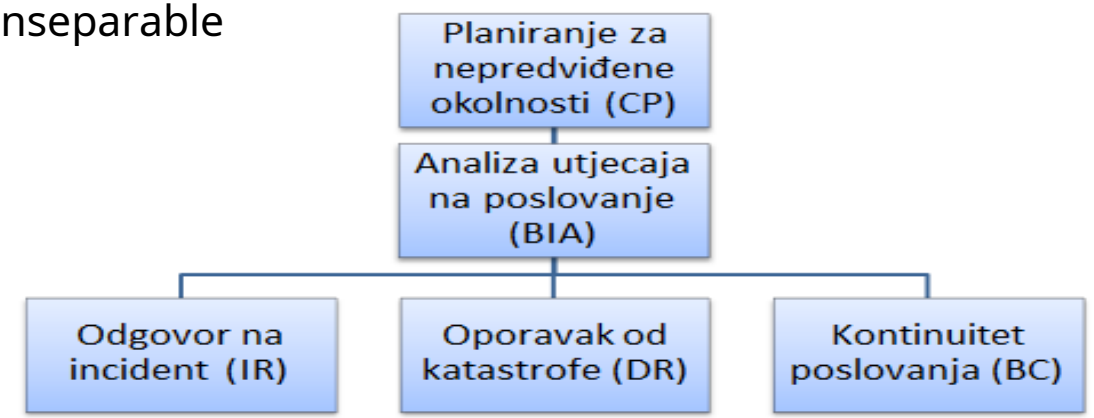
- disaster
  - A harmful event that could threaten the sustainability of the entire organization
  - It escalates from an incident or is declared immediately

Osnovni pojmovi

- Štetni događaj (adverse event)
  - Događaj s negativnim posljedicama koji bi mogao ugroziti resurse ili operacije organizacije – napad, sabotaža, potres, poplava, požar, curenje plina, radijacija, …
  - Mogući kandidat za incident
- Incident
  - Štetni događaj koji može rezultirati gubitkom informacijske imovine, ali trenutno ne prijeti održivosti čitave organizacije
  - Jasno identificirani napad na informacijsku imovinu koji može ugroziti njenu povjerljivost, cjelovitost ili raspoloživost
- Katastrofa (disaster)
  - Štetni događaj koji bi mogao ugroziti održivost čitave organizacije
  - Eskalira iz incidenta ili odmah bude proglašena

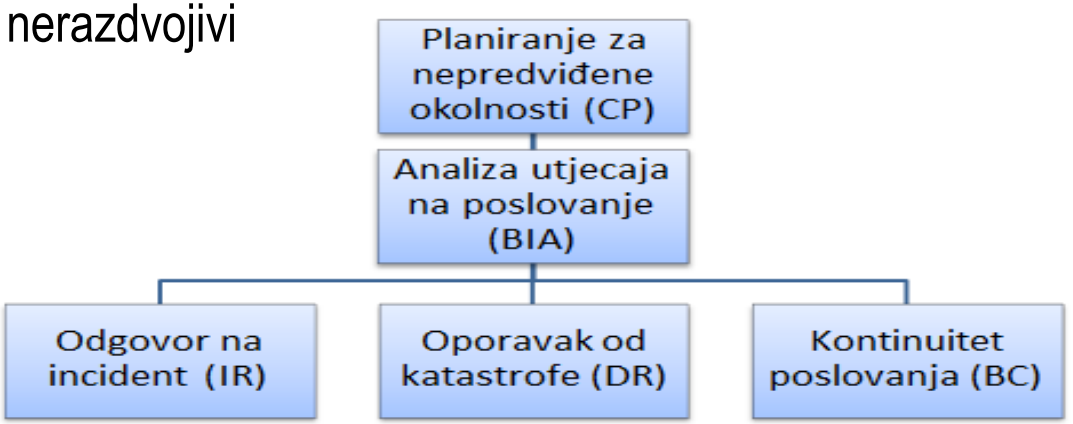
Contingency planning

- Contingency planning (CP)
  - senior management determines what happens when an adverse event becomes an incident or disaster
- Elements
  - Business Impact Analysis (BIA)
  - Incident Response (IR), Disaster Recovery (DR) and Business Continuity (BC) planning
    - Business Resumption Planning (BRP) = DRP + BCP
    - Plans DR and BC are considered inseparable



Planiranje za nepredviđene situacije

- Planiranje za nepredviđene situacije (Contingency planning - CP)
  - više rukovodstvo odredi što kada štetni događaj postane incident ili katastrofa
- Elementi
  - Analiza utjecaja na poslovanje (Business Impact Analysis - BIA)
  - Planiranje odgovora na incidente (IR), oporavka od katastrofe (DR) i kontinuiteta poslovanja (BC)
    - Planiranje nastavka poslovanja (Business Resumption Planning – BRP) = DRP + BCP
    - Smatra se da su planovi DR i BC nerazdvojivi



Plans

- Contingency plan
  - The organization prepares to prevent, react and recover from events that are a threat to security and information assets, and gradually bring the organization to a normal work flow

- Incident Response Plan (IR plan)
  - The first, immediate reaction - if the situation escalates, it is extended to DRP and/or BCP

- Disaster Recovery Plan (DR plan)
  - System Restorein the original locationafter the occurrence of a disaster

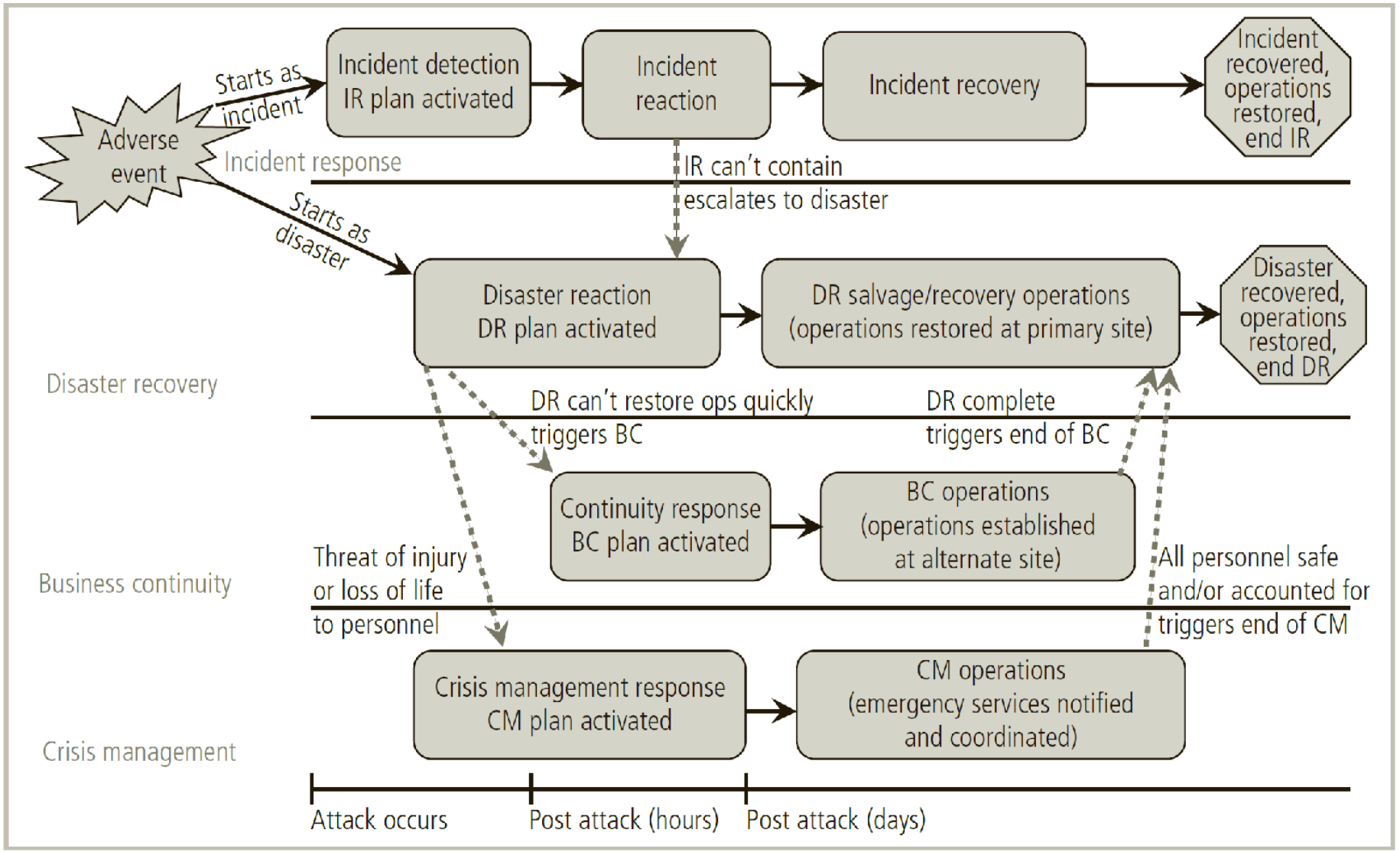
- Business Continuity Plan (BC plan)
  - Competitively, the sustainability of key business functions, when the damage is large or ongoing
  - Establishes critical business functionsat an alternative location - reserve location

- In addition, crisis management (Crisis Management – CM)
  - Dealing with injuries, trauma and loss of life as a result of a disaster

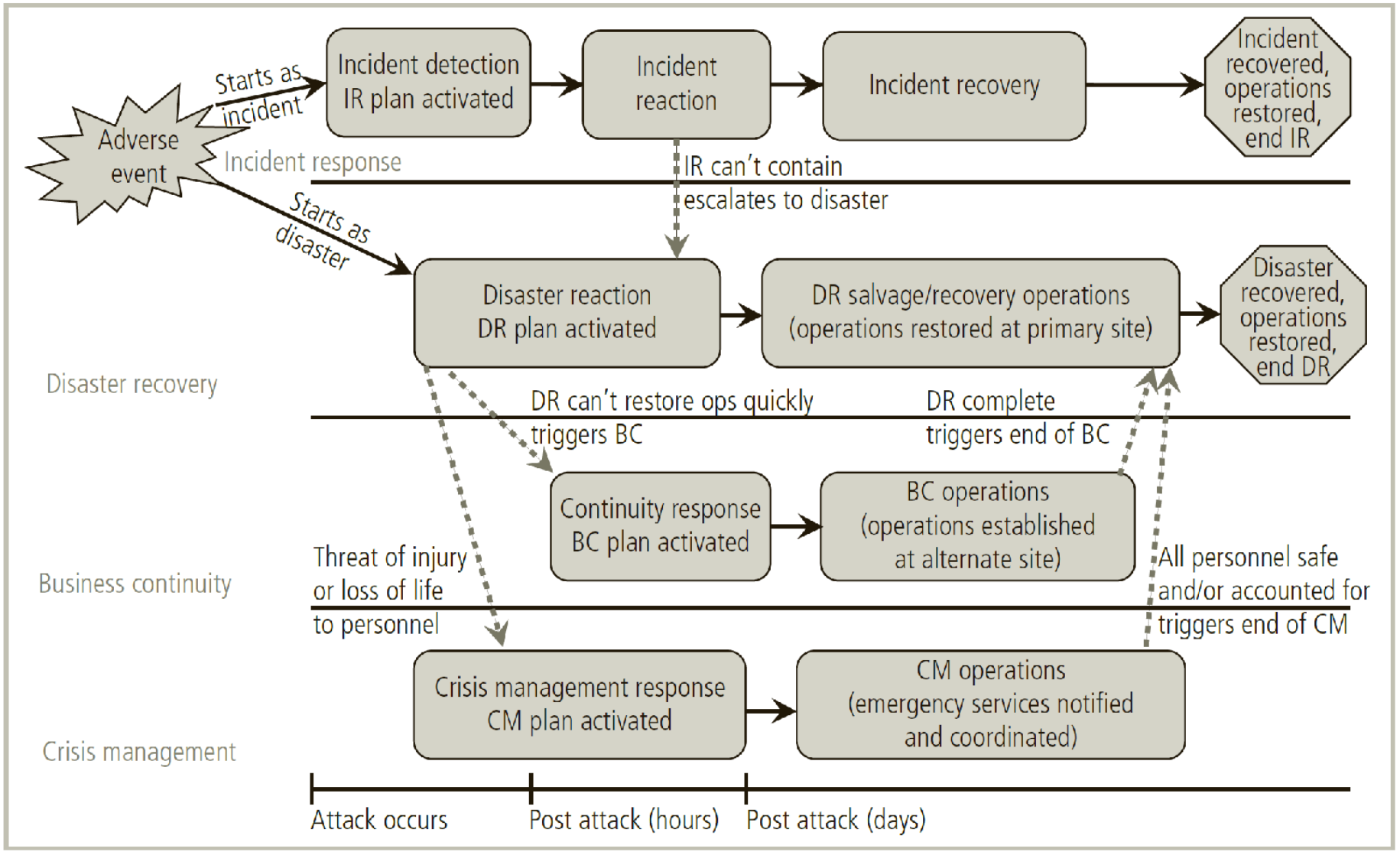
Planovi

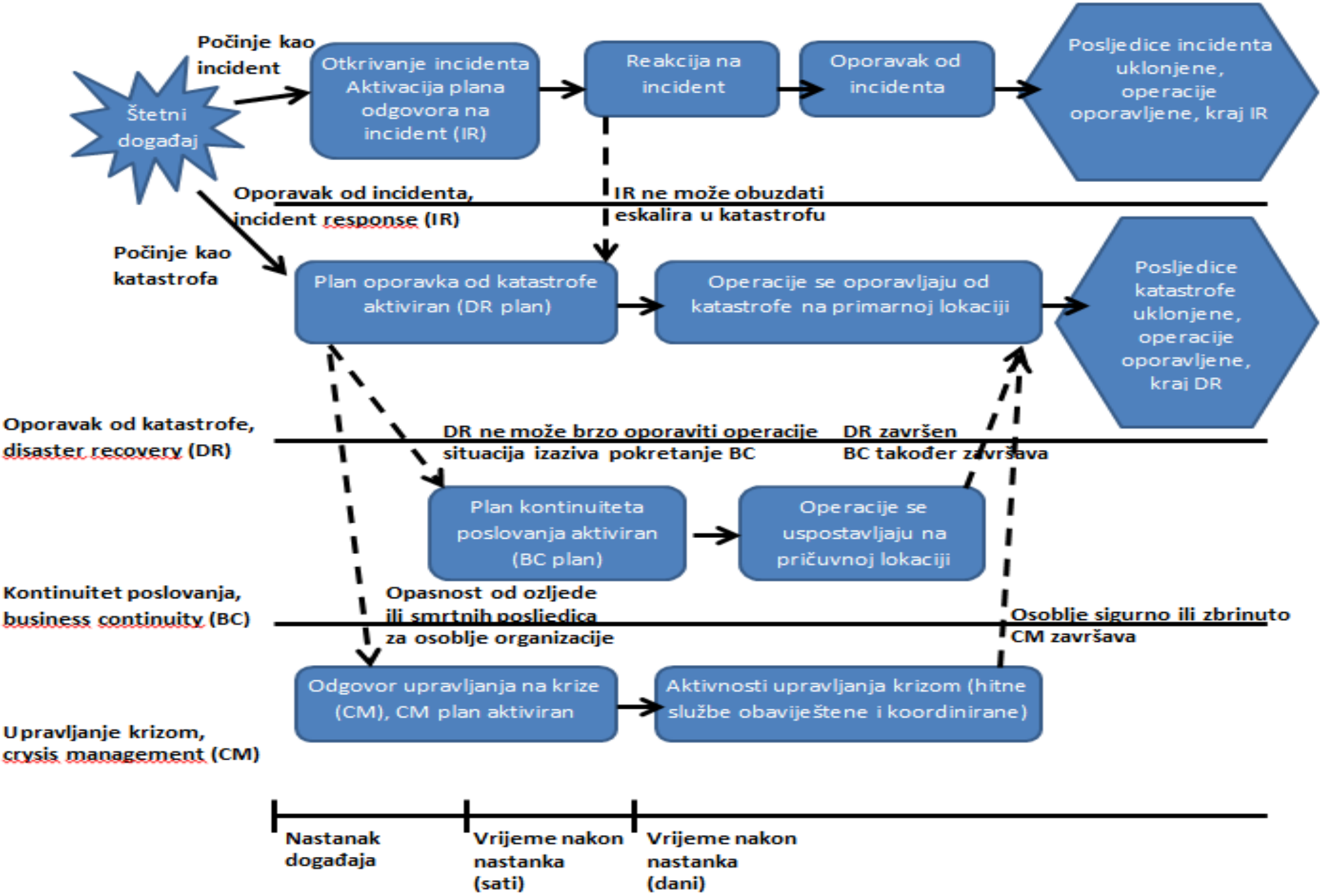
- Plan za nepredviđene situacije (contingency plan)
  - Organizacija priprema kako bi se preduhitrili, reagirali i oporavili od događaja koji su prijetnja sigurnosti i informacijskoj imovini, te postupno doveli organizaciju u normalan tok rada
- Plan za odgovora na incident (Incident Response Plan – IR plan)
  - Prva, neposredna reakcija - ako situacija eskalira proširuje se na DRP i/ili BCP
- Plan oporavka od katastrofe (Disaster Recovery Plan – DR plan)
  - Obnavljanje sustava na originalnoj lokaciji nakon pojave katastrofe
- Plan kontinuiteta poslovanja (Business Continuity Plan – BC plan)
  - Konkurentno, održivost ključnih poslovnih funkcija, kad je šteta velika ili traje
  - Uspostavlja kritične poslovne funkcije na alternativnom mjestu - pričuvnoj lokaciji
- Dodatno, upravljanje krizom (Crisis Management – CM)
  - Bavljenje ozljedama, traumama i gubitkom života kao posljedicama katastrofe

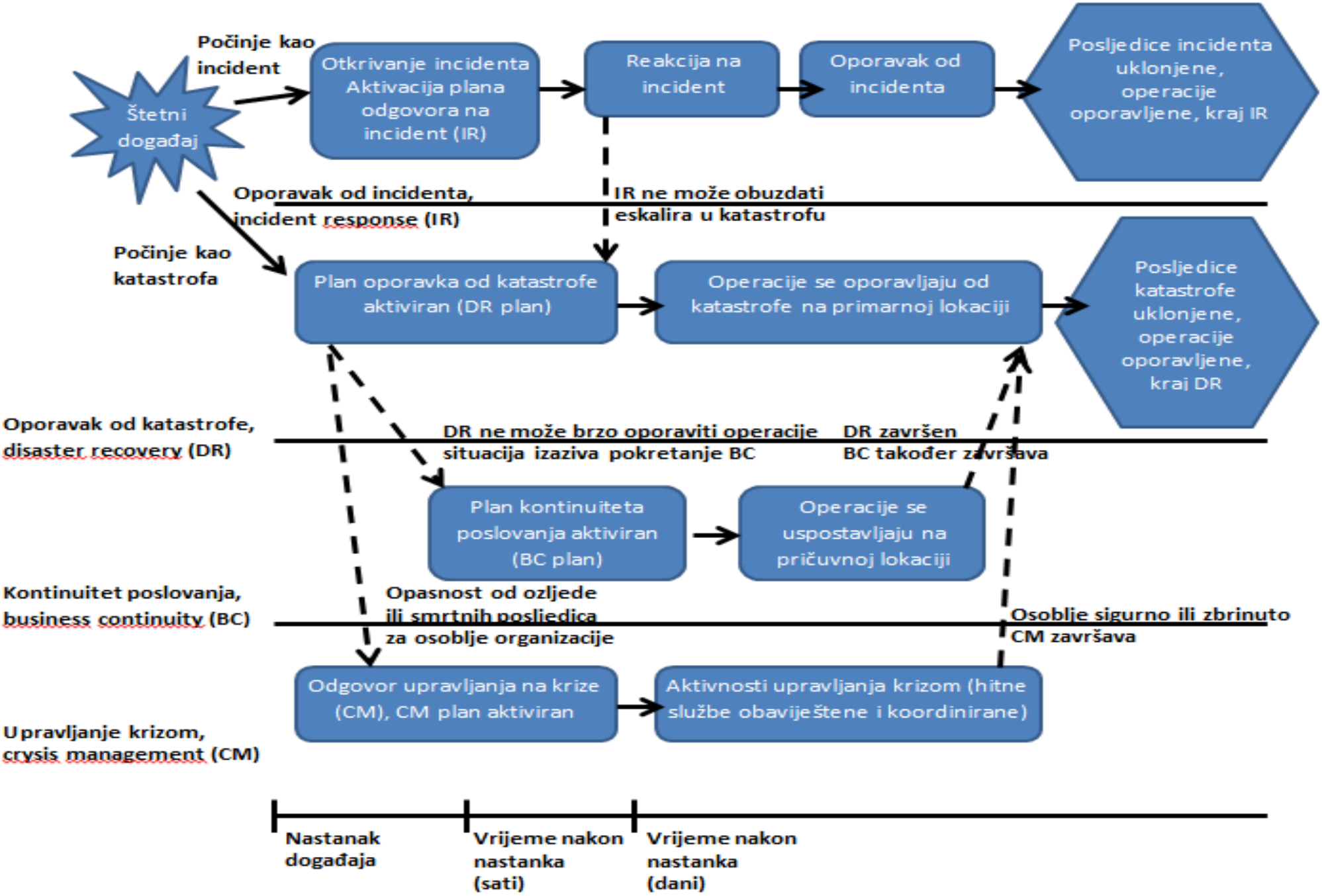
Contingency planning schedule



Raspored planiranja nepredviđenih situacija




Počinje kao incident
Štetni događaj
Otkrivanje incidenta Aktivacija plana odgovora na incident (IR)
Reakcija na incident
Oporavak od incidenta
Posljedice incidenta uklonjene, operacije oporavljene, kraj IR
Oporavak od incidenta, incident response (IR)
IR ne može obuzdati eskalira u katastrofu
Počinje kao katastrofa
Plan oporavka od katastrofe aktiviran (DR plan)
Operacije se oporavljaju od katastrofe na primarnoj lokaciji
Posljedice katastrofe uklonjene, operacije oporavljene, kraj DR
Oporavak od katastrofe, disaster recovery (DR)
DR ne može brzo oporaviti operacije situacija izaziva pokretanje BC
DR završen BC također završava
Plan kontinuiteta poslovanja aktiviran (BC plan)
Operacije se uspostavljaju na pričuvnoj lokaciji
Kontinuitet poslovanja, business continuity (BC)
Opasnost od ozljede ili smrtnih posljedica za osoblje organizacije
Osoblje sigurno ili zbrinuto CM završava
Odgovor upravljanja na krize (CM), CM plan aktiviran
Aktivnosti upravljanja krizom (hitne službe obaviještene i koordinirane)
Upravljanje krizom, crysis management (CM)
Nastanak događaja
Vrijeme nakon nastanka (sati)
Vrijeme nakon nastanka (dani)


Počinje kao incident
Štetni događaj
Otkrivanje incidenta Aktivacija plana odgovora na incident (IR)
Reakcija na incident
Oporavak od incidenta
Posljedice incidenta uklonjene, operacije oporavljene, kraj IR
Oporavak od incidenta, incident response (IR)
IR ne može obuzdati eskalira u katastrofu
Počinje kao katastrofa
Plan oporavka od katastrofe aktiviran (DR plan)
Operacije se oporavljaju od katastrofe na primarnoj lokaciji
Posljedice katastrofe uklonjene, operacije oporavljene, kraj DR
Oporavak od katastrofe, disaster recovery (DR)
DR ne može brzo oporaviti operacije situacija izaziva pokretanje BC
DR završen BC također završava
Plan kontinuiteta poslovanja aktiviran (BC plan)
Operacije se uspostavljaju na pričuvnoj lokaciji
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Aktivnosti upravljanja krizom (hitne službe obaviještene i koordinirane)
Upravljanje krizom, crysis management (CM)
Nastanak događaja
Vrijeme nakon nastanka (sati)
Vrijeme nakon nastanka (dani)

Contingency Planning Management Team (CPMT)

- Contingency Planning Management Team (CPMT)
  - A group of senior managers and project members organized to implement/lead all CP efforts
  - Forming a team and assigning roles before planning begins

- champion
  - Senior manager - support, promotion, support
  - Ideally CIO (head of information technology) or CEO (executive director)

- Project manager
  - Middle manager or CISO (chief information security officer)

- Team members
  - Managers or representatives: business, IT, information security

Tim za upravljanje planiranjem nepredviđenih situacija (CPMT)

- Tim za upravljanje planiranjem u nepredviđenim situacijama (CPMT)
  - Grupa viših menadžera i članova projekta organizirani da pro/vode sve napore CP
  - Formiranje tima i dodjela uloga prije nego započne planiranje
- Prvak, šampion (champion)
  - Viši rukovoditelj – potpora, promicanje, podržavanje
  - Idealno CIO (voditelj informatike) ili CEO (izvršni direktor)
- Voditelj projekta (project manager)
  - Srednji rukovoditelj ili CISO (chief information security officer)
- Članovi tima
  - Rukovoditelji ili predstavnici: poslovanje, IT, informacijska sigurnost

The entire contingency planning process

- Development of CP policy
  - Providing authority and guidance for effective planning

- Implementation of BIA
  - Identification and prioritization of key IS for the organization's business processes

- Determination of preventive controls
  - Measures to reduce the effects of system disruptions and increase availability

- Developing strategies for unforeseen situations
  - Recovery strategies for quick and effective recovery

- Development of a contingency plan
  - Detailed recommendations and procedures for the renovation of facilities according to the requirements for each organizational unit

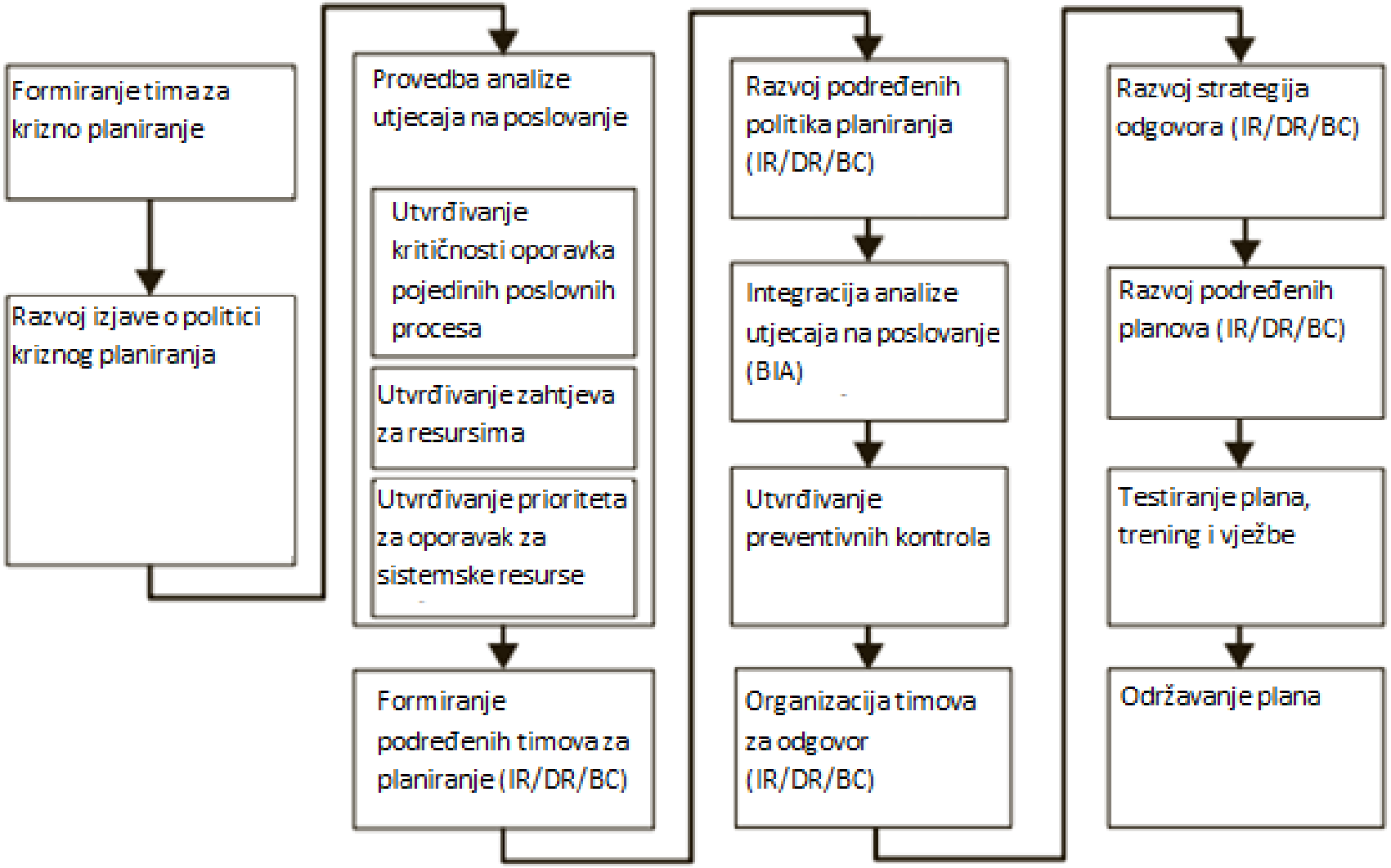
- Ensuring a plan of verification, training and exercise
  - Recovery ability testing, training and staff training

- Plan maintenance insurance
  - Periodic updating in accordance with system improvements and organizational changes

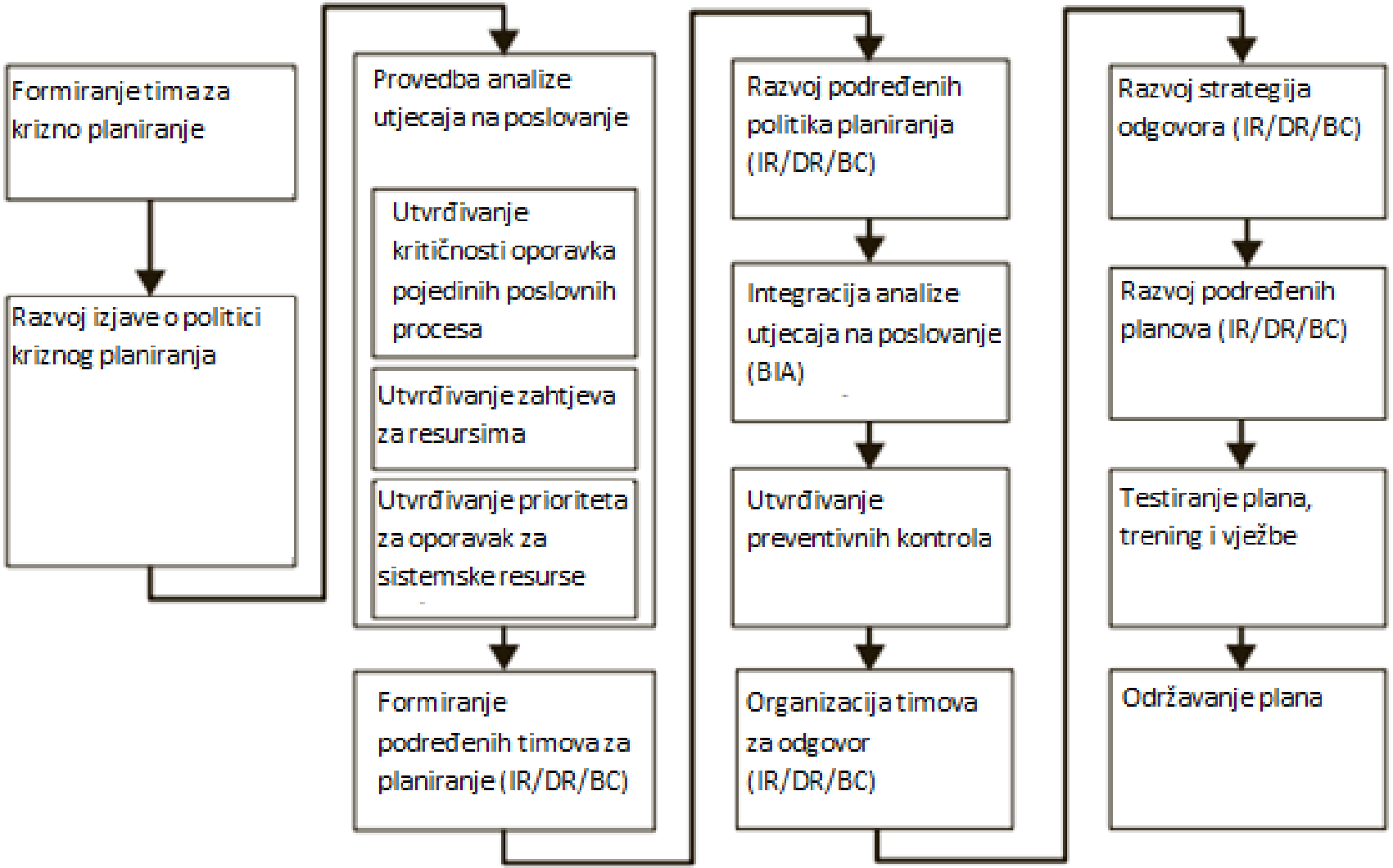
Cjelokupni proces planiranja za nepredviđene situacije

- Razvoj politike CP
  - Osiguranje autoriteta i smjernica za učinkovito planiranje
- Provedba BIA
  - Identifikacija i određivanje prioriteta ključnih IS za poslovne procese organizacije
- Određivanje preventivnih kontrola
  - Mjere za smanjenje učinaka poremećaja sustava i povećanje dostupnosti
- Izrada strategija za nepredviđene situacije
  - Strategije oporavka za brzi i učinkovit oporavak
- Razvoj plana za nepredviđene situacije
  - Detaljne preporuke i procedure za obnovu objekata prema zahtjevima za svaku organizacijsku cjelinu
- Osiguranje plana provjere, treninga i uvježbavanja
  - Provjera sposobnosti oporavka, trening i uvježbavanje osoblja
- Osiguranje održavanja plana
  - Periodičko ažuriranje sukladno poboljšanjima sustava i organizacijskim promjenama

The main steps of contingency planning



Glavni koraci planiranja za nepredviđene situacije



Main steps (2)

- Formation of the Crisis Planning Team (CPMT)
  - Representatives of the management level, business processes and subordinate teams
- Development of CP policy statement
  - formalized policy – a guide to contingency planning and behaviour
- Implementation of an analysis of the impact on business
  - Identification of business functions and IS critical for business and determination of their priorities
- Formation of subordinate teams
  - for planning that will develop IR, DR and BC plans, not necessarily for implementation
- Development of subordinate policies
  - IR, DR and BC area teams
- Integration of Business Impact Analysis (BIA)
  - Each of the subordinate teams should evaluate the aspects of BIA relevant to their area

Glavni koraci (2)

- Formiranje tima za krizno planiranje (CPMT)
  - Predstavnici upravljačke razine, poslovnih procesa te podređenih timova
- Razvoj izjave o politici CP
  - formalizirana politika – vodič za planiranje i ponašanje u slučaju nepredviđenih situacija
- Provedba analize utjecaja na poslovanje
  - Prepoznavanje poslovnih funkcija i IS kritičnih za poslovanje te određivanje njihovih prioriteta
- Formiranje podređenih timova
  - za planiranje koji će razviti IR, DR i BC planove, ne nužno istih za provođenje
- Razvoj podređenih politika
  - Timovi za područje IR, DR i BC
- Integracija analize utjecaja na poslovanje (BIA)
  - Svaki od podređenih timova treba procijeniti aspekte BIA važne za njihovo područje

Main steps (3)

- Determination of preventive controls
  - Assessment of countermeasures and protective measures to reduce the risk and consequences of adverse events on data, business processes and personnel

- Organizing response teams
  - List of skills required to respond to IR, DR and BC and selection of necessary personnel

- Development of response strategies (contingency strategies)
  - Pr. backup and data recovery plans, organization of alternative locations, ...

- Development of subordinate plans
  - Activities for each area (IR, DR, BC)

- Plan testing, training and exercises
  - Checking the effectiveness of each of the subordinate plans

- Maintaining the plan
  - Periodic checking, evaluation of the plan and updating

Glavni koraci (3)

- Utvrđivanje preventivnih kontrola
  - Procjena protumjera i zaštitnih mjera za smanjenje rizika i posljedica štetnih događaja na podatke, poslovne procese i osoblje
- Organiziranje timova za odgovor
  - Navod vještina potrebnih za odgovor IR, DR i BC te odabir potrebnog osoblja
- Razvoj strategija odgovora (contingency strategies)
  - Pr. planovi izrade pričuvnih kopija i oporavka podataka, organizaciju alternativnih lokacija, …
- Razvoj podređenih planova
  - Aktivnosti za svako od područja (IR, DR, BC)
- Testiranje plana, trening i vježbe
  - Provjera učinkovitosti svakog od podređenih planova
- Održavanje plana
  - Periodička provjera, procjena plana te ažuriranje

Analysis of the impact on business

Analiza utjecaja na poslovanje

- Business Impact Analysis (BIA)
  - Establishes organizational functions and their priorities, as well as information systems that support critical business processes
  - Risk management focuses on threats, vulnerabilities and attacks to determine controls to protect information
  - BIA assumes that controls can be bypassed, ineffective
- He tries to answer how it will affect
  - **Reach**: which organizational units and systems to cover
  - **Plan**: the data can be voluminous - consider the relevant ones
  - **Balance**: objective-subjective, emphasis on the knowledge and experience of the staff
  - **Goal**: determine key decision makers - information for making
  - **Tracking**: periodic verification that process owners and decision makers support the BIA process and outcome

Analiza utjecaja na poslovanje

- Analiza utjecaja na poslovanje (Business Impact Analysis - BIA)
  - Ustanovljava organizacijske funkcije i njihove prioritete, kao i informacijske sustave koji podržavaju kritične poslovne procese
  - Upravljanje rizikom usmjerava se na prijetnje, ranjivosti i napade radi određivanja kontrola za zaštitu informacija
  - BIA pretpostavlja da kontrole mogu biti zaobiđene, neučinkovite
- Nastoji odgovoriti kako će to utjecati
  - **Doseg**: koje organizacijske cjeline i sustave obuhvatiti
  - **Plan**: podaci mogu biti obimni – uvažiti relevantne
  - **Ravnoteža**: objektivno-subjektivno, naglasak na znanju i iskustvu osoblja
  - **Cilj**: odrediti ključne donositelje odluka – informacije za donošenje
  - **Praćenje**: povremena provjera da vlasnici procesa i donositelji odluka podržavaju proces i rezultat BIA

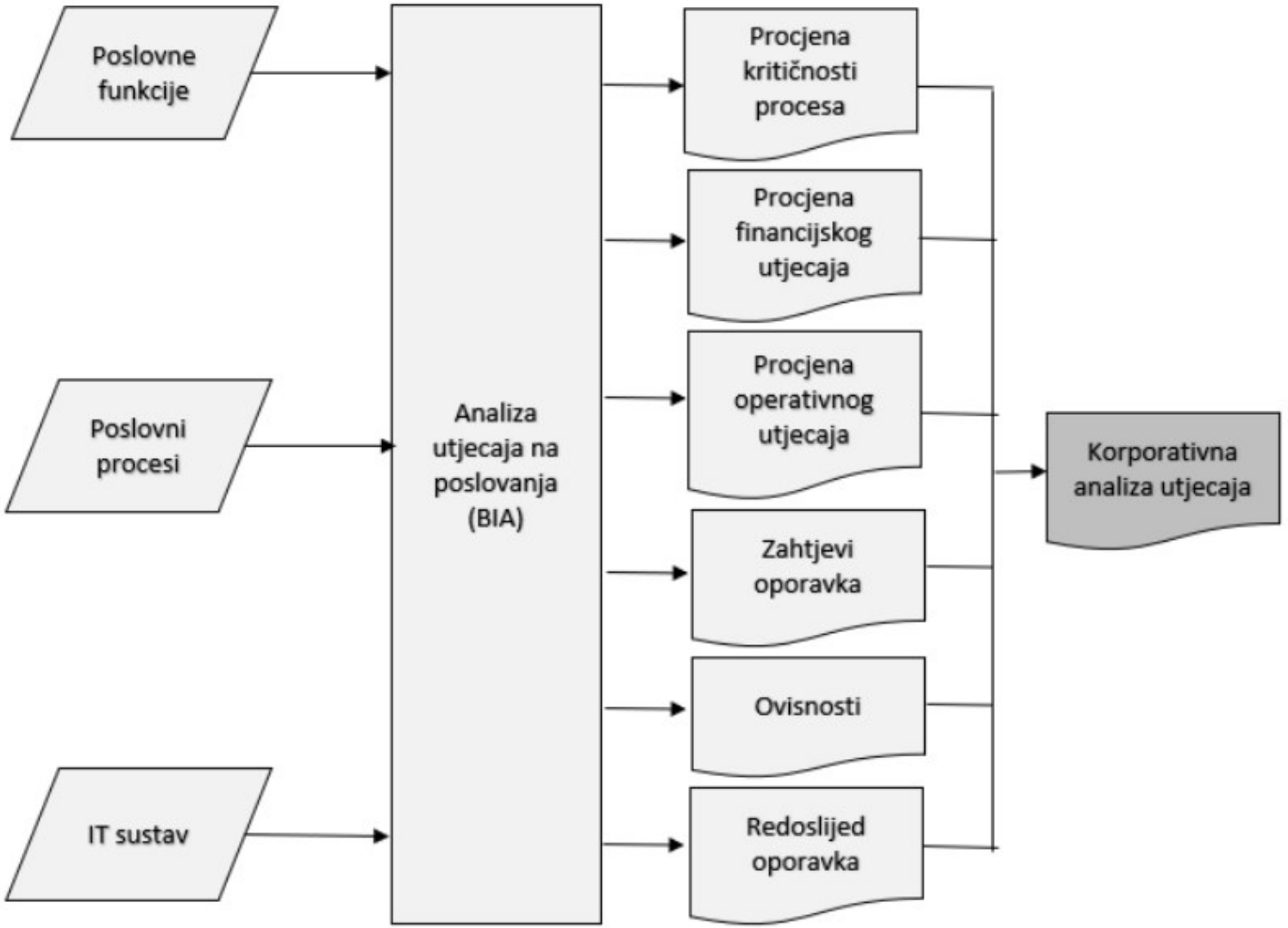
BIA steps

- NIST SP 800-34 (National Institute of Standards and Technology)
  - Identification of key business processes and functions,
  - Determining the interdependence of information systems and business processes,
  - Determination of priorities and classification of business processes and functions,
  - Determining the impact of business process interruptions on overall business operations, with an emphasis on financial and operational impacts,
  - Determining required recovery times,
  - Determining prerequisites for business recovery,
  - Determining the order of recovery of individual processes and functions.

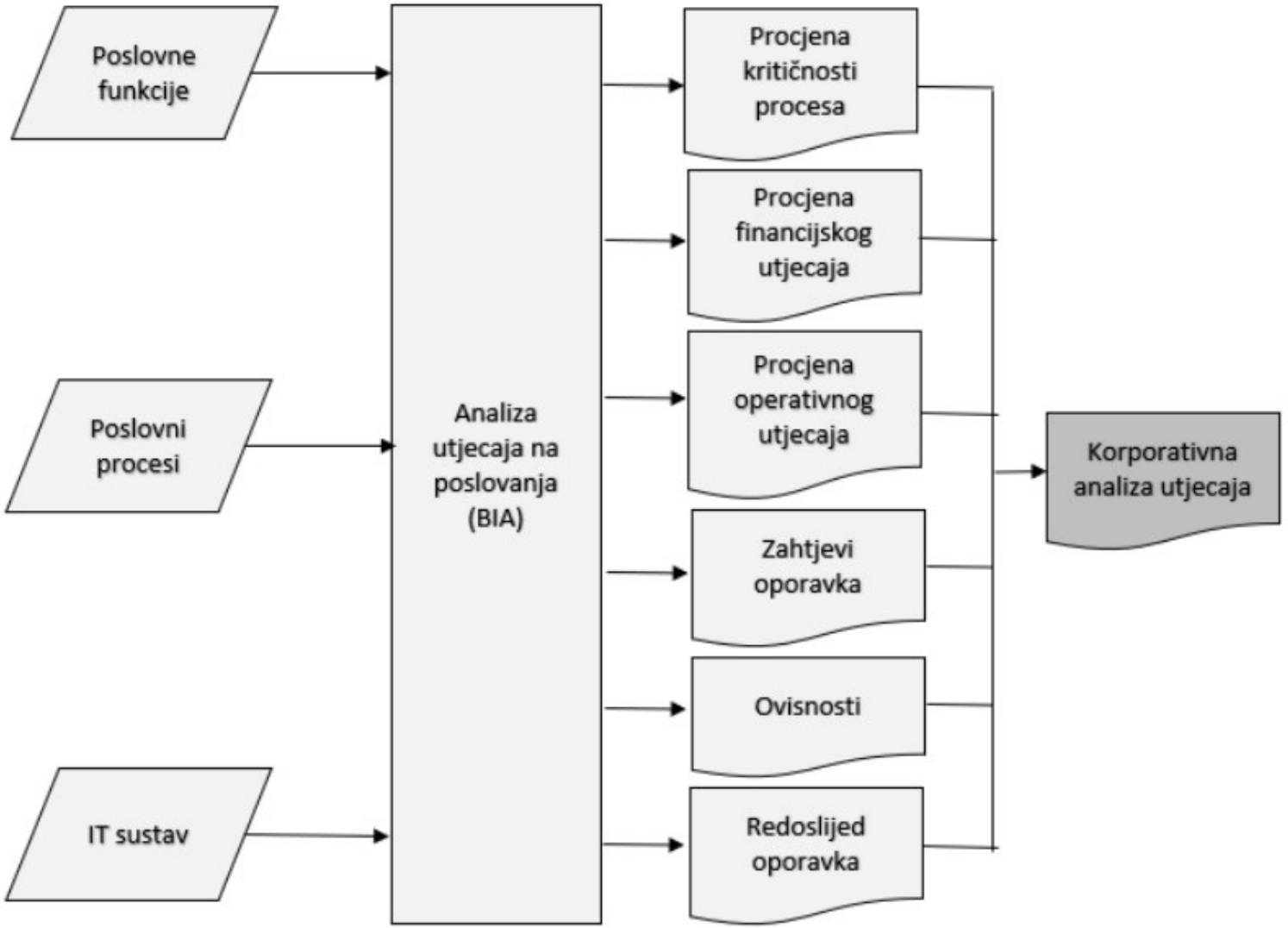
Koraci BIA

- NIST SP 800-34 (National Institute of Standards and Technology)
  - Identifikacija ključnih poslovnih procesa i funkcija,
  - Utvrđivanje međuovisnosti informacijskih sustava i poslovnih procesa,
  - Utvrđivanje prioriteta i klasifikacija poslovnih procesa i funkcija,
  - Utvrđivanje utjecaja prekida poslovnih procesa na sveukupne poslovne operacije, s naglaskom na financijske i operativne utjecaje,
  - Utvrđivanje zahtijevanih vremena oporavka,
  - Utvrđivanje preduvjeta za oporavak poslovanja,
  - Utvrđivanje redoslijeda oporavka pojedinih procesa i funkcija.

BIA result: corporate business impact analysis



Rezultat BIA: korporativna analiza utjecaja na poslovanje



Identification of business processes and functions and impact assessment

- **Critical functions**(critical functions) - necessary for the operation of org. (core)
  - IT perspective - an outage has serious/permanent security, operational and financial impacts
  - Acceptable recovery time is measured in hours

- **Essential functions**(essential functions) - very important, but not crucial
  - Pr. payment of wages to employees
  - Acceptable recovery time in the IT segment – a day or two

- **Required functions**(necessary functions)
  - Unavailability for an extended period can have a significant effect
  - Pr. E-mail or Internet access, business process support functions
  - Acceptable recovery time is measured in days

- **Preferred functions**(desirable functions) - small effect on business
  - Auxiliary functions that have developed over time to support business operations
  - Interruption can be an opportunity to revise them - it may turn out that they are not necessary
  - Acceptable recovery time - weeks or months

Identifikacija poslovnih procesa i funkcija te procjena utjecaja

- **Kritične funkcije** (critical functions) - neophodne za poslovanje org. (core)
  - IT gledište - prekid ima ozbiljne/trajne sigurnosne, operativne i financijske učinke
  - Prihvatljivo vrijeme oporavka mjeri se satima
- **Bitne funkcije** (essential functions) - vrlo važne, ali ne ključne
  - Pr. isplata plaće zaposlenicima
  - Prihvatljivo vrijeme oporavka u IT segmentu – dan ili dva
- **Potrebne funkcije** (necessary functions)
  - Nedostupnost u duljem razdoblju može imati značajan učinak
  - Pr. E-pošta ili pristup Internetu, funkcije potpore poslovnim procesima
  - Prihvatljivo vrijeme oporavka mjeri se danima
- **Poželjne funkcije** (desirable functions) - mali učinak na poslovanje
  - Pomoćne funkcije koje su se razvile vremenom kao potpora poslovanju
  - Prekid može biti prilika za njihovu reviziju – može se ispostaviti da nisu potrebne
  - Prihvatljivo vrijeme oporavka – tjednima ili mjesecima

Recovery requirements

- Recovery target point - RPO (Recovery Point Objective)
  - Time tolerance of data loss, state of recovery by restoring a backup copy of data Time
  - between the last *backup* and interrupting event
    - Pr. weekly backup + outage on Saturday → RPO = 1 week

- Target recovery time - RTO (Recovery Time Objective)
  - Maximum recovery time resources that support the organization's mission
    - Computer systems, production devices, telecommunications, buildings and workspace
  - Time between interrupt event and system/resource recovery

- Work recovery time - WRT (Work Recovery Time)
  - Full recovery time business functions after resource recovery
  - Data recovery (electronic r*esters* and manual entry) + testing and validation

- Maximum acceptable downtime - MTD (Maximum Tolerable Downtime)
  - The maximum tolerable downtime/outage of the system measured by the duration of the unavailability of business processes
  - The period between the interrupting event and the start of normal operations

  - MTD = RTO + WRT

Zahtjevi oporavka

- Ciljana točka oporavka - RPO (Recovery Point Objective)
  - Vremenska tolerancija gubitka podataka, stanje povrata oporavkom pričuvne kopije podataka
  - Vrijeme između posljednjeg *backupa* i prekidnog događaja
    - Pr. tjedni backup + ispad u subotu → RPO = 1 tjedan

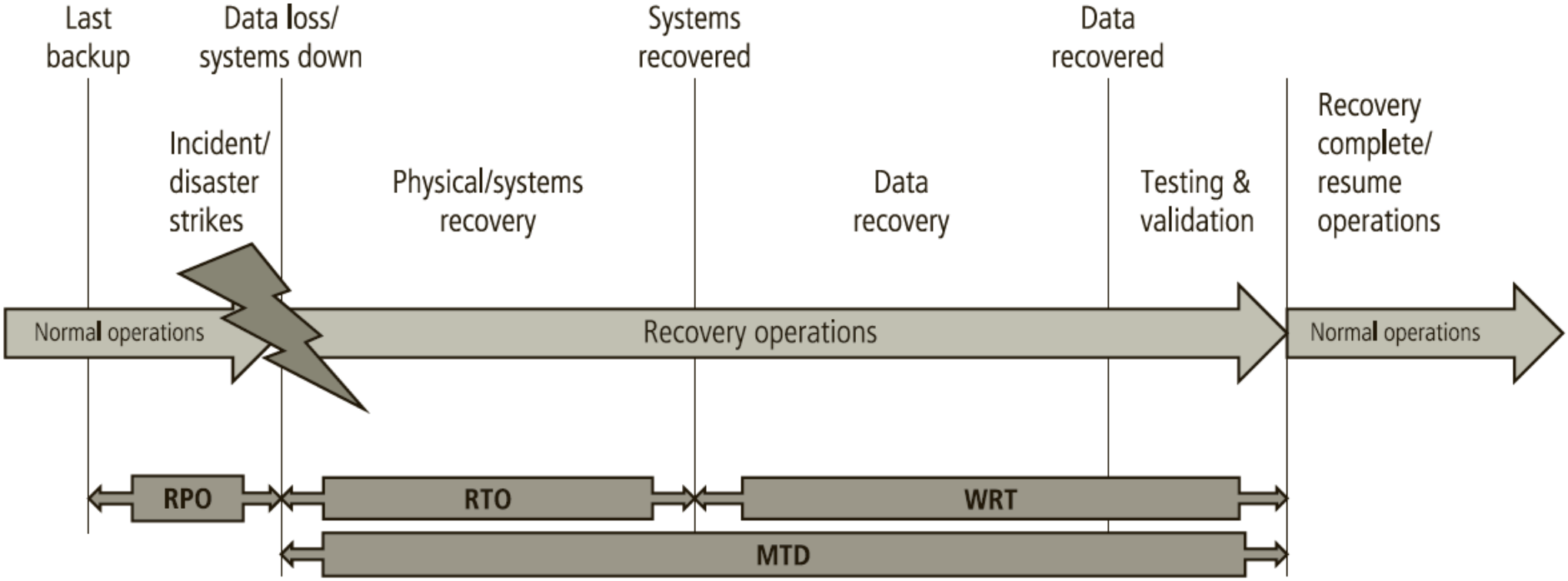
- Ciljano vrijeme oporavka - RTO (Recovery Time Objective)
  - Maksimalno vrijeme za oporavak resursa koji podržavaju misiju organizacije
    - Računalni sustavi, proizvodni uređaji, telekomunikacije, zgrade i radni prostor
  - Vrijeme između prekidnog događaja i oporavka sustava/resursa

- Vrijeme oporavka rada - WRT (Work Recovery Time)
  - Vrijeme potpunog oporavka poslovne funkcije nakon oporavka resursa
  - Obnova podataka (elektronički r*estore* i ručni unos) + testiranje i validacija

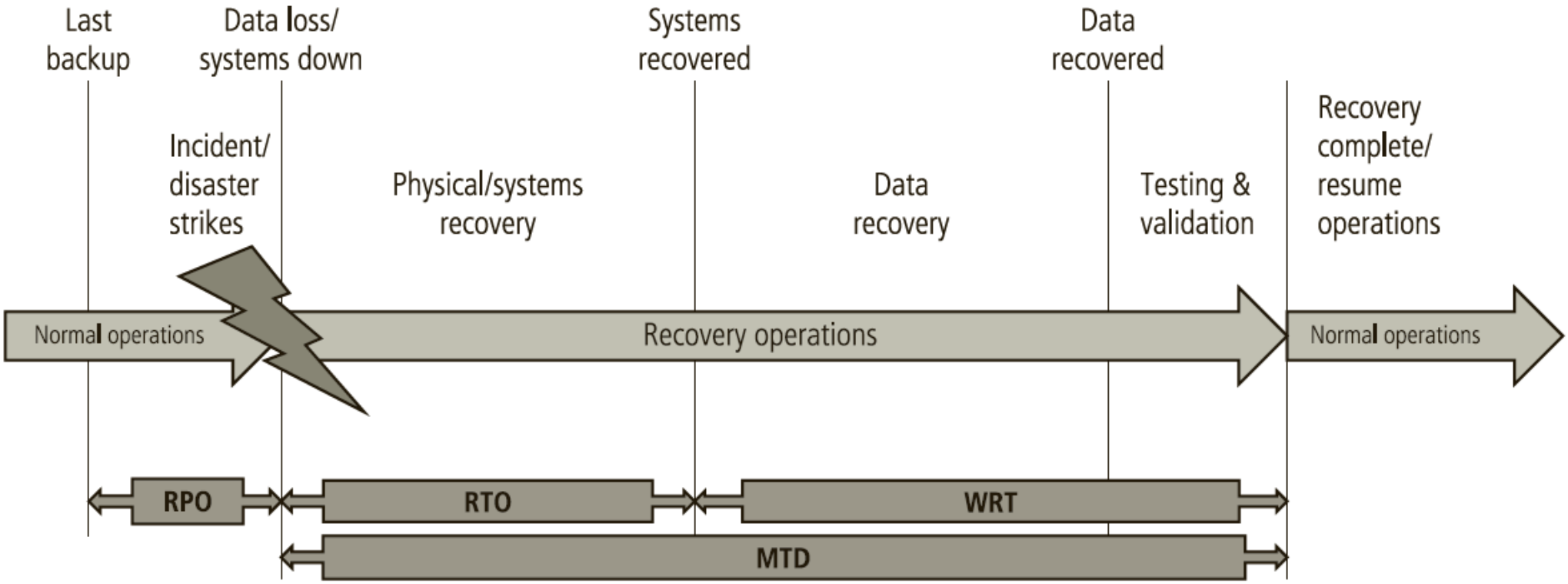
- Maksimalno prihvatljivo vrijeme ispada - MTD (Maximum Tolerable Downtime)
  - Maksimalno podnošljiv zastoj/ispad sustava mjeren trajanjem neraspoloživosti poslovnih procesa
  - Period između prekidnog događaja i početka normalnog poslovanja

  - MTD = RTO + WRT

Analysis and prioritization of business processes



Analiza i postavljanje prioriteta poslovnih procesa



Interdependencies of business functions

- How and when will the interruption of a certain business function affect others?
- Is this function tied to any specific resources (certain suppliers, equipment)?
- Who are the key people to perform this function? What if these people are unavailable?
- How is this function performed - continuously, periodically, on a daily or weekly basis? Is there a critical time when it is necessary for business?
- What IT resources are necessary to perform this function?
- Are there any manual, workaround procedures by which it can be executed even if the information system is not available?

Međuovisnosti poslovnih funkcija

- Kako će prekid određene poslovne funkcije utjecati na ostale i kada će to biti?
- Je li ta funkcija vezana za neke specifične resurse (određeni dobavljači, oprema)?
- Koje su ključne osobe za obavljanje te funkcije? Što kada su te osobe nedostupne?
- Kako se ta funkcija obavlja – kontinuirano, povremeno, na dnevnoj ili tjednoj bazi? Postoji li neko kritično vrijeme kada je neophodna za poslovanje?
- Koji su IT resursi neophodni za obavljanje te funkcije?
- Postoje li neke ručne, zaobilazne procedure kojima se ona može izvršavati i ako informacijski sustav nije dostupan?

Impact Analysis Report

- Key processes and functions,
- Interdependencies of processes and IT resources,
- Criticality, i.e. the level of impact on business,
- Key roles and responsibilities of persons in charge of their implementation,
- Required recovery times,
- Financial, operational, legal, personal effects of unavailability,
- Manual procedures for business continuity in case of unavailability.

Izvješće o analizi utjecaja

- Ključni procesi i funkcije,
- Međuovisnosti procesa i IT resursa,
- Kritičnost odnosno razina utjecaja na poslovanje,
- Ključne uloge i odgovornosti osoba zaduženih za njihovu provedbu,
- Zahtijevana vremena oporavka,
- Financijski, operativni, pravni, personalni učinci nedostupnosti,
- Ručne procedure za nastavak poslovanja u slučaju nedostupnosti.

Incident response

Odgovor na incident

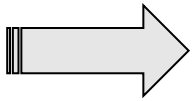
Incident Response Planning (IRP)

- Identification and classification of incidents and corresponding responses

- Incident response planning team (IR team)
  - Develops incident response plans

- Incident Response Team
  - Computer Security Incident Response Team (CSIRT)
  - Executes plans in response to an incident

- Phases of incident response
  - planning
  - detection
  - reaction
  - Recovery



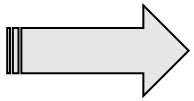
Planiranje odgovora na incidente (IRP)

- Identifikacija i klasifikacija incidenata te odgovarajućih odgovora

- Tim za planiranje odgovora na incident (IR team)
  - Razvija planove za odgovor na incident

- Tim za odgovor na incident
  - Computer Security Incident Response Team (CSIRT)
  - Izvodi planove, kao reakciju na incident

- Faze odgovora na incident
  - Planiranje (planning)
  - Detekcija (detection)
  - Reakcija (reaction)
  - Oporavak (recovery)



Establishment of an incident response team

- Related terms

- Computer Security Incident Response Team (CSIRT)
  - service responsible for receiving, reviewing and responding to reports of computer security incidents - an organizational body, but it can also be external

- Information Security Incident Response Team
  - Information Security Incident Response Team (ISIRT)
  - according to ISO/IEC 27035:2011 (no longer valid)
  - a team of suitably skilled and reliable members of the organization who handle information security incidents throughout their life cycle

- Computer Emergency Response (CERT)
  - team for ICT incidents, organizational, more often national, where it can be called differently
  - Pr.https://www.cert.hr/ ,https://www.cert.hr/csirt_specifikacija/

Uspostava tima za odgovor na incidente

- Srodni pojmovi

- Computer Security Incident Response Team (CSIRT)
  - usluga odgovorna za zaprimanje, pregled i odgovor na prijavu incidenata računalne sigurnosti – organizacijsko tijelo, ali može biti i vanjsko

- Tim za odgovor na incidente informacijske sigurnosti
  - Information Security Incident Response Team (ISIRT)
  - prema normi ISO/IEC 27035:2011 (više ne vrijedi)
  - tim odgovarajuće vještih i pouzdanih članova organizacije koji tijekom svog životnog ciklusa rješavaju incidente informacijske sigurnosti

- Computer Emergency Response (CERT)
  - tim za IKT incidente, organizacijski, češće nacionalni, gdje može biti i drukčije nazvan
  - Pr. https://www.cert.hr/ , https://www.cert.hr/csirt_specifikacija/

Incident Response Policy

- NIST 800-61, Rev. 2, The Computer Security Incident Handling Guide
  - Statement on the purpose and objectives of the policy
  - Reach - to whom what applies and under what circumstances
  - Definition of incidents and related terms
  - Organizational structure, definition of roles, responsibilities and powers
    - Seizure or shutdown of equipment, surveillance of suspicious activities, reporting of perpetrators
    - Information sharing (what, who, when, how)
    - Escalation procedure
  - Prioritization or severity rating of incidents
  - Performance measurement (access control, security walls, DNS, ...)
  - Reporting and forms

Politika odgovora na incidente

- NIST 800-61, Rev. 2, The Computer Security Incident Handling Guide
  - Izjava o svrsi i ciljevima politike
  - Doseg – na koga se što odnosi te u kojim okolnostima
  - Definicija incidenata i povezanih pojmova
  - Organizacijska struktura, definicija uloga, odgovornosti i ovlasti
    - Zapljena ili isključivanje opreme, nadzor sumnjivih aktivnosti, prijava počinitelja
    - Dijeljenje informacija (što, tko, kada, kako)
    - Postupak eskalacije
  - Postavljanje prioriteta ili ocjene ozbiljnosti incidenata
  - Mjerenje učinaka (kontrola pristupa, sigurnosne stijene, DNS, …)
  - Izvještavanje i formulari

Incident response planning

- The assumption is that there is a CSIRT
  - Competences, on-call,...
- Format and content
  - Organized instructions on handling procedures
  - ... during and after the incident
- Accommodation - IR plan protection
  - At hand, but so that the attacker does not discover them
  - Physical binders near admin stations, cabinets, encrypted files
- Testing
  - Checklists, structured walk-through, simulation, complete interruption

- The more you sweat in training, the less you bleed in combat.
- Training and preparation hurt.
- Lead from the front, not the rear.
- You don't have to like it, just do it.
- Keep it simple.
- Never assume.
- You are paid for your results, not your methods.

Planiranje odgovora na incident

- Pretpostavka je da postoji CSIRT
  - Kompetencije, dežurstva, …
- Format i sadržaj
  - Organizirane upute o procedurama postupanja
  - … za vrijeme i nakon incidenta
- Smještaj – zaštita IR plana
  - Pri ruci, ali tako da ih napadač ne otkrije
  - Fizički registratori blizu administratorskih stanica, ormari, šifrirane datoteke
- Testiranje
  - Kontrolne liste, strukturirani prohod (walk-through), simulacija, potpuni prekid

- The more you sweat in training, the less you bleed in combat.
- Training and preparation hurt.
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Incident detection

- Indicators possible incidents
  - Unknown files
  - Unknown processes
  - Unusual consumption of computer resources
  - Unusual system crash

- Indicators likely incidents
  - Activities at unusual times (network traffic or "idle" file access)
  - Emergence of new credentials
  - Attacks reported by users
  - IDPS (Intrusion Detection / Prevention System) notifications

Detekcija incidenta

- Indikatori mogućih incidenata
  - Nepoznate datoteke
  - Nepoznati procesi
  - Neuobičajeno trošenje računalnih resursa
  - Neuobičajen pad sustava

- Indikatori vjerojatnih incidenata
  - Aktivnosti u neuobičajena vremena (mrežni promet ili pristup datotekama „kada ih nitko ne koristi“)
  - Pojava novih vjerodajnica
  - Napadi prijavljeni od strane korisnika
  - Notifikacije IDPS (Intrusion Detection / Prevention System)

Incident detection (2)

- Indicatorscertain onesincidents
  - Using inactive credentials
  - Changes to log entries (relative to backup)
  - The presence of hacking tools
  - Notification of partner or partner (partner,*peers*)
  - A message from a hacker - a "gotcha" on a website or an email message from a "secure" account

- Other indicators
  - Loss of availability - unavailable system
  - Loss of integrity - corrupt files or data
  - Loss of confidentiality - notification of a data breach or disclosure of information that was thought to be protected
  - Violation of policy - events in violation of org. security policies
  - Violation of the law - the law was violated in which the org. resources

Detekcija incidenta (2)

- Indikatori izvjesnih incidenata
  - Korištenje neaktivnih vjerodajnica
  - Izmjene dnevničkih zapisa (u odnosu na rezervnu kopiju)
  - Prisustvo hakerskih alata
  - Dojava partnera ili parnjaka (partner, *peer*)
  - Poruka hakera – „gotcha“ na web stranici ili email poruka sa „sigurnog“ računa

- Drugi indikatori
  - Gubitak raspoloživosti - nedostupan sustav
  - Gubitak integriteta - korumpirane datoteke ili podaci
  - Gubitak povjerljivosti - obavijest o curenju podataka ili otkrivanje podataka za koje se mislilo da su zaštićeni
  - Kršenje politike – događaji u suprotnosti s org. politikama sigurnosti
  - Kršenje zakona – prekršen je zakon u čemu su sudjelovala org. sredstva

Reaction - key terms

- Alert message
  - Description of the incident with sufficient information
  - That each person knows which part of the IR plan to implement without slowing down the notification
- alert list (alert roster)
  - Contacts to be notified about the occurrence of the incident
  - Hierarchical roster
    - A list of warnings where the first person calls several others, and those on
    - faster but less precise
  - Sequential roster
    - An alert list where one person calls everyone on the list
    - more precisely but longer

Reakcija – ključni pojmovi

- Poruka upozorenja (alert message)
  - Opis incidenta s dovoljno informacija
  - Da svaka osoba zna koji dio IR plana provesti bez da uspori obavješćivanje
- Popis upozorenja (alert roster)
  - Kontakti koje treba obavijestiti o događaju incidenta
  - Hijerarhijski popis (hierarchical roster)
    - Popis upozorenja u kojem prva osoba poziva nekoliko drugih, a one dalje
    - brže ali nepreciznije
  - Slijedni popis (sequential roster)
    - Popis upozorenja u kojem jedna osoba poziva svaku na popisu
    - točnije ali dugotrajnije

Reaction - procedure

- Help desk, user or system administrator
  - They invite "real people" from the warning list
- Documenting the incident
  - Who, what, when, where, why and how
  - Case study, learning
  - Proof of correct behavior
  - A foundation for future simulations
- Strategies for suppressing incidents and regaining control
  - Filtering messages, blocking sockets, disabling credentials, reconfiguring sig. rocks, temporary stoppage of services and processes

Reakcija - postupak

- Pomoćna služba (help desk), korisnik ili administrator sustava
  - Pozivaju „prave ljude” s popisa upozorenja
- Dokumentiranje incidenta
  - Tko, što, kada, gdje, zašto i kako
  - Studijski slučaj, učenje
  - Dokaz za ispravno postupanje
  - Podloga za simulacije u budućnosti
- Strategije suzbijanja incidenata i povrata kontrole
  - Filtriranje poruka, blokiranje priključnica, onesposobljavanje vjerodajnica, rekonfiguriranje sig. stijene, privremeno zaustavljanje servisa i procesa

Recovery from the incident

- Investing efforts according to priorities - following the plan

- Damage evaluation
  - Right now, for days, for weeks
  - System and data storage assessment
  - Log study, computer forensics, evidence collection

- Recovery
  - Vulnerability identification
  - Installation, replacement, upgrade protection
  - Recovery of data, services, processes
  - Continuous monitoring/surveillance of the system
  - Restoring trust

- After Action Review (AAR)

Oporavak od incidenta

- Ulaganje napora po prioritetima – slijeđenjem plana
- Procjena štete
  - Trenutno, danima, tjednima
  - Procjena sustava i pohrane podataka
  - Proučavanje dnevnika (log), računalna forenzika, prikupljanje dokaza
- Oporavak
  - Identifikacija ranjivosti
  - Instalacija, zamjena, nadogradnja zaštite
  - Oporavak podataka, usluga, procesa
  - Kontinuirano praćenje/nadzor sustava
  - Obnavljanje povjerenja
- Naknadna revizija (After Action Review - AAR)

Disaster recovery

Oporavak od katastrofe

Disaster

- unwanted and unexpected harmful event that the organization
- prevents the performance of critical business functions
- through an indefinite period of time i
- results in great damage (not only financial) to her business

- Some examples
  - unavailability of the organization's main location due to a natural disaster or fire,
  - unavailability of the IT infrastructure at the main location due to a major hardware or software failure,
  - unavailability of key employees of the organization due to the epidemic,
  - long-term interruption of electricity supply,
  - disruption of key supplier services

Katastrofa

- neželjeni i neočekivani štetni događaj koji organizaciji
- onemogućuje obavljanje kritičnih poslovnih funkcija
- kroz neodređeni vremenski period i
- rezultira velikom štetom (ne samo financijskom) za njezino poslovanje

- Neki primjeri
  - nedostupnost glavne lokacije organizacije zbog prirodne katastrofe ili požara,
  - nedostupnost IT infrastrukture na glavnoj lokaciji zbog kvara hardvera ili softvera većih razmjera,
  - nedostupnost ključnih djelatnika organizacije zbog epidemije,
  - dugotrajni prekid isporuke električne energije,
  - prekid ključnih usluga dobavljača

Content of the disaster recovery plan (DR plan)

- List of IT assets
  - inventory of hardware, systems and applications
- Risk evaluation
  - for each key IS; probability, consequences
- Classification of importance
  - critical, others
- RPO and RTO
- List of activities - procedures for establishing business continuity
  - Short-term - basic functionalities
  - Long-term - business returns to normal

Sadržaj plana oporavka od katastrofe (DR plan)

- Popis IT sredstava
  - inventura hardvera, sustava i aplikacija
- Procjena rizika
  - za svaki ključni IS; vjerojatnost, posljedice
- Klasifikacija važnosti
  - kritični, ostali
- RPO i RTO
- Popis aktivnosti – procedure uspostave nastavka poslovanja
  - Kratkoročne – osnovne funkcionalnosti
  - Dugoročne – poslovanje se vraća u uobičajeno stanje

Recovery activities

- Hardware recovery
  - Replacement of components at the main or backup location
  - Servers, network equipment, firewall, IP/DS
- Recovery of operating systems
  - OS and main services (eg DNS, AD)
- Recovery of databases and archive records
- Data store recovery
  - *Storage*, backup hardware (Storage Area Network – SAN)
- Application recovery
  - Data, sync with backup location, check
- Testing recovery procedures

Aktivnosti oporavka

- Oporavak hardvera
  - Zamjena komponenti na glavnoj ili pričuvnoj lokaciji
  - Poslužitelji, mrežna oprema, vatrozid, IP/DS
- Oporavak operacijskih sustava
  - OS i glavni servisi (npr. DNS, AD)
- Oporavak baza podataka i arhivskih zapisa
- Oporavak spremišta podataka
  - *Storage*, pričuvni hardver (Storage Area Network – SAN)
- Oporavak aplikacija
  - Podaci, sinkronizacija s pričuvnom lokacijom, provjera
- Testiranje procedura oporavka

Disaster recovery levels (IBM, 2007)

- Level 0 – no data storage at backup location
  - The data is not stored in another location
  - Recovery is only possible using the system at the primary location

- Level 1 – Backing up data with a cold location
  - Data is stored on disks/tapes and physically sent to a backup location
    - Pickup Truck Access Method (PTAM)
  - Reserve cold site (cold site)
    - only basic infrastructure such as furniture, power supply, network cabinets and sockets
    - establishment of HW and SW, and restoration of backup copies of data
  - A cheap solution, the continuation of work is usually only possible after a few days

Razine oporavka od katastrofe (IBM, 2007)

- Razina 0 – bez pohrane podataka na pričuvnoj lokaciji
  - Podatci se ne pohranjuju na drugoj lokaciji
  - Oporavak je moguć samo korištenjem sustava na primarnoj lokaciji

- Razina 1 – Izrada pričuvne kopije podataka s hladnom lokacijom
  - Podatci se pohranjuju na diskove/trake i fizički šalju na pričuvnu lokaciju
    - Pickup Truck Access Method (PTAM)
  - Pričuvna hladna lokacija (cold site)
    - samo osnovna infrastruktura poput namještaja, napajanja, mrežnih ormara i utičnica
    - uspostava HW i SW, pa vraćanje pričuvnih kopija podataka
  - Jeftino rješenje, nastavak rada obično moguć tek nakon nekoliko dana

Disaster recovery tiers (BC tier 2 - 4)

- Level 2 - Backing up data with a hot location
  - Backup copies are physically sent to the backup location - PTAM
  - Backup hot location (host site)
    - on which an active backup system with appropriate HW and SW is installed, so data recovery
  - More expensive solution, continuation of work within 24 hours

- Level 3 – Electronic vaulting
  - BC2 + Critical data electronically to a backup location (remote backup service)
  - More efficient, continuation of work in ten hours

- Level 4 – Active Reserve Location
  - All data periodically electronically copied to a backup location (point-in-time copies)
    - *Batch/Online Database Shadowing and Journaling, Global Copy, FlashCopy, …*
  - Data loss up to several hours

Razine oporavka od katastrofe (BC tier 2 - 4)

- Razina 2 – Izrada pričuvne kopije podataka s vrućom lokacijom
  - Pričuvne kopije se fizički šalju na pričuvnu lokaciju - PTAM
  - Pričuvna vruća lokacija (host site)
    - na kojoj je instaliran i aktivan pričuvni sustav s odgovarajućim HW i SW, pa vraćanje podataka
  - Skuplje rješenje, nastavak rada unutar 24 sata

- Razina 3 – Elektronička pohrana (Electronic vaulting)
  - BC2 + Kritični podaci elektronički na pričuvnu lokaciju (remote backup service)
  - Efikasnije, nastavak rada za desetak sati

- Razina 4 – Aktivna pričuvna lokacija
  - Svi podatci periodički elektronički kopirani na pričuvnu lokaciju (point-in-time copies)
    - *Batch/Online Database Shadowing and Journaling, Global Copy, FlashCopy, …*
  - Gubitak podataka do nekoliko sati

Disaster recovery tiers (BC tier 5 - 7)

- Level 5 – Transaction Integrity
  - Application data and data from BP are copied at the transactional level to disks in the backup location (two-phase commit, remote replication, ...)
  - Recovery depends on the software used

- Level 6 – Minimal or no data loss
  - All data (regardless of the application) is "immediately" copied from the primary to the backup
  - Electronic (real-time storage mirroring, server mirroring), most often by disk-mirroring

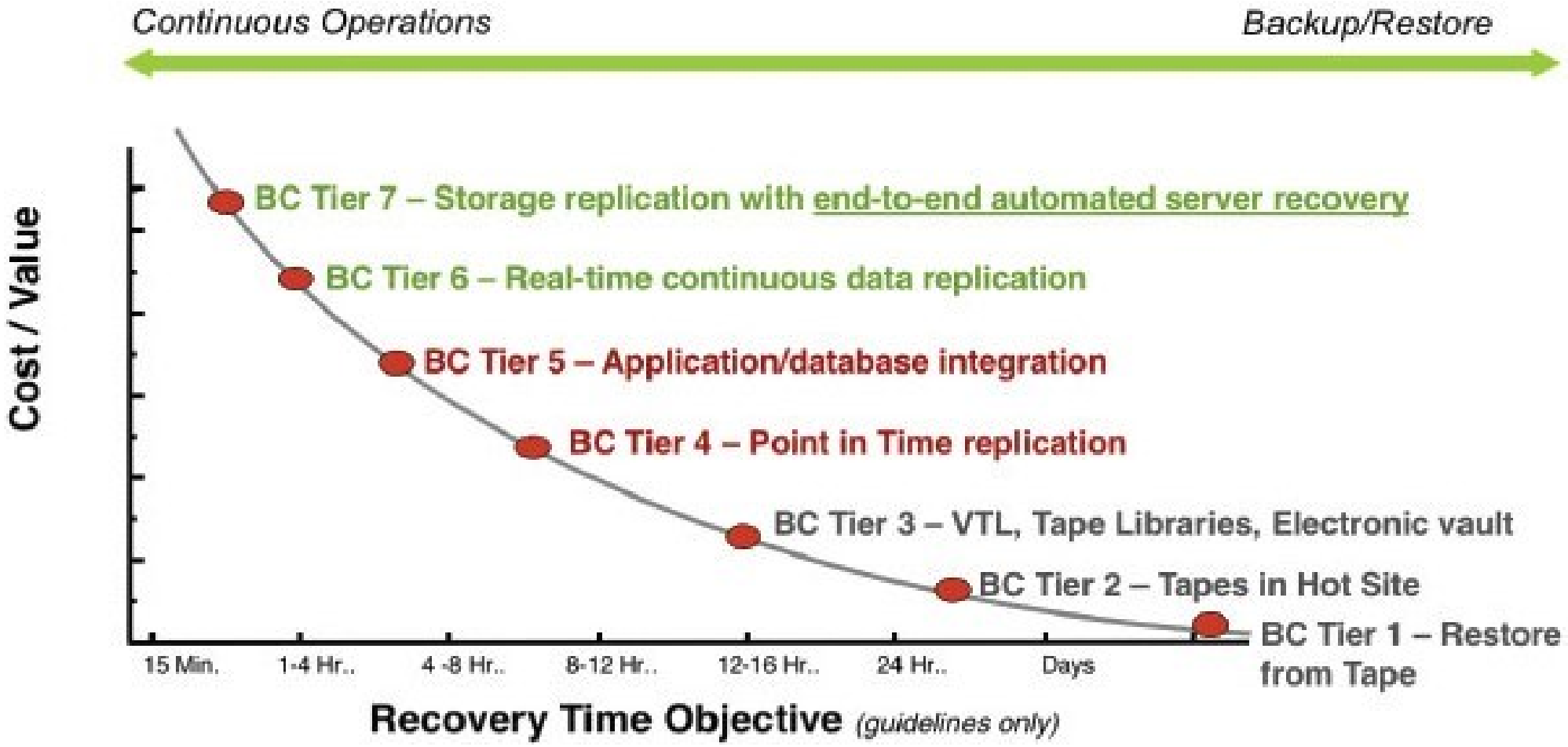
- Level 7 – Fully automated solution
  - Level 6 upgrade where in the event of a disaster, IS automatically continues to operate on the hardware infrastructure, applications and data located in the backup location without any interruption or data loss

Razine oporavka od katastrofe (BC tier 5 - 7)

- Razina 5 – Integritet transakcija
  - Aplikacijski podatci i podatci iz BP se na transakcijskoj razini preslikavaju na diskove na pričuvnoj lokaciji (two-phase commit, remote replication, …)
  - Oporavak ovisan o korištenom softveru
- Razina 6 – Minimalni ili nikakav gubitak podataka
  - Svi podatci (neovisno o aplikaciji) se „trenutno” kopiraju s primarne na pričuvnu
  - Elektronički (real-time storage mirroring, server mirroring), najčešće zrcaljenjem diska (disk-mirroring)
- Razina 7 – Potpuno automatizirano rješenje
  - Nadgradnja razine 6 pri kojoj u slučaju katastrofe IS automatski nastavlja raditi na hardverskoj infrastrukturi, aplikacijama i podatcima koji se nalaze na pričuvnoj lokaciji bez ikakvog prekida ili gubitka podataka

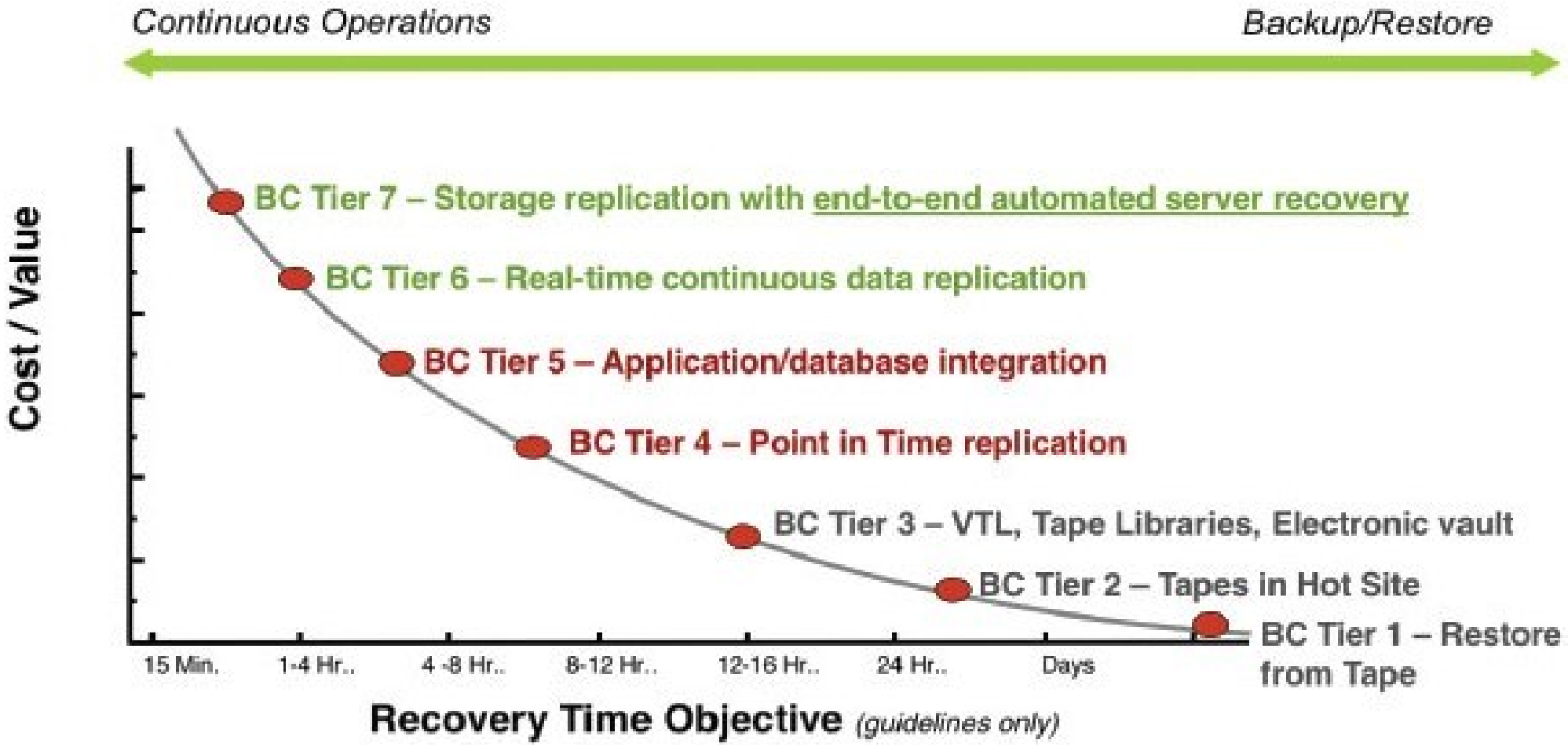
Recovery levels and business continuity

- BC1-3 *backup/restore*, BC4-5 rapid recovery, BC6-7 continuous availability



Razine oporavka i kontinuitet poslovanja

- BC1-3 *backup/restore*, BC4-5 brzi oporavak, BC6-7 kontinuirana dostupnost



Backup location variants

- Cold – infrastructure, Warm – no applications, Hot – complete configuration

Hladna lokacija

- malo ili bez opreme
- nema mrežne veze
- nije spremna za automatsko preuzimanje
- nema sinkronizacije podataka
- velik rizik gubitka podataka
- jeftino

Topla lokacija

- djelomično dostupna oprema
- mrežna veza aktivna
- preuzimanje unutar nekoliko sati
- dnevna sinkronizacija
- mali gubitak podataka
- financijski isplativo

Vruća lokacija

- potpuno dostupna oprema
- mrežna veza aktivna
- preuzimanje unutar nekoliko minuta
- gotovo trenutna sinkronizacija
- bez gubitka podataka
- skupo

Varijante pričuvne lokacije

- Cold – infrastruktura, Warm – bez aplikacija, Hot – potpuna konfiguracija

Hladna lokacija

- malo ili bez opreme
- nema mrežne veze
- nije spremna za automatsko preuzimanje
- nema sinkronizacije podataka
-velik rizik gubitka podataka
- jeftino

Topla lokacija

- djelomično dostupna oprema
- mrežna veza aktivna
- preuzimanje unutar nekoliko sati
- dnevna sinkronizacija
-mali gubitak podataka
- financijski isplativo

Vruća lokacija

- potpuno dostupna oprema
- mrežna veza aktivna
- preuzimanje unutar nekoliko minuta
- gotovo trenutna sinkronizacija
- bez gubitka podataka
- skupo

Procedures for switching from primary to backup location and vice versa

- ***Failover*(activation)**
  - Automatic continuation of work on the backup server, computer or network component in case of failure of the primary P/RK/MK
  - Real automated *failover* only possible at BC7 level

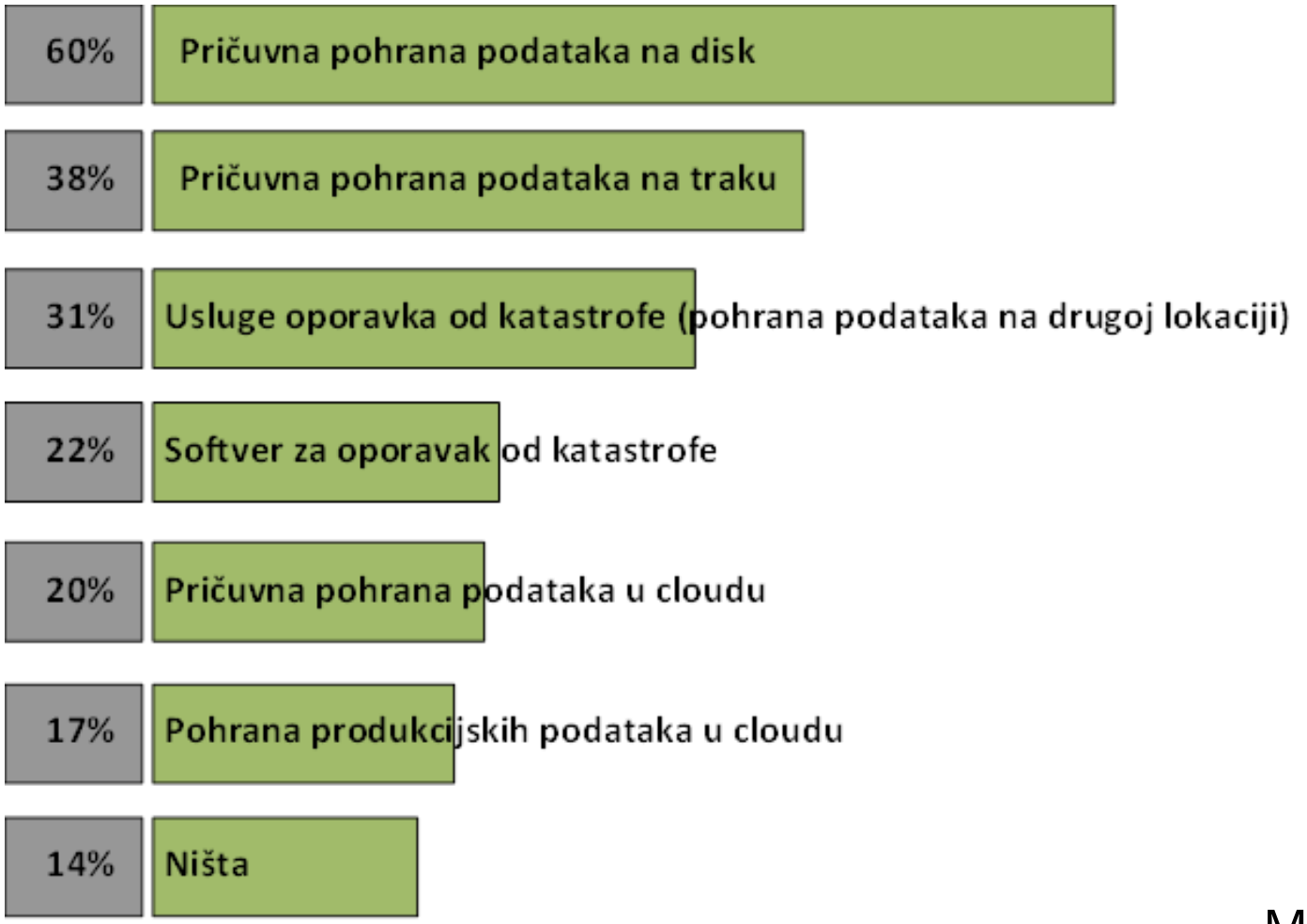
- ***Switchover*(roll switch)**
  - Controlled change of roles, usually manually at the planned time
  - Preparation for maintenance - installation of patches, upgrades, ...
  - Also to switch to backup when it is *failover* too complicated or too expensive

- ***Failback***
  - After training the system at the primary location
  - Restoring changes to data and applications
  - Ideally (BC7) automatically
  - In practice, with minor or major data loss, depending on the solution

Procedure za prelazak s primarne na pričuvnu lokaciju i obrnuto

- ***Failover* (activation)**
  - Automatski nastavak rada na pričuvnom poslužitelju, računalnoj ili mrežnoj komponenti u slučaju kvara na primarnom P/RK/MK
  - Pravi automatizirani *failover* moguć samo na razini BC7
- ***Switchover* (role switch)**
  - Kontrolirana zamjena uloga, najčešće ručno u planirano vrijeme
  - Priprema za održavanje – instalacija zakrpa, nadogradnji, …
  - Također za prelazak na pričuvnu kada je *failover* prekompliciran ili preskup
- ***Failback***
  - Nakon osposobljavanja sustava na primarnoj lokaciji
  - Vraćanje promjena u podacima i aplikacijama
  - U idealnom slučaju (BC7) automatski
  - U praksi uz manji ili veći gubitak podataka, ovisno o rješenju

Disaster recovery tools and technologies



- DRaaS - DR as a Service

Backup as a Service

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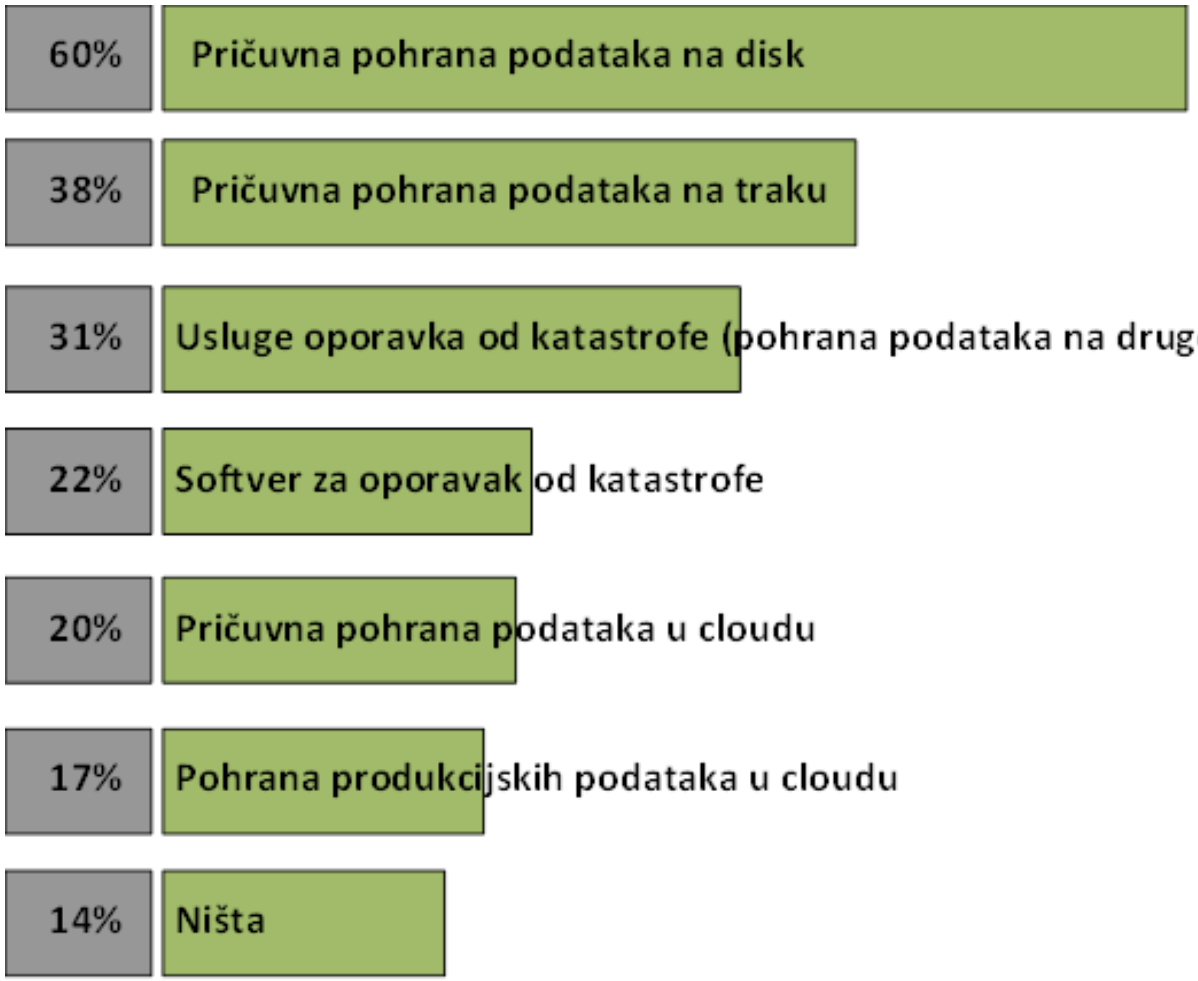
re ESX, ESXi

- MS Hyper-V

https://www.softwaretestinghelp.com/best-disaster-recovery-services-and-software-tools/

Alati i tehnologije za oporavak od katastrofe



- DRaaS - DR as a Service
- BaaS - Backup as a Service
  - IBM BaaS
  - Veeam Cloud Connect Replication
  - MS Azure Site Recovery
- DR Tools
  - Zerto
  - Carbonite
  - Arcserve
  - Veritas
  - Datto
- Virtualizacija
  - VMware ESX, ESXi
  - MS Hyper-V

https://www.softwaretestinghelp.com/best-disaster-recovery-services-and-software-tools/

Business continuity

Kontinuitet poslovanja

Business continuity planning

- An organization's efforts to continue critical functions in the event of a primary site outage
  - Senior management - development and implementation of BC policy, plan and teams

- Establishment of a business continuity management system (Business Continuity Management System - BCMS), according to the norm:
  - ISO 22301 Security and resilience — Business continuity management systems — Requirements
  - ISO 22313 - Security and resilience — Business continuity management systems — Guidance on the use of ISO 22301

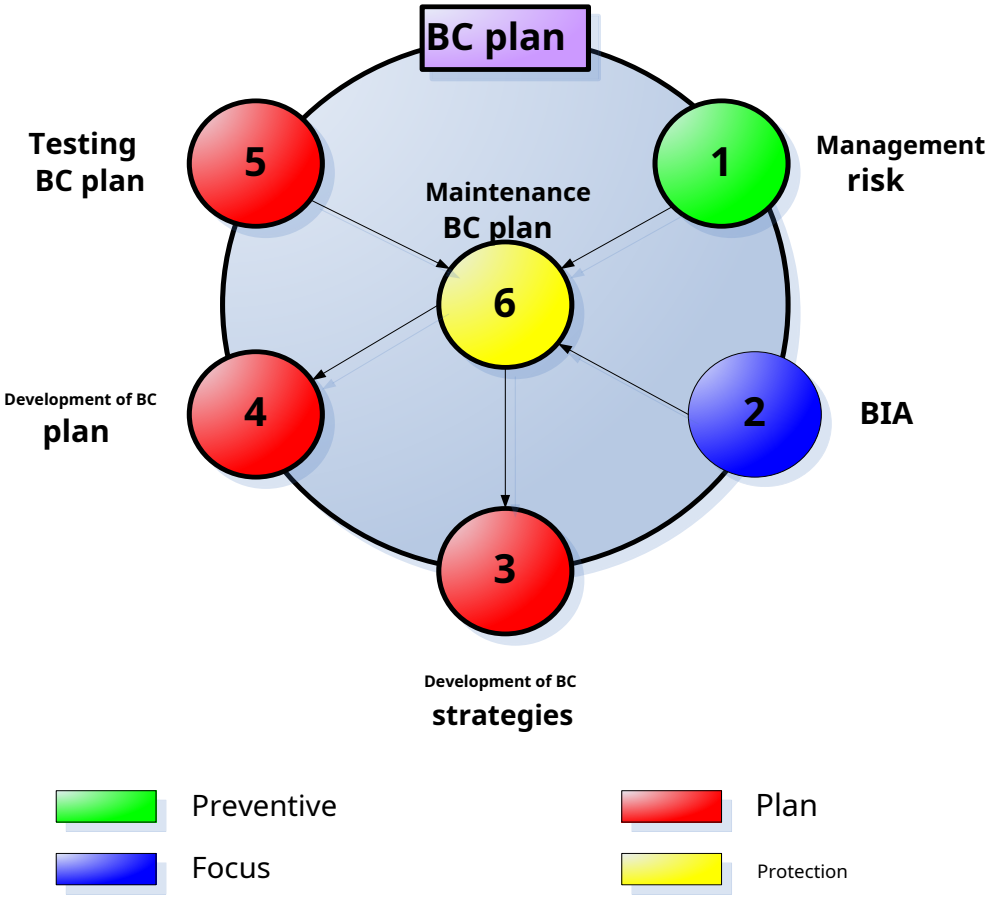
Planiranje kontinuiteta poslovanja

- Napori organizacije da nastavi s kritičnim funkcijama u slučaju ispada primarne lokacije
  - Više rukovodstvo – razvoj i implementacija BC politike, plana te timova

- Uspostava sustava upravljanja kontinuitetom poslovanja (Business Continuity Management System - BCMS), prema normi:
  - ISO 22301 Security and resilience — Business continuity management systems — Requirements
  - ISO 22313 - Security and resilience — Business continuity management systems — Guidance on the use of ISO 22301

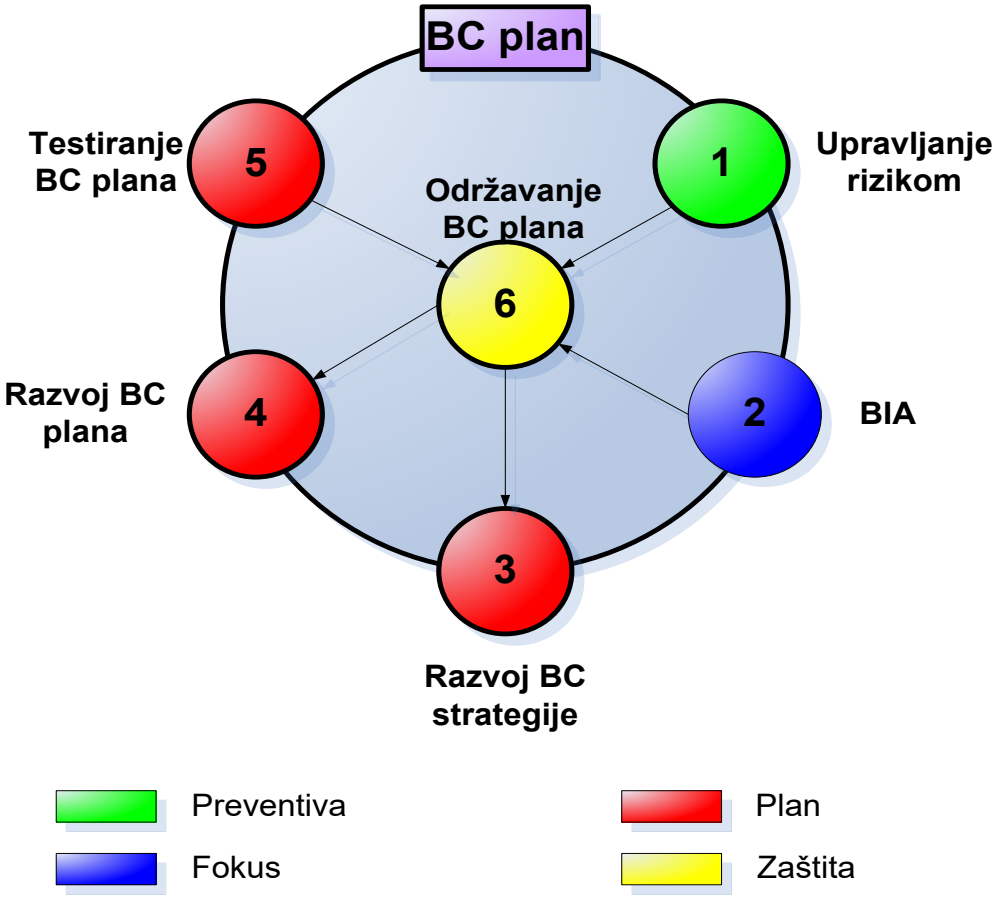
Business continuity planning process

- The process follows four key principles: *Focus, Prevention, Plan, Protection*
  - which are implemented in the BC program through a six-step planning process:



Proces planiranja kontinuiteta poslovanja

- Proces slijedi četiri ključna načela: *Fokus, Preventiva, Plan, Zaštita*
  - koji se implementiraju u BC programu kroz proces planiranja u šest koraka:



Business continuity planning

- Risk management
  - Assessment of threats and risks for business continuity, risk control

- Business Impact Analysis (BIA)
  - Identification of key business functions and processes, analysis of possible consequences
  - Identification of requirements for recovery after the occurrence of a disaster

- Development of a continuous business strategy
  - Evaluation of requests for recovery of interrupted key business processes.
  - Establishing solutions that meet requirements, choosing cost-effective solutions

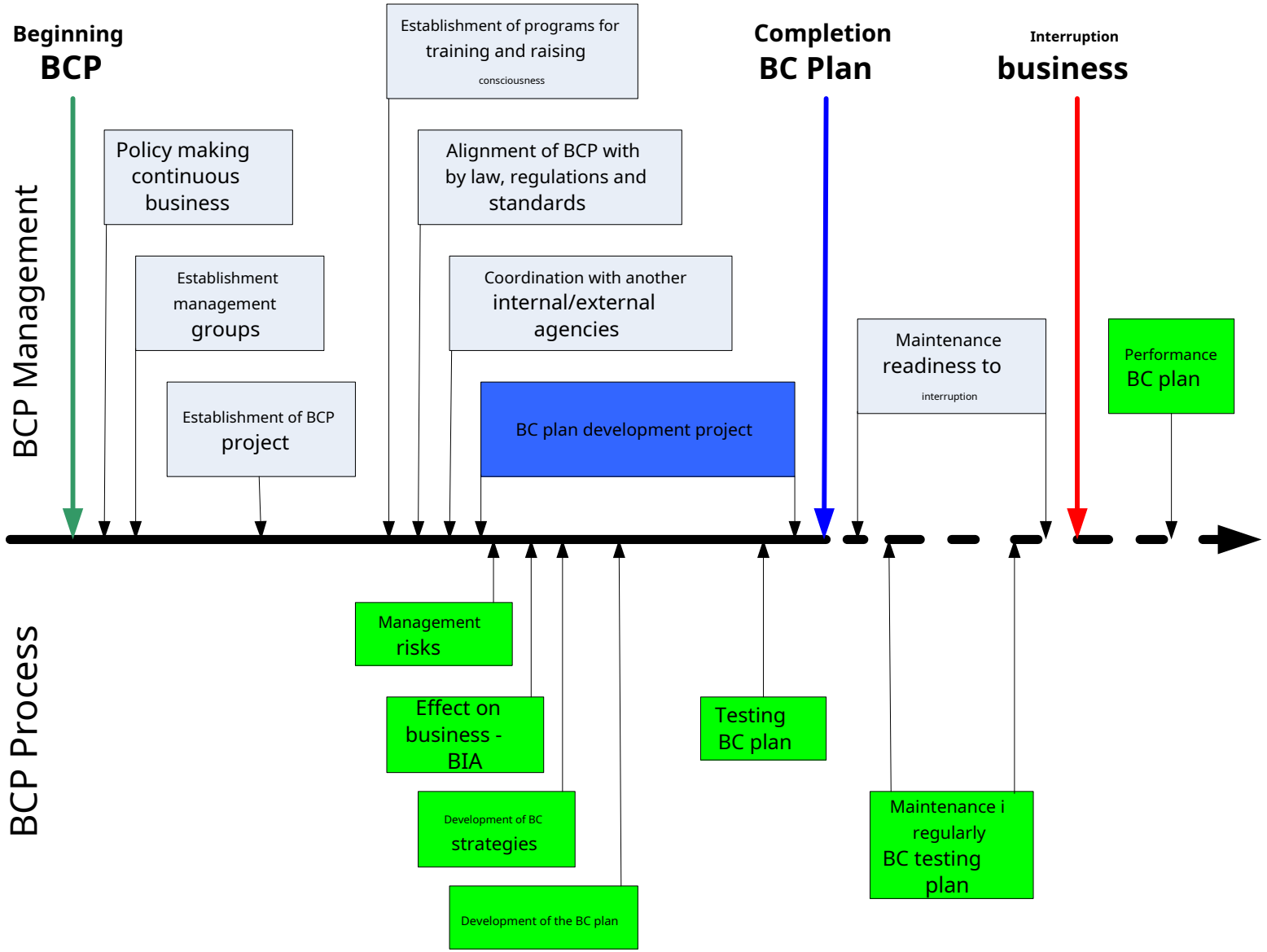
- Development of the BC plan
  - Protection of key processes and assets from various threats and risks
  - Recovery of key business processes and resources in a safe and timely manner

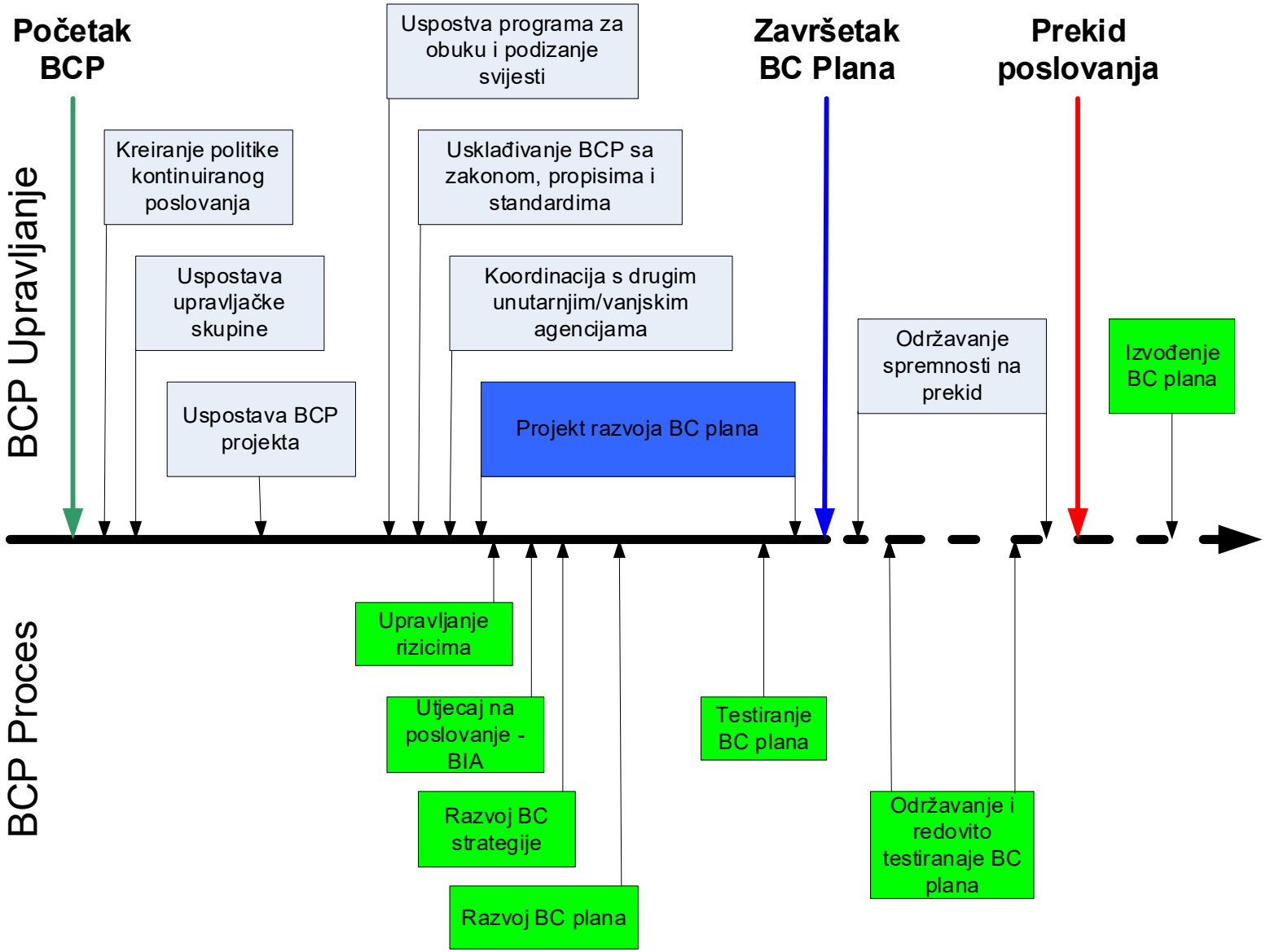
- BC plan testing
  - Testing the ability and effectiveness of the recovery team Testing the
  - ability and effectiveness of suppliers of goods and services

- Maintenance of BC plan

Planiranje kontinuiteta poslovanja

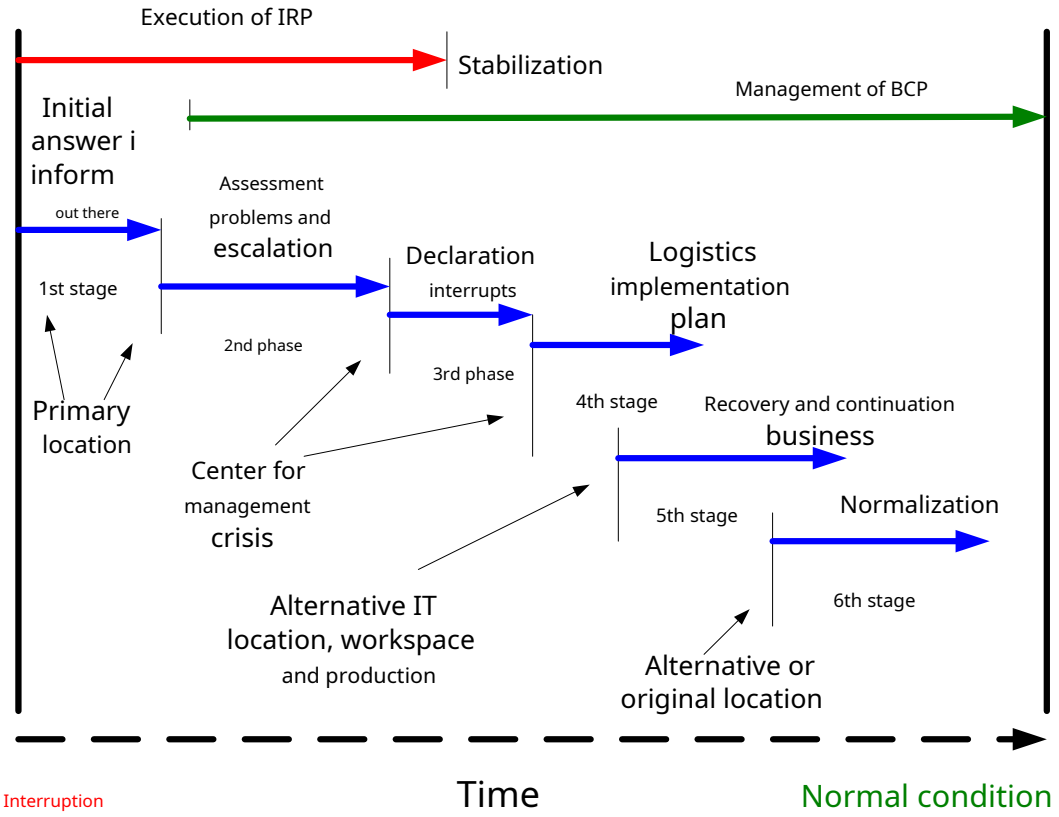
- Upravljanje rizikom
  - Procjena prijetnji i rizika za kontinuitet poslovanja, kontrola rizika
- Analiza posljedica na poslovanje (BIA)
  - Identifikacija ključnih poslovnih funkcija i procesa, analiza mogućih posljedica
  - Identifikacija zahtjeva za oporavak nakon pojave katastrofe
- Razvoj strategije kontinuiranog poslovanja
  - Ocjena zahtjeva za oporavak prekinutih ključnih poslovnih procesa.
  - Ustanovljavanje rješenja koja zadovoljavaju zahtjeve, odabir isplativih rješenja
- Razvoj BC plana
  - Zaštita ključnih procesa i sredstava od različitih prijetnji i rizika
  - Oporavak ključnih poslovnih procesa i resursa na siguran i vremenski prihvatljiv način
- Testiranje BC plana
  - Testiranje sposobnosti i učinkovitosti tima za oporavak
  - Testiranje sposobnosti i učinkovitosti dobavljača robe i usluga
- Održavanje BC plana


Beginning
BCP
Establishment of programs for training and raising consciousness
Completion
BC Plan
Interruption
business
BCP Management
Policy making continuous business
Alignment of BCP with by law, regulations and standards
Establishment management groups
Coordination with another internal/external agencies
Establishment of BCP project
BC plan development project
Maintenance readiness to interruption
Performance BC plan
BCP Process
Management risks
Effect on business - BIA
Development of BC strategies
Development of the BC plan
Testing BC plan
Maintenance i regularly BC testing plan


Početak BCP
Uspostva programa za obuku i podizanje svijesti
Završetak BC Plana
Prekid poslovanja
BCP Upravljanje
Kreiranje politike kontinuiranog poslovanja
Usklađivanje BCP sa zakonom, propisima i standardima
Uspostava upravljačke skupine
Koordinacija s drugim unutarnjim/vanjskim agencijama
Održavanje spremnosti na prekid
Izvođenje BC plana
Uspostava BCP projekta
Projekt razvoja BC plana
BCP Proces
Upravljanje rizicima
Utjecaj na poslovanje - BIA
Testiranje BC plana
Razvoj BC strategije
Održavanje i redovito testiranje BC plana
Razvoj BC plana

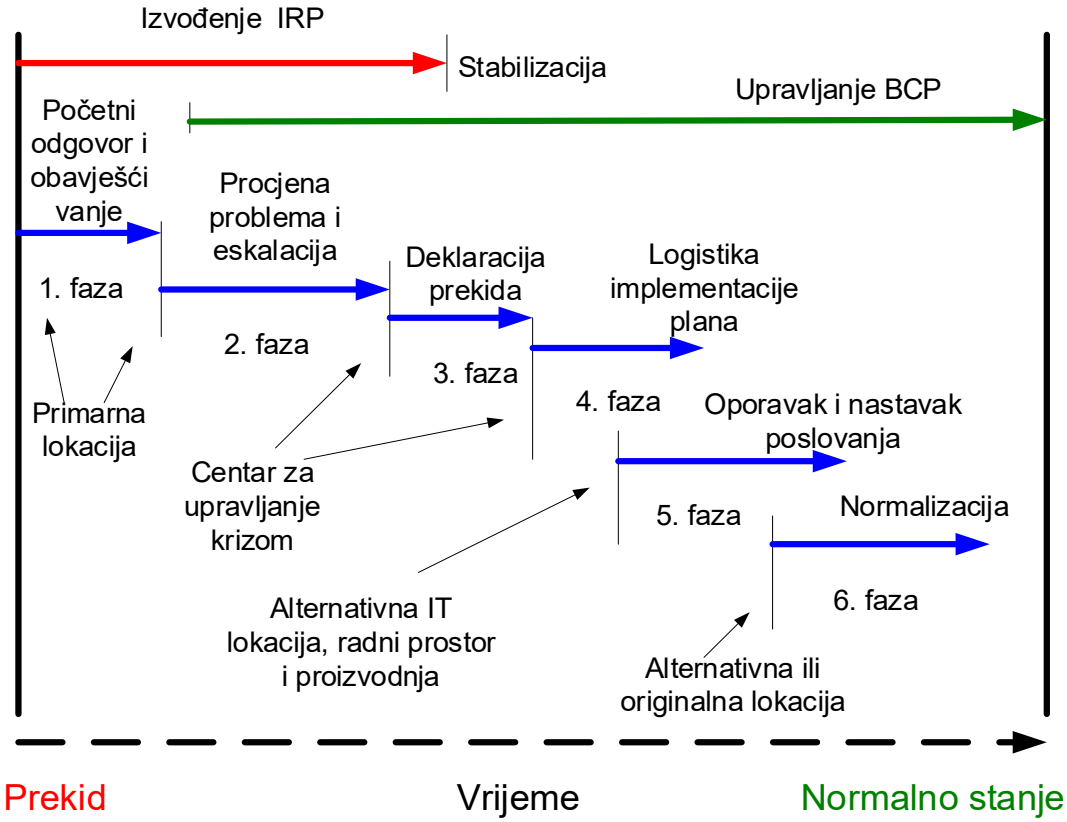
Execution of plan BC

- Initial response and notification
  - preliminary problem report
- Problem assessment and escalation
  - detailed problem report
- Statement on disaster / disruptive event
  - declaration of a disaster / disruptive event
- Implementation of the logistics plan
  - mobilization of teams, backup media, critical resources and devices
- Recovery and continuation of business
  - recovery of critical IT and non-IT resources and continuation of the process
- Normalization
  - operational status as it was before the interruption occurred



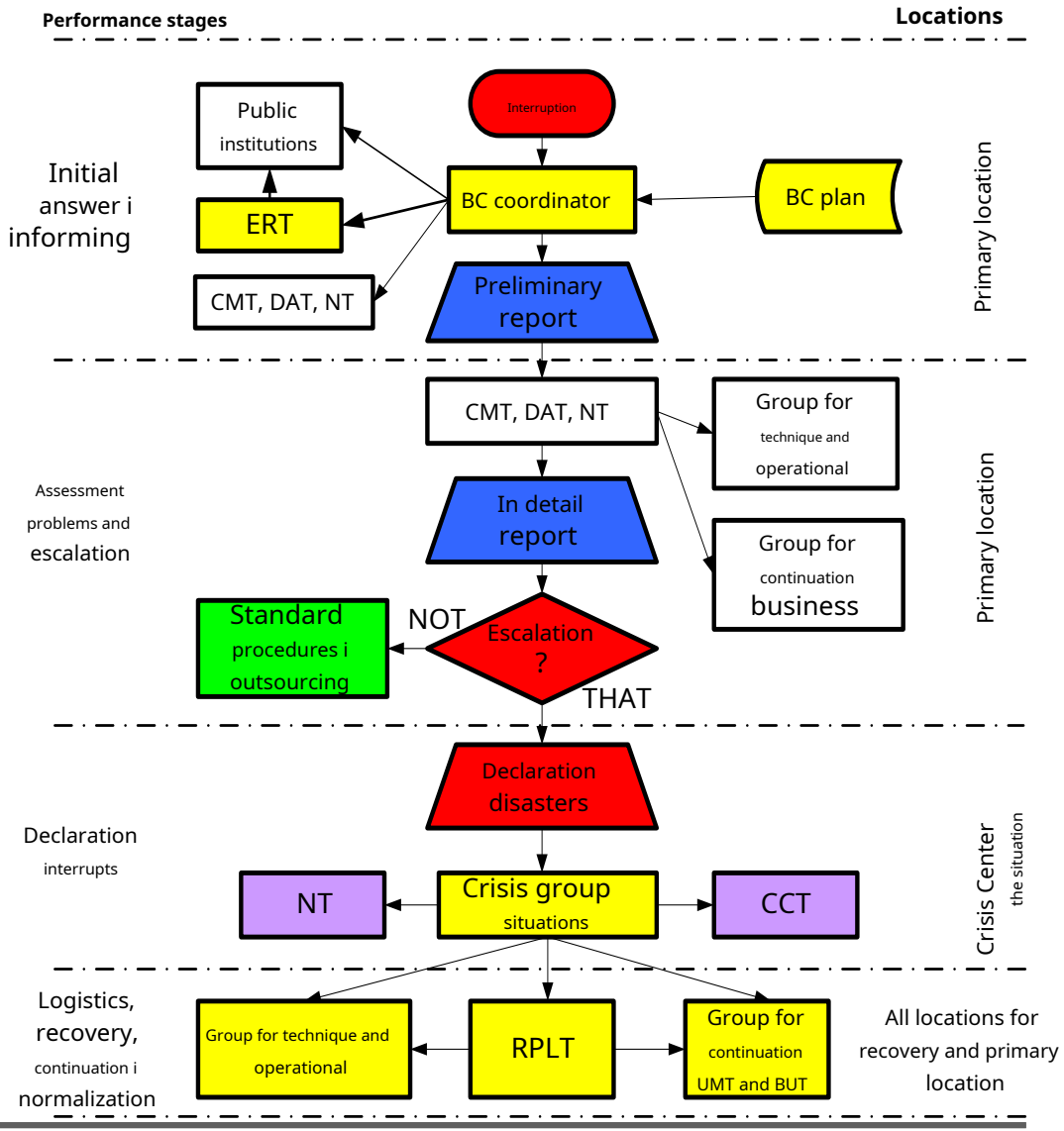
Izvođenje plana BC

- Početni odgovor i obavijest
  - preliminarno izvješće o problemu
- Procjena problema i eskalacija
  - detaljno izvješće o problemu
- Izjava o katastrofi / prekidnom događaju
  - proglašenje katastrofe / prekidnog događaja
- Implementacija plana logistike
  - mobilizacija timova, backup medija, kritičnih resursa i uređaja
- Oporavak i nastavak poslovanja
  - oporavak kritičnih IT i ne-IT resursa i nastavak procesa
- Normalizacija
  - operativni status kakav je bio prije pojave prekida



Roles and responsibilities in the implementation of the BC plan

- ERT – Emergency Response Team
- CMT – Crisis Management Team DAT
- – Data Team
- NT - Notification Team
- CCT – Command & Control Team
- RPLT – Resource Procurement and Logistics Team
- UMT – User Management Team
- BUT – Business Unit Team



Uloge i odgovornosti pri izvođenju plana BC

- ERT – Emergency Response Team
- CMT – Crisis Management Team
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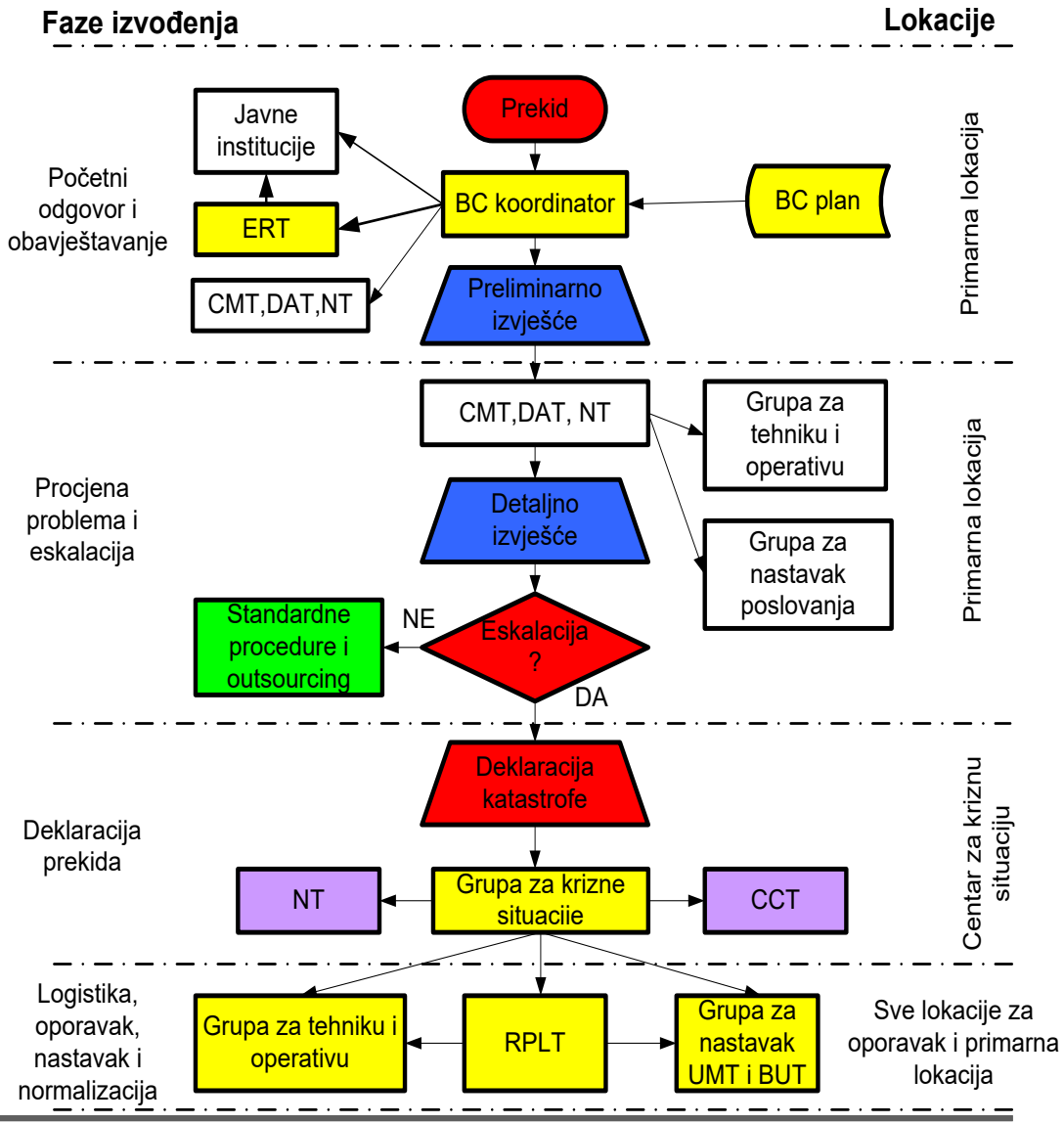

References

- ISO/IEC 27031:2011 Guidelines for information and communication technology readiness for business continuity
  - Application of ISO/IEC 27002 to information and communication technology readiness for business continuity
- ISO/IEC 27035:2016+ — Information technology — Security techniques — Information security incident management
- NIST Special Publication (SP) 800-34 , Revision 1, Contingency Planning Guide for Federal Information Systems
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