

Public – private cooperation: the NEISAS approach

Sandro Bologna – Italy
President of Associazione Italiana esperti in
Infrastrutture Critiche

s.bologna@infrastrutturecritiche.it

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AIIC – Associazione Italiana esperti Infrastrutture Critiche

<http://www.infrastrutturecritiche.it/>

Non-governmental and non-profit scientific association legally registered in Italy that aims at exchanging experiences and knowledge related to the critical infrastructures to create an interdisciplinary and inter-sectorial shared approach among experts of different fields



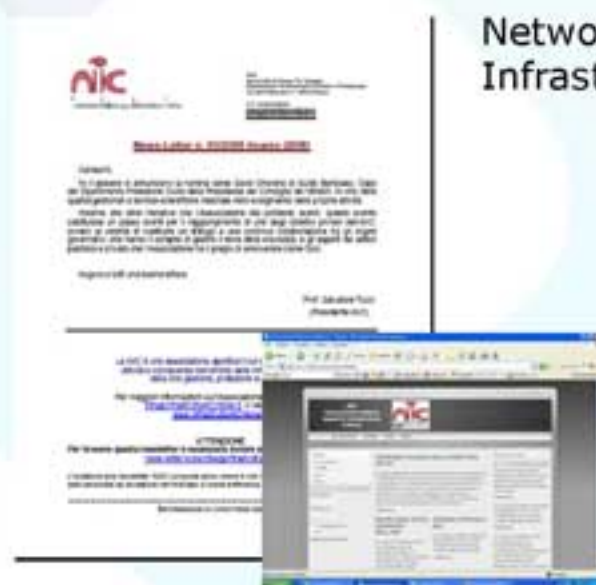
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NetONets²⁰¹¹

Networks of Networks: Systemic Risk and Infrastructural Interdependencies



Background

- Public – private partnerships are becoming a popular mode of tackling large and complex problems. The idea has recently emerged in national as well as international policy discussions. Yet the new partners in these initiatives are strangers to each other in many ways. And we are still learning about how best to manage these partnerships. We know little about the conditions when partnerships succeed and about the strategies for structuring partnerships.

Background

- Until recently, the public and private organizations working in the same sector or even different sectors often viewed each other with “antagonism, suspicion, and confrontation”. These tensions are now being supplanted by increasing rapprochement and positive encouragement because there is an increasing awareness that neither side alone can achieve its specific goals and collaboration is unavoidable to solve certain problems

Why Public – private partnership still so hard

- Neither government nor industry has ever developed a culture of trust. They are top – down hierarchies in which information is power and is best used to gain an advantage over another party, and those habits are hard to break.
- Public – private partnership it is not likely to happen until the two, government and private enterprises, come together and, instead of asking, “what do you have for me ?”, say “what can I do for you ?”

How to construct a Public – private partnership

- Of particular importance is the challenge of creating **VALUE** for each partner, value that could not be created by either of the partners independently. To assure a sustainable collaboration, the value created must be useful to all partners. The greater the value and more balanced the mutual benefit, the stronger is the partnership. In addition, creating partnership is a continual learning process and should be seen more in the form of long – term investments than short – term grants

Questions

- Why and how partnerships ?
- Who has what responsibility ?
- Who is a partner and who should decide ?
- What kind of governance structure could promote accountability while assuring effectiveness ?
- Can we impose obligations on private organizations ?
- Can private organizations be asked or expected to make actions that do not maximize shareholder value ?
- Incentives in order to encourage engagement ?

Public – private partnerships success factors

- Clarity of purpose
- Creation of value
- Start small but think big
- Commitment to the partnership
- Public has to accept the legitimacy of the profit motive that drives private enterprise
- Private has to be visionary enough to see long term returns from partnership

The problem of TRUST

- Trust is something which is formed in a dyad of depend interactions and includes a concomitant expectation that the other will reciprocate trust with trust in order to achieve the benefits of mutual cooperation
- Trust is generally associated with willing, not forced, cooperation and with benefits, resulting from that cooperation
- Trust cannot be enforced
- Developing an adequate level of trust among the partners is tedious and complex
- It is vital that trust is in equal measure in both directions (symmetric) and not one-sided (asymmetric)

Success factors for a trusted Public – private partnership

- The creation of a shared vocabulary to serve as the basis for successful cooperation
- The reliability of the information exchanged
- The creation of value
- Partners do not feel that what they say will be used against them
- A secure environment to discuss critical questions

The NEISAS Project

- ✓ NEISAS (National and European Information Sharing and Alerting System) <http://www.neisas.eu>
- ✓ Co-funded by EU-JLS/2008/CIPS/016

The Team



ENEA (I) Italian National Agency for New technologies, Energy and Sustainable Economic Growth (coordinator)



LanditD (UK) consultancy company expert cyber security



Booz&co (I) consultancy company



CPNI.NL (NL) Information Center for Cyber Crime



UKHO (UK) United Kingdom Home Office



PdCM (I) Italian Prime Minister Cabinet



CPNI (UK) Center for Protection of National Infrastructures



AIIC (I) Italian Association of Critical Infrastructures

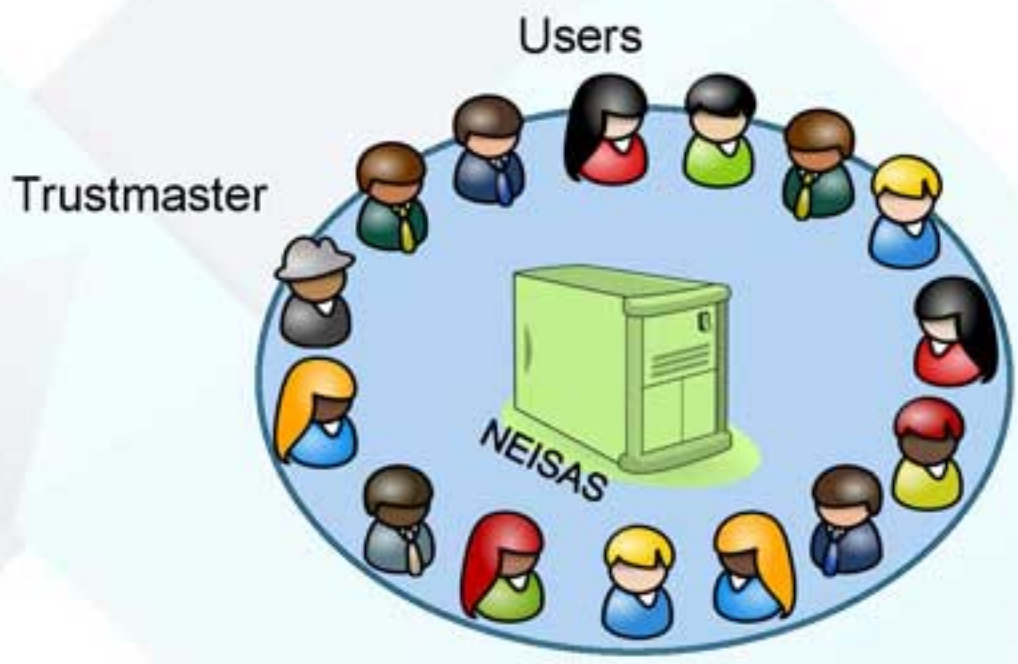
The Challenge

- To develop a NEISAS European Framework, which would also help all EU Member States to implement a secure national information sharing system or in case they already have one, to connect it to other Member States in a trusted way.
- To develop an EISAS prototype based on end user requirements capture as well as the learning experience from other trusted information sharing models such as the existing WARP platform developed by UK's CPNI. The new software platform would be implemented in three Member States: the UK, the Netherlands and Italy.
- To develop a sustainable Business Model that would allow the prototype to scale up and through the creation of an Independent Body meet the requirements of more Member States.

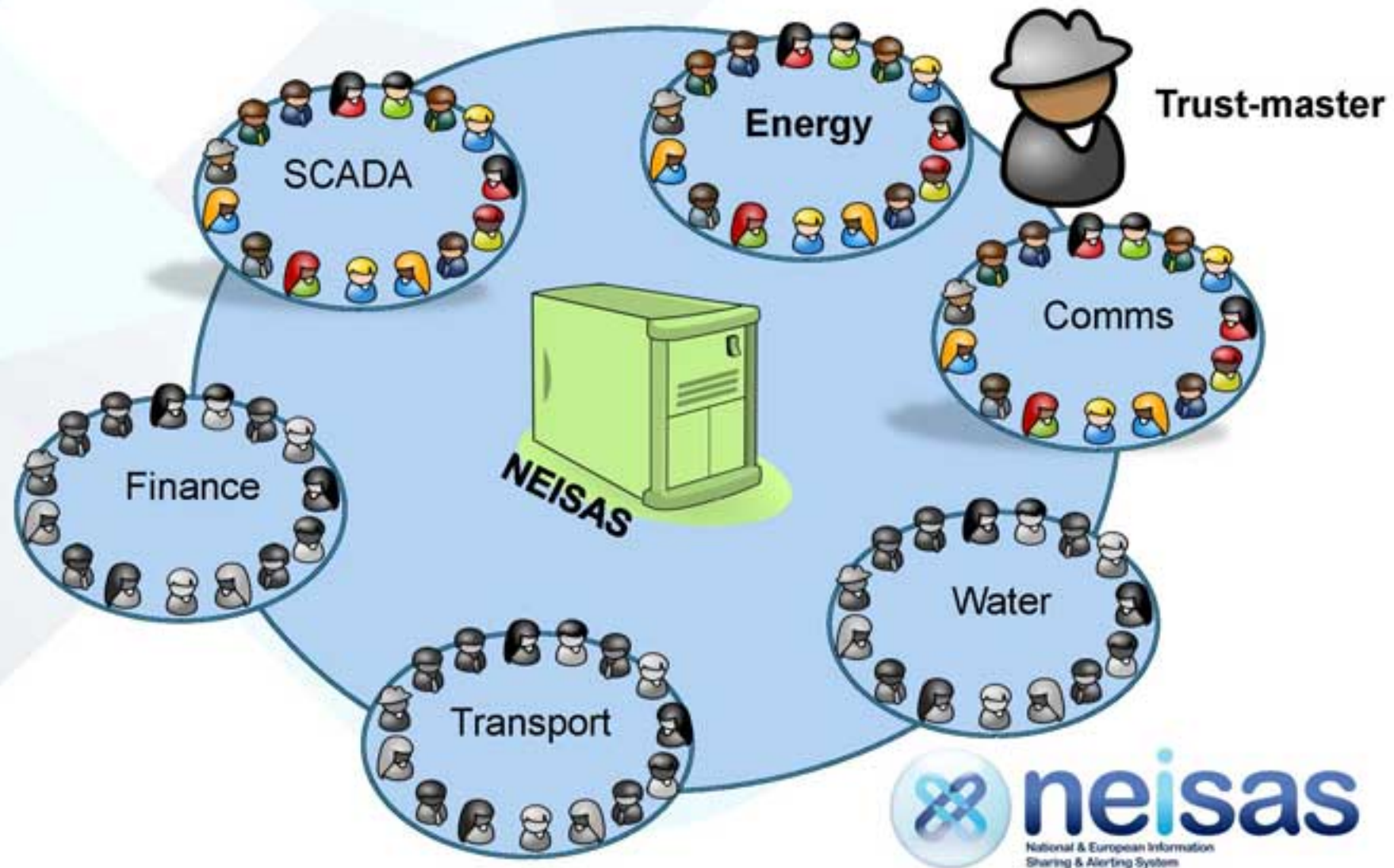
The NEISAS Approach

- A common approach to information sharing, using draft ISO/IEC 27010
- The Traffic Light Protocol
- Anonymity
- Information Rights Management
- Collaboration Tools
- Advanced Sharing Tools

Single Sector Trust Circle



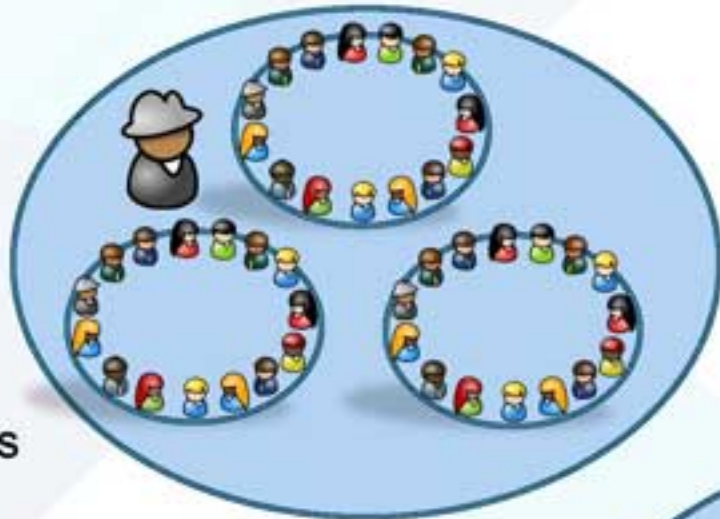
Multi Sectors Trust Circles



Cross-border cooperation

Governance

- Face to face meetings
- Trustmaster role
- Membership rules
- Cross border sharing rules
- Scope
- Policies: Security, TLP etc

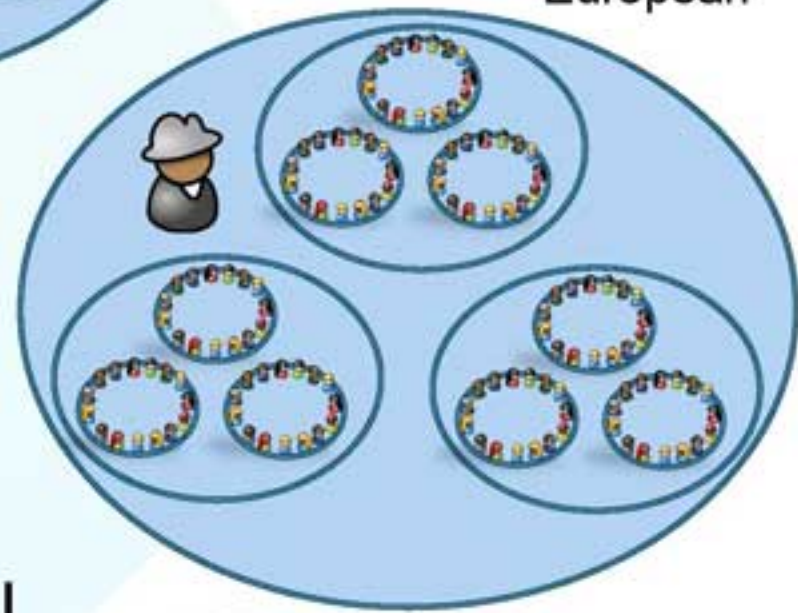


National

Trust Model

- Bi-lateral Trust
- Anonymisation
- Originator control
- Sharing rules
- Federated trust

European



Process and control

- ISO/IEC 27010



Sector/Geographic/Thematic

Key benefits of NEISAS

- The ability to share information in a secure manner
- The use of the Traffic Light Protocol
- Protection of individual organisations' identities through anonymity
- The use of Information Rights Management to safeguard the security of sensitive information
- A common approach to secure information sharing for the inter-connection of NEISAS-type systems, such as draft ISO/IEC 27010 standard

Conclusions

- Creating VALUE for each partner is a basic requirement for a successful public – private partnership
- TRUST is a fundamental factor in public – private partnership and cannot be enforced
- Members of a trusted public – private partnership make a CIRCLE OF TRUST
- A SECURE ENVIRONMENT to support the discussion among members of a circle of trust and/or among different circle of trust is mandatory

