



PPP Models for CIP Implementation at the Regional Level



PRESENTATION FOR THE 1ST INTERNATIONAL
WORKSHOP ON REGIONAL CRITICAL
INFRASTRUCTURE PROTECTION PROGRAMMES

MANUEL SUTER
CENTER FOR SECURITY STUDIES
ETH ZURICH
HALDENEGGSTEIG 4, IFW
8092 ZURICH, SWITZERLAND

Outline



- 1) Network Governance: A New Pattern of Social Organization Beyond Markets and Hierarchies
 - What is Network Governance?
 - Why are networks important in today's society?

- 2) The Relevance of Network Governance in CIP
 - Resource dependency in CIP
 - PPPs in CIP: Networks for Information-Sharing

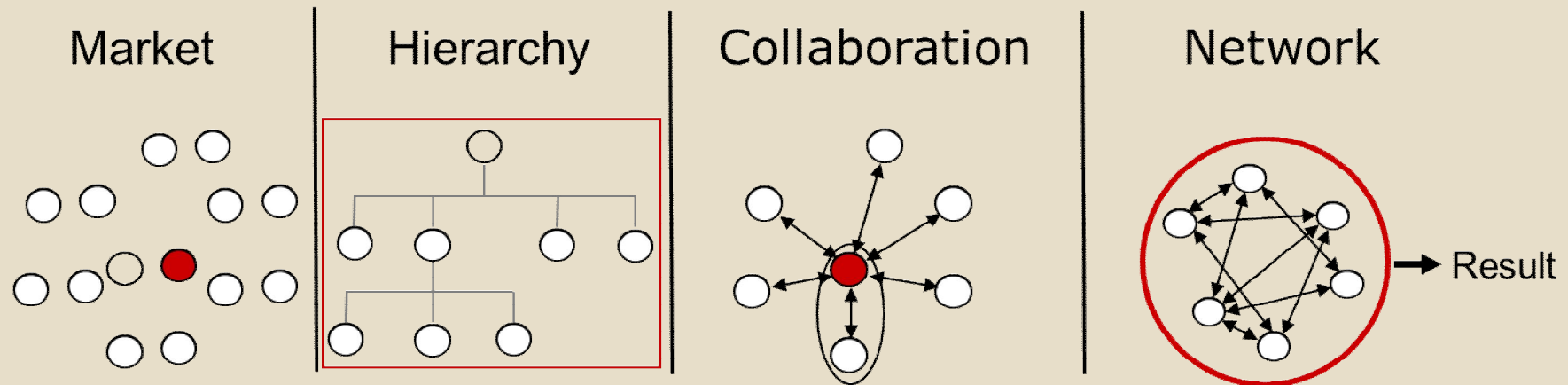
- 3) Network Governance and Regional PPPs for CIP
 - The tasks of network management
 - Network management capabilities of regional actors

Background I: Modern Society and Networks



- The information revolution brought major changes in society:
 - Everyday experience: the society has become more dynamic, more complex, more international, more interconnected...
- “Information Society” or “Network Society”
- Network Society: horizontal, decentralized interactions between organizations replace or complement hierarchical structures

Background II: Different Forms of Governance



Source: Patrick Kenis (2009): Introduction to the Network Governance Approach

Network Governance in CIP: the Need for Collaboration



- Interdependency of Different Critical Infrastructures
- Complexity: Risks are non-linear and dynamic

==> Resource Dependency: complex, dynamic and interdependent risks cannot be fought by individual organizations alone.

Networks in CIP



- Information as the Critical Resource
 - Knowledge about threats and risks
 - Knowledge about potential countermeasures
 - Knowledge about the goals and means of attackers
 - Knowledge about interdependencies
- Networks of Information-Sharing are essential for CIP
 - Private-Private Networks: professional associations, expert groups
 - Public-Public Networks: inter-ministerial agencies; coordination between federal and regional level
 - Public-Private Networks: Public-Private Partnerships

Prerequisites of Network Governance



- Networks are characterized by:
 - Informal collaboration between actors who do not necessarily have the same agenda
 - Collaboration that is based on horizontal rather than hierarchical coordination

==> Network governance is a very demanding form of governance!

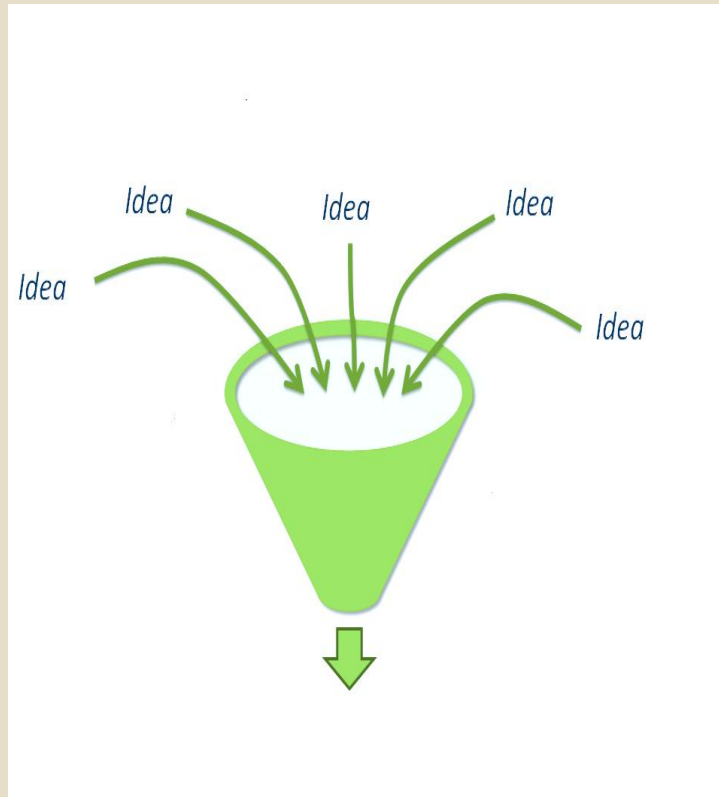
- Networks need to be managed in order to be effective

Network Management



- Network management is the „coordination of strategies of actors with different goals and preferences [...] within an existing network of inter-organizational relations“ (Kickert et al. 1997:10).
- Fundamentally different to traditional (intra-organizational) management methods: hierarchical “command and control”-strategies cannot be applied.
- Network management consists of:
 - Management of content
 - Management of processes

Network Management I: Managing Content



- Defining the goals of the network (what shall be done, how it shall be done)
- Finding the common denominator between the network members
- Bringing in new ideas: keep the network inspiring

Network Management II: Managing Interactions



- Connecting the network members: Fostering the communication between different participants
- Mediating between different interests or in case of conflict
- Building trust among the members

Network Governance and Regional Actors



- Network governance promotes decentralization:
 - Managing the nodes instead of top-down management
 - Network management capabilities are more important than legal authority
- The potential of regional actors as network managers
 - Well-established relationships (pre-existing collaborations)
 - Frequent personal contacts
 - Short (geographical) distances

Conclusion: Regional PPPs for CIP



- PPPs for CIP are networks and need to be managed accordingly
- The role of regional actors in PPPs is often neglected:
 - Bottom-up instead of top-down implementation of partnerships leads to more effective collaboration
- Organizing regional networks
 - Coordination between national and regional actors is essential for network governance in CIP
 - Regional PPPs must be embedded in national programs

Contact Information



Thank you!

Manuel Suter

Center for Security Studies ETH Zurich

CH-8092 Zürich

Switzerland

suter@sipo.gess.ethz.ch

www.css.ethz.ch