



LES MIDIS DU CLUB ERM

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Large-scale, novel, complex, trans-boundary with cascading effects
Increased vulnerability of modern societies

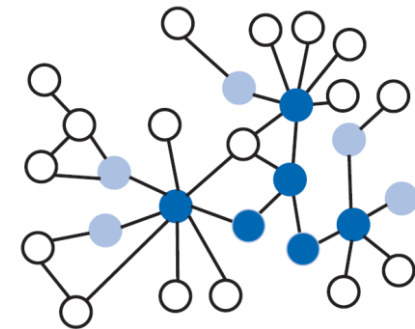
Drivers of vulnerability in modern societies are economic, social, technological , environmental

Mobility, concentration of assets in urban & coastal development, climate change, interdependency & interconnectedness

https://read.oecd-ilibrary.org/governance/assessing-global-progress-in-the-governance-of-critical-risks_9789264309272-en#page1



Privatisation, decentralisation, social networks, disinformation





We have seen transboundary crises before

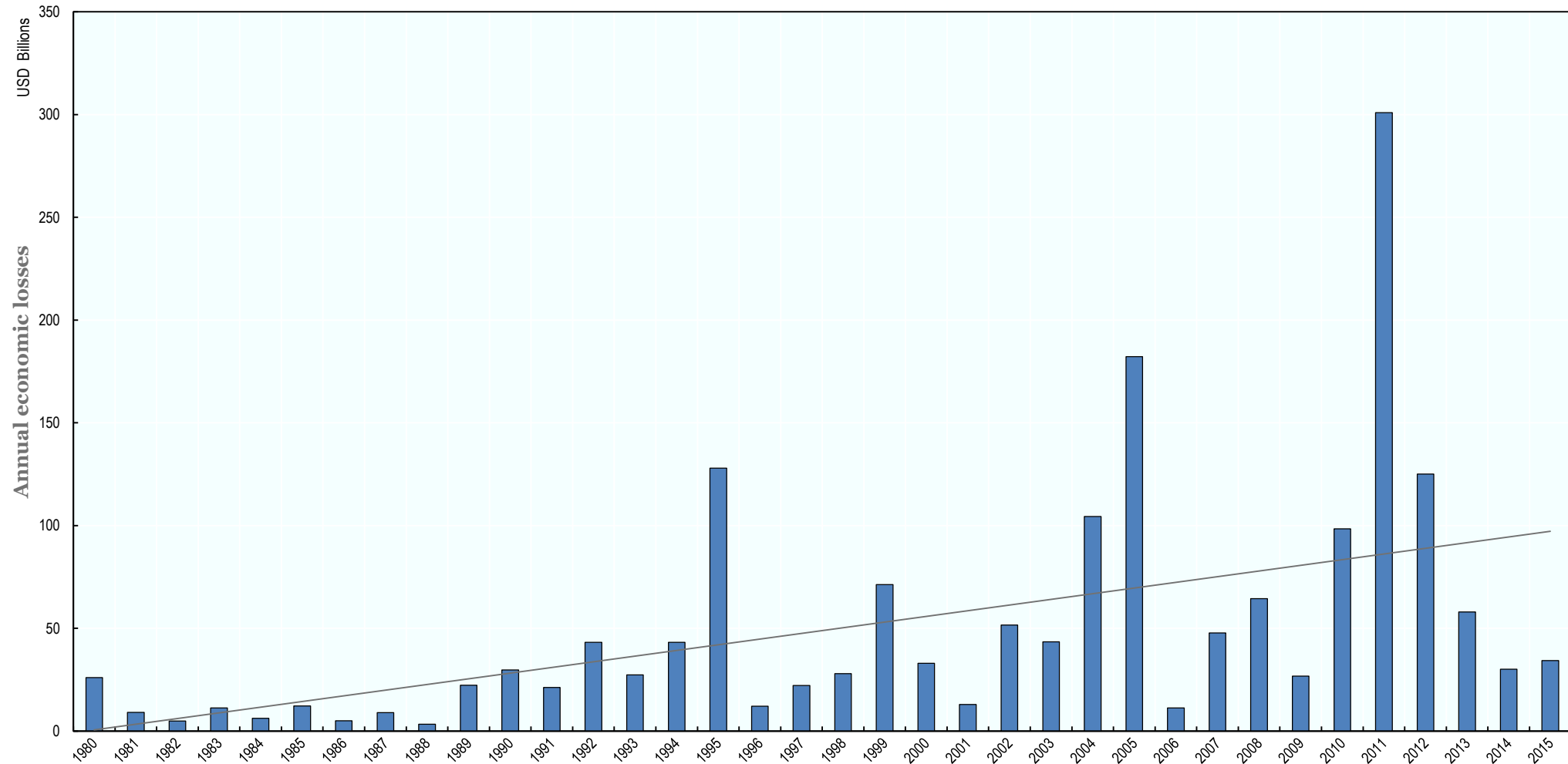
Multiple terrorism attacks
SARS
Indian Ocean Tsunami
Hurricane Katrina
H1N1, H5N1, Zika, Ebola
Sub-prime loan crisis

BP Deepwater Horizon
Icelandic volcano
2011 Japan Earthquake
Superstorm Sandy
Typhoon Haiyan



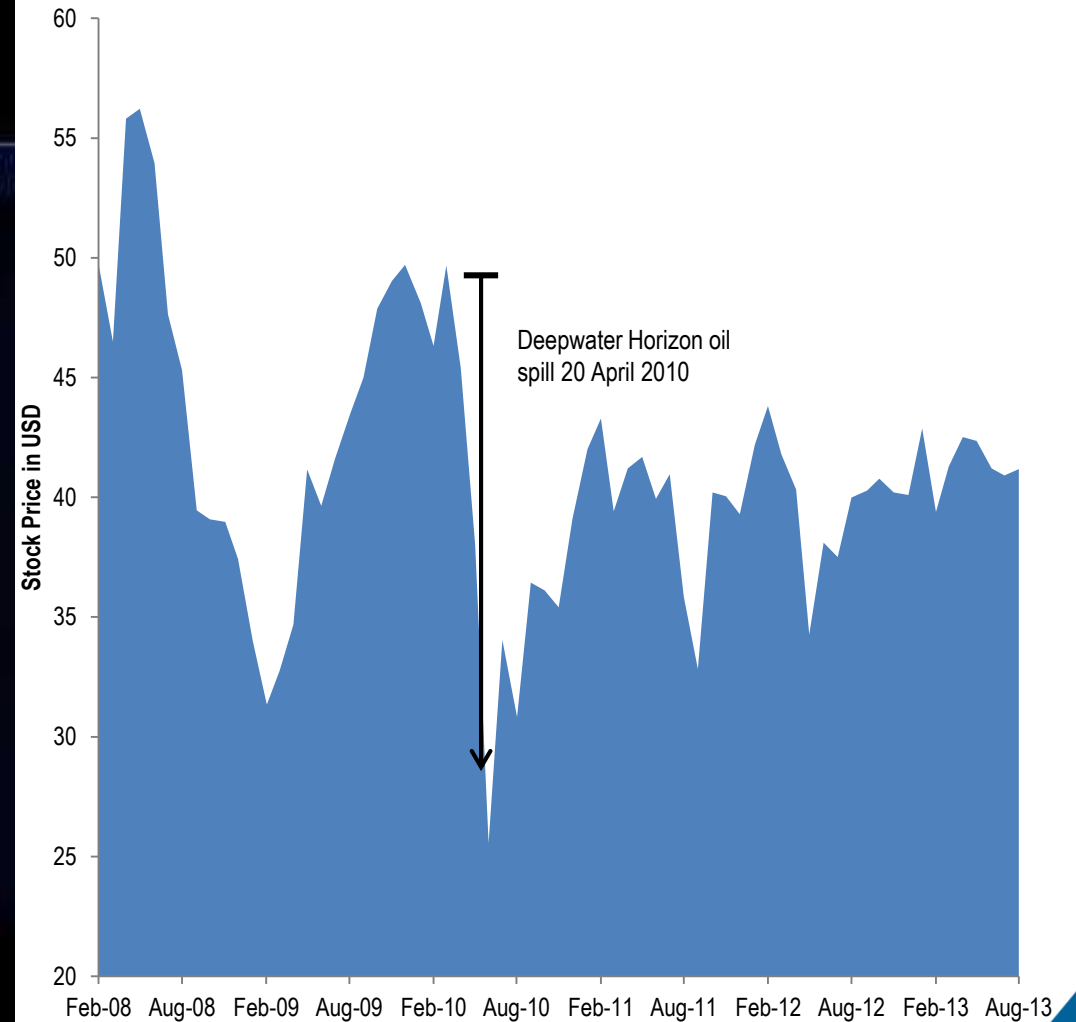


Major crises produce severe economic losses





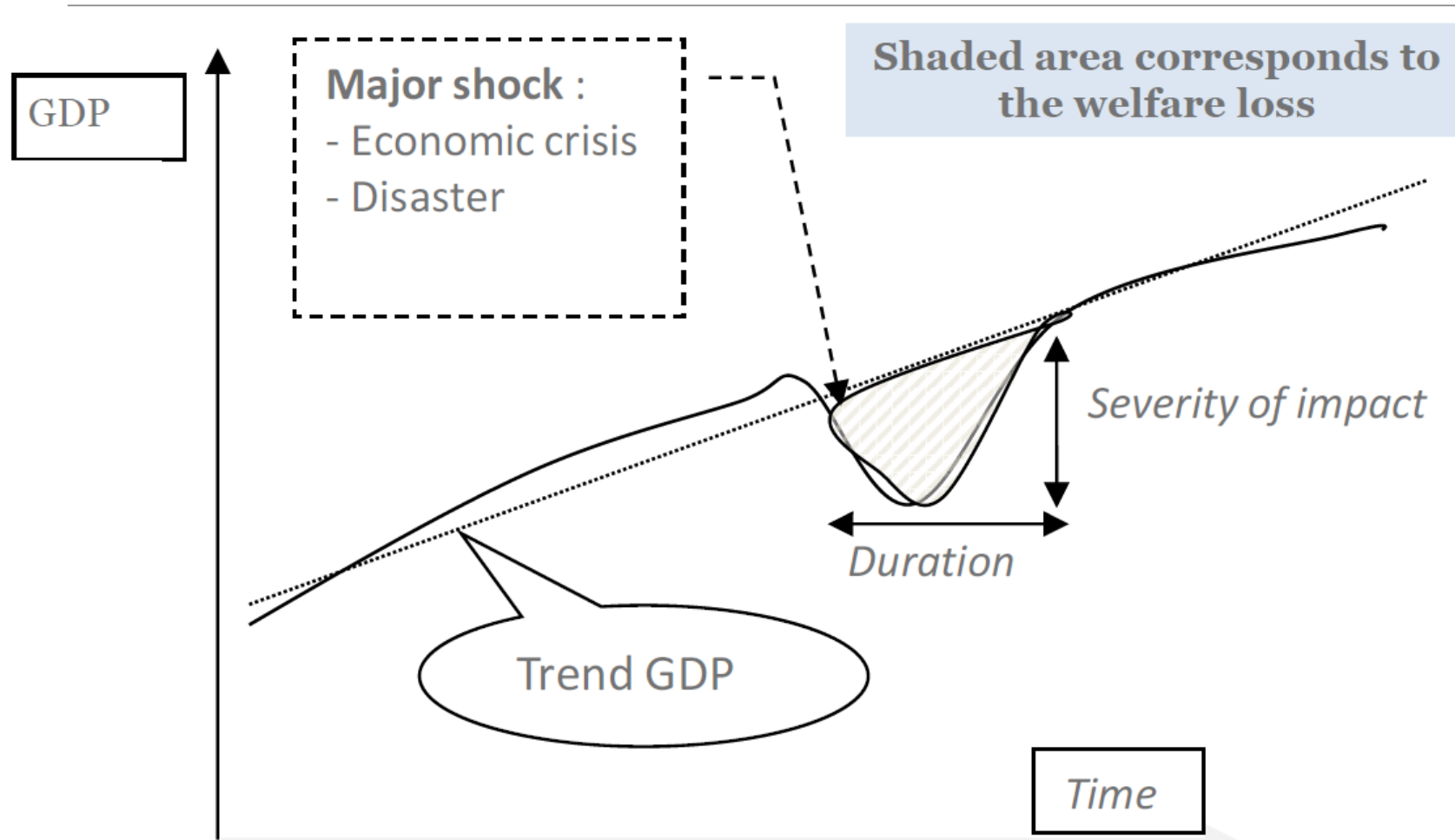
Not just a challenge for governments





What goals for public policy?

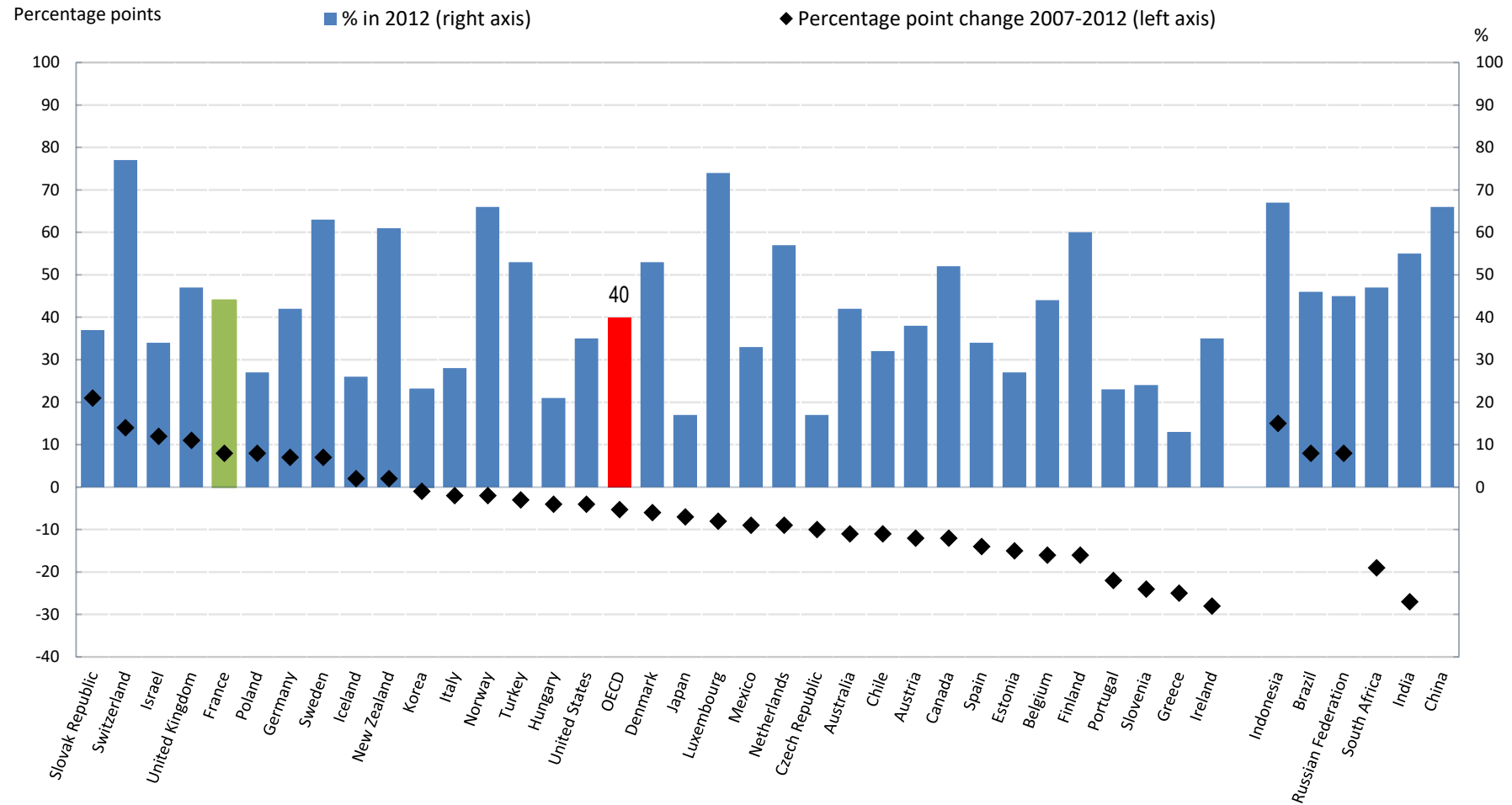
Minimise the welfare loss





What goals for public policy?

Minimise loss of public trust





The 2014 OECD Recommendation on the governance of critical risks

Objective: Ensure that governments develop robust frameworks for the governance of critical risks and their resilience to major shocks



1. A holistic approach to risk management
2. Risk assessment, foresight, public financing framework
3. Whole-of-society approach to prevention
4. Strategic crisis management
5. Transparency, accountability, improvement

Source: OECD (2014), Recommendation of the Council on the Governance of Critical Risks

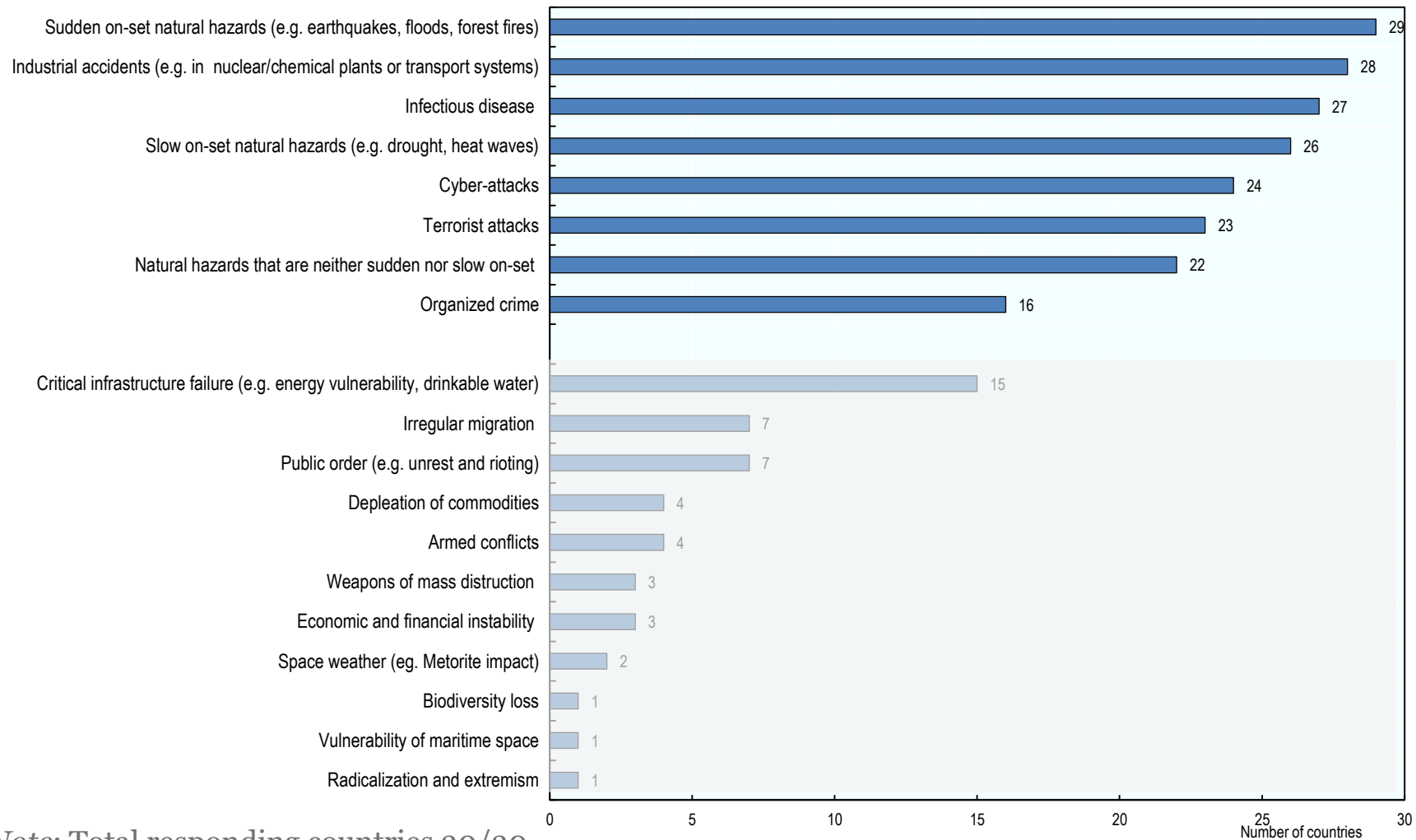


Principle 1

- **RECOMMENDS** that OECD Members establish and promote a comprehensive, all-hazards and transboundary approach to country risk governance to serve as the foundation for enhancing national resilience and responsiveness.



Hazards identified as potential critical risks

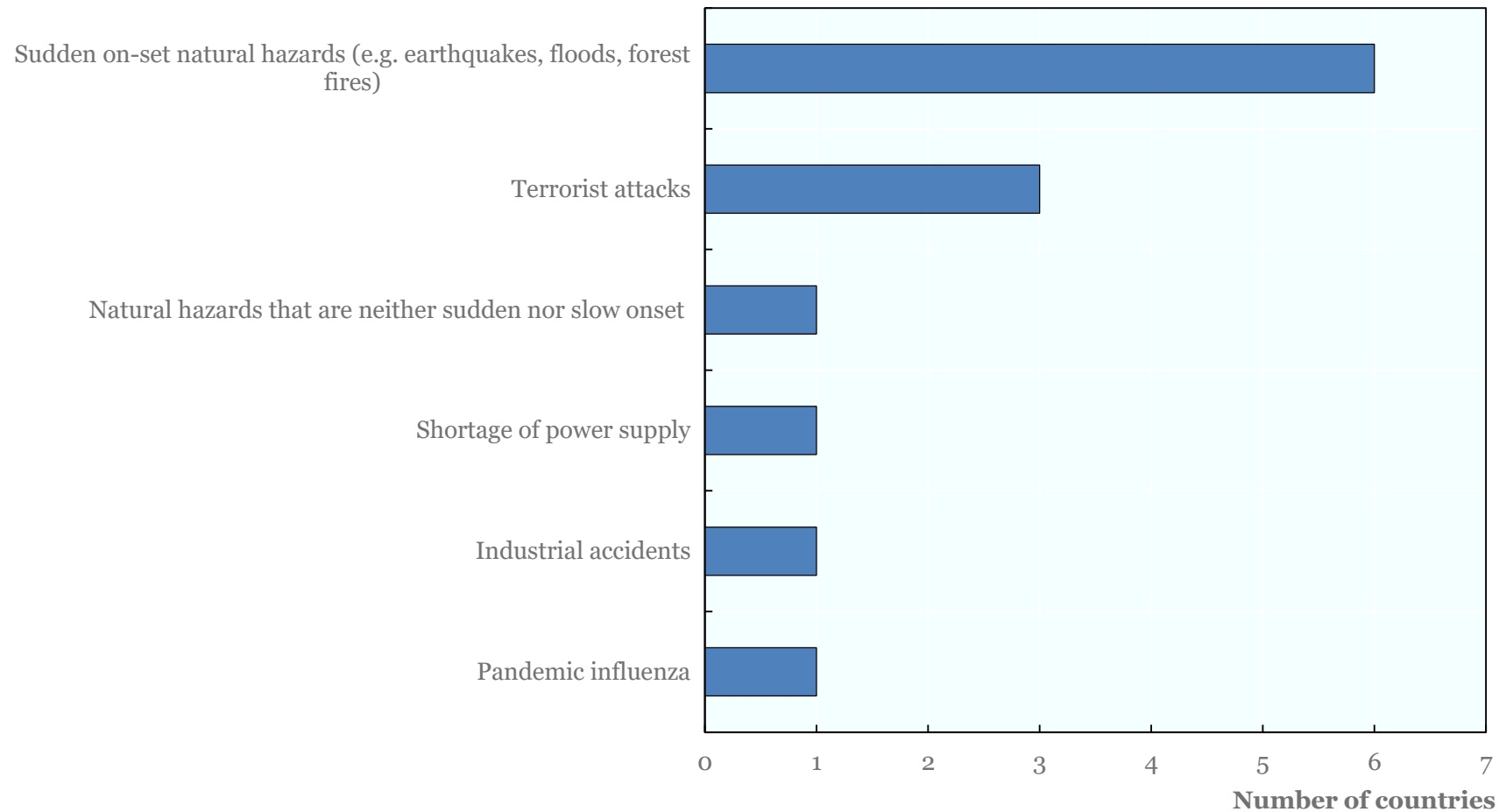


Note: Total responding countries 30/30.

Source: Survey on the governance of critical risks



Types of critical risks that are identified as the most important

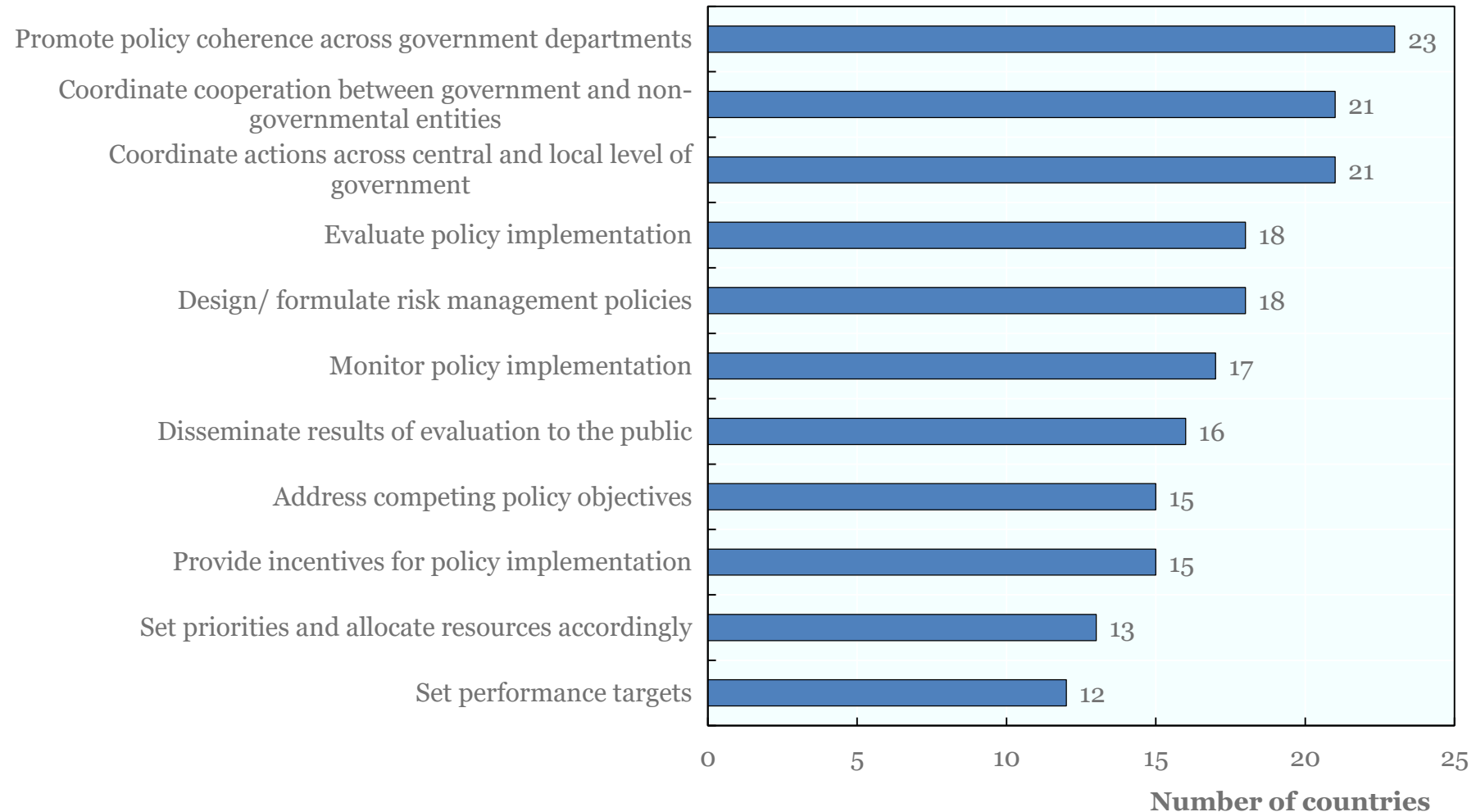


Note: Total responding countries 13/30 (only countries that identify one type of critical risk as the most important).

Source: Survey on the governance of critical risks



Lead institution's governance functions

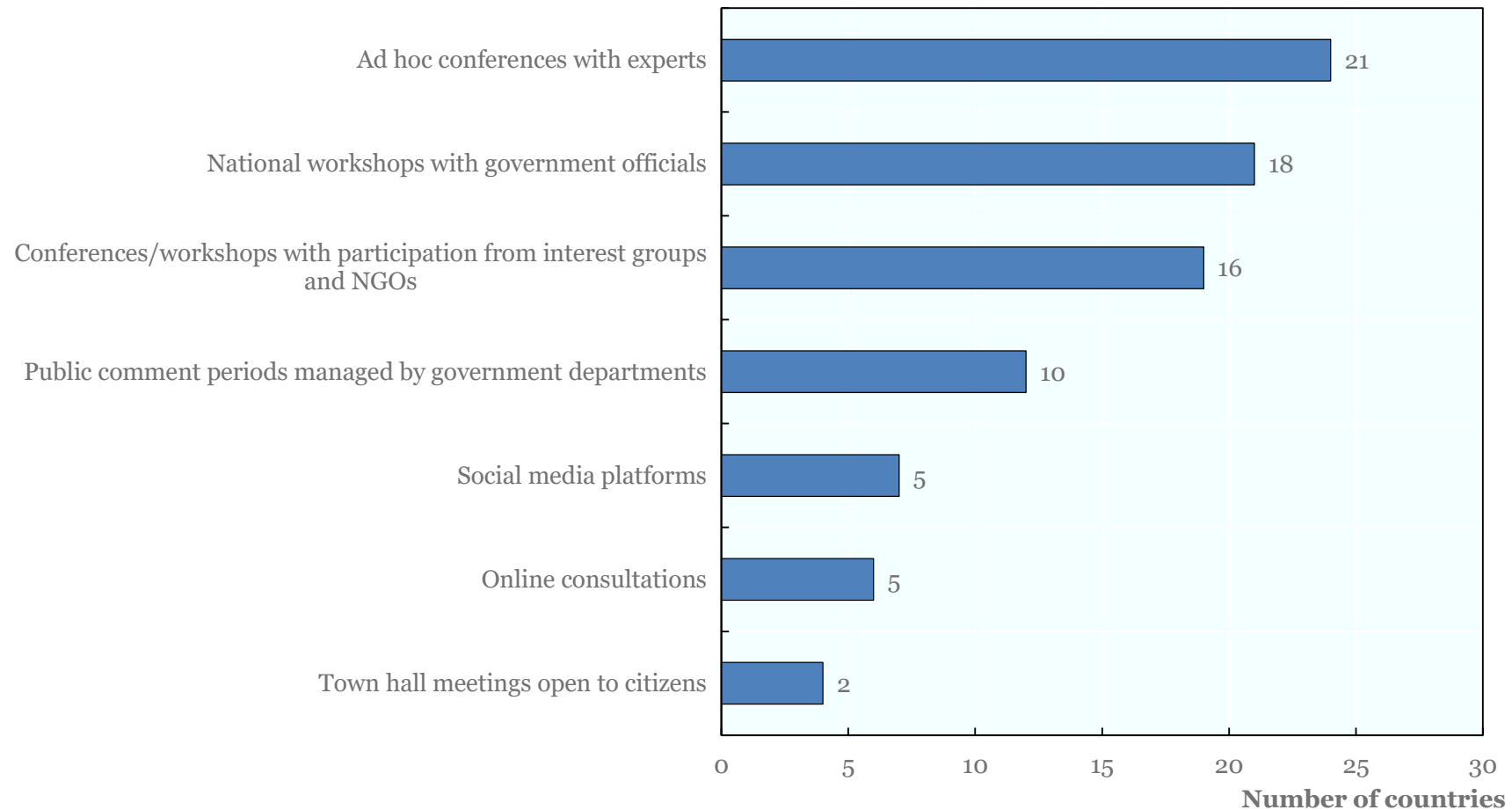


Note: Total responding countries 26/30 (only countries that have a lead institution).

Source: Survey on the governance of critical risks



Mechanisms used for engaging national and sub-national stakeholders

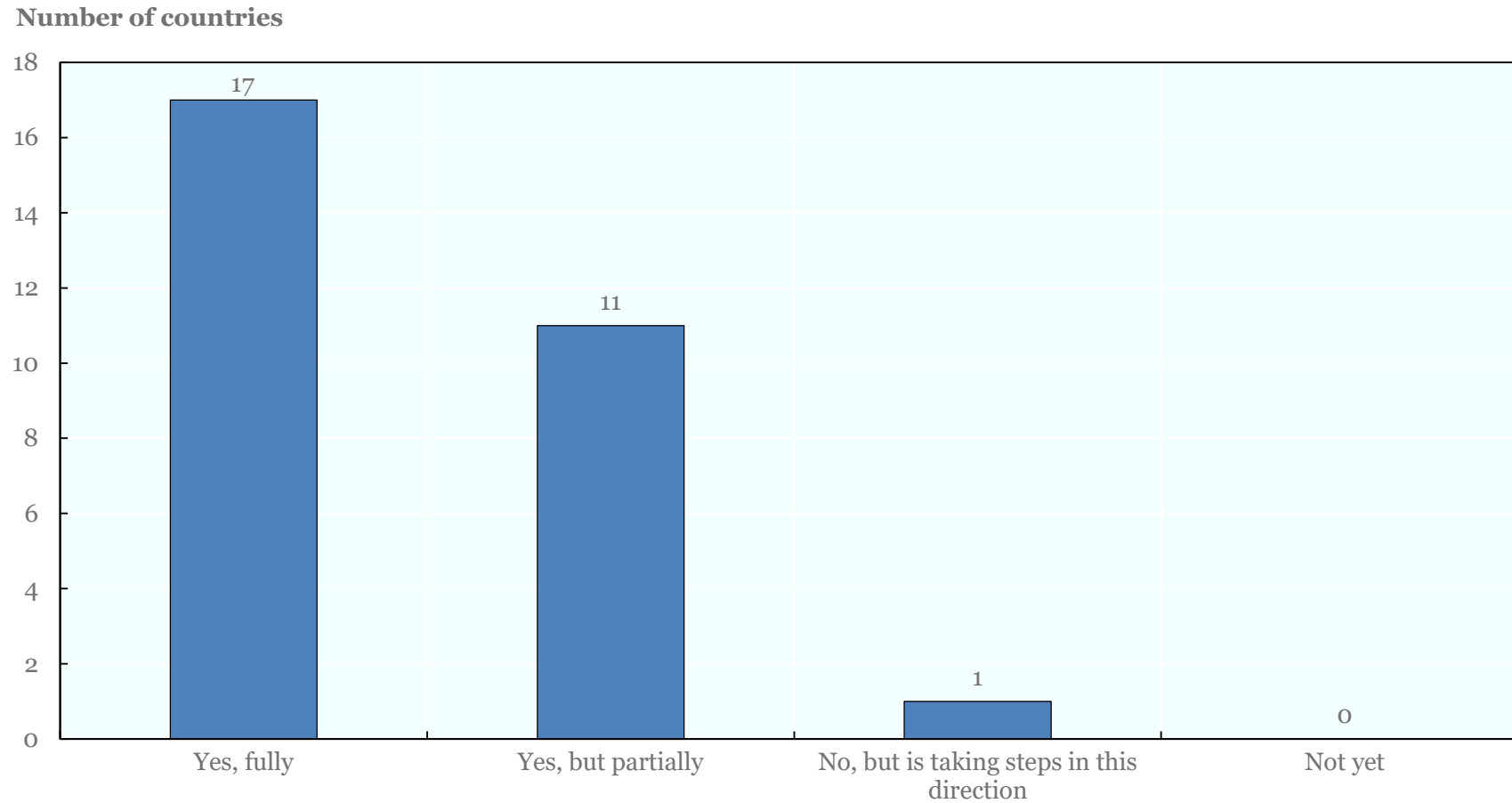


Note: Total responding countries 25/30 (only countries whose lead institution consults with a variety of stakeholders).

Source: Survey on the governance of critical risks



Self-evaluation for principle 1



Note: Total responding countries 29/30 (Germany missing).



Principle 2

- **RECOMMENDS** that Members build preparedness through foresight analysis, risk assessments and financing frameworks, to better anticipate complex and wide-ranging impacts.

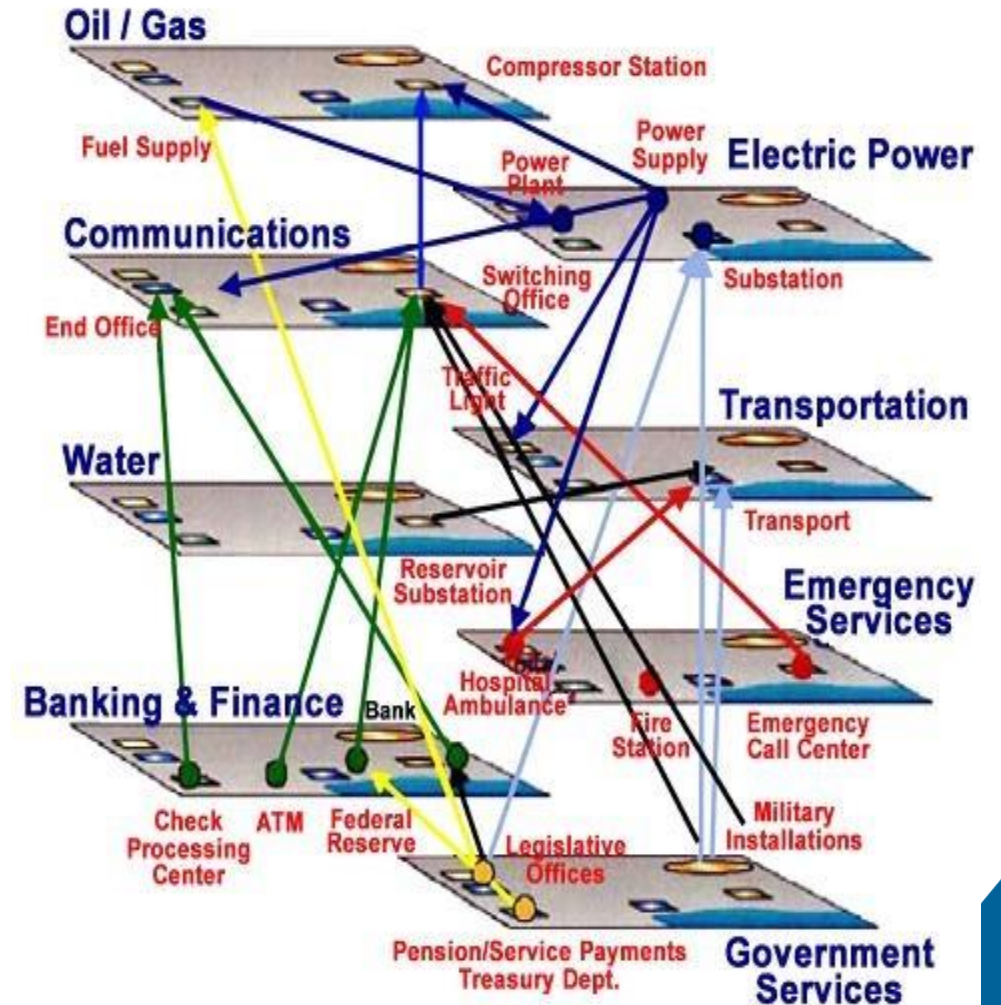


Concentrations of assets and populations

Increased mobility

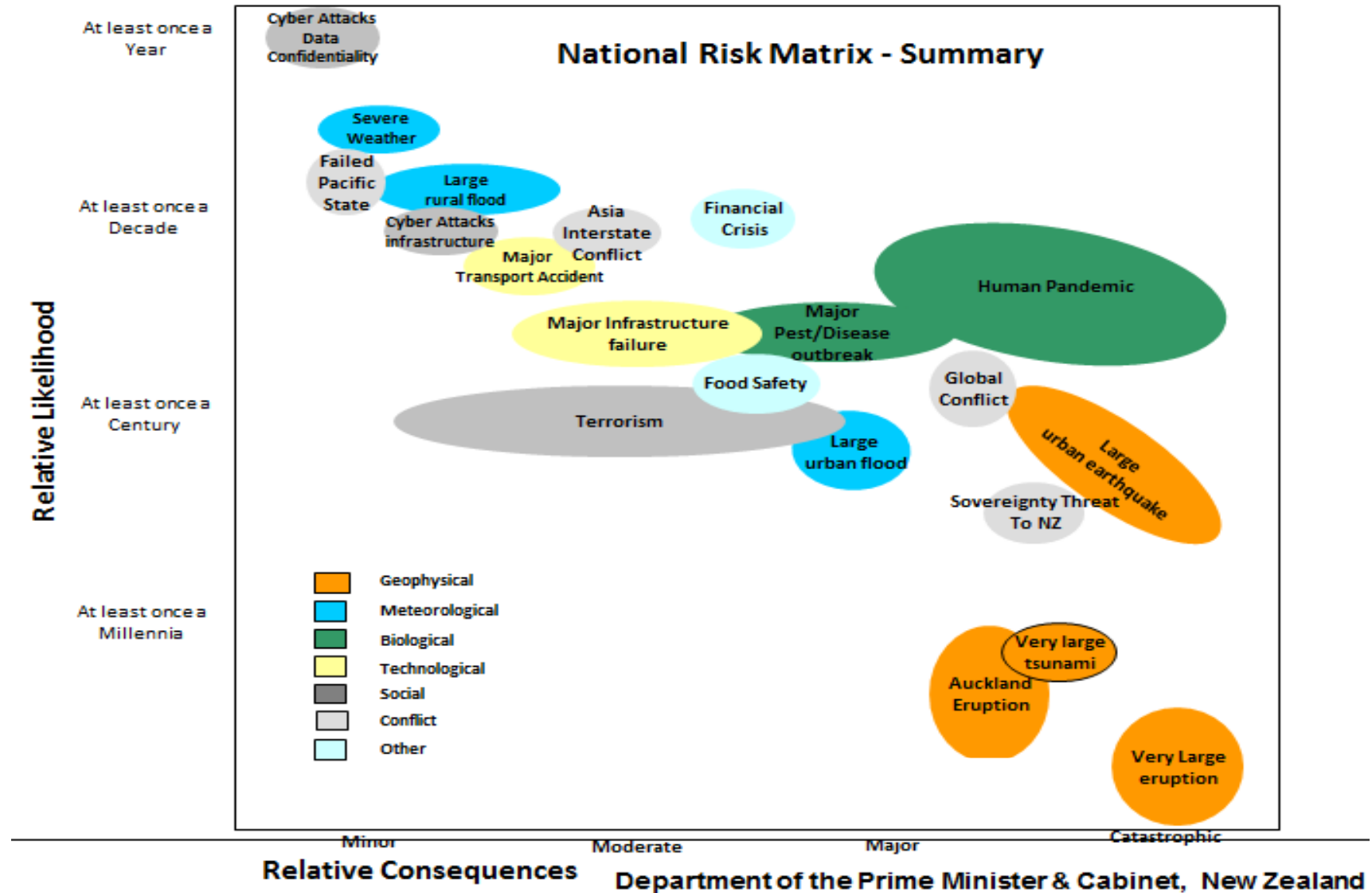
Interdependent infrastructures

Climate intensity and hazard occurrence



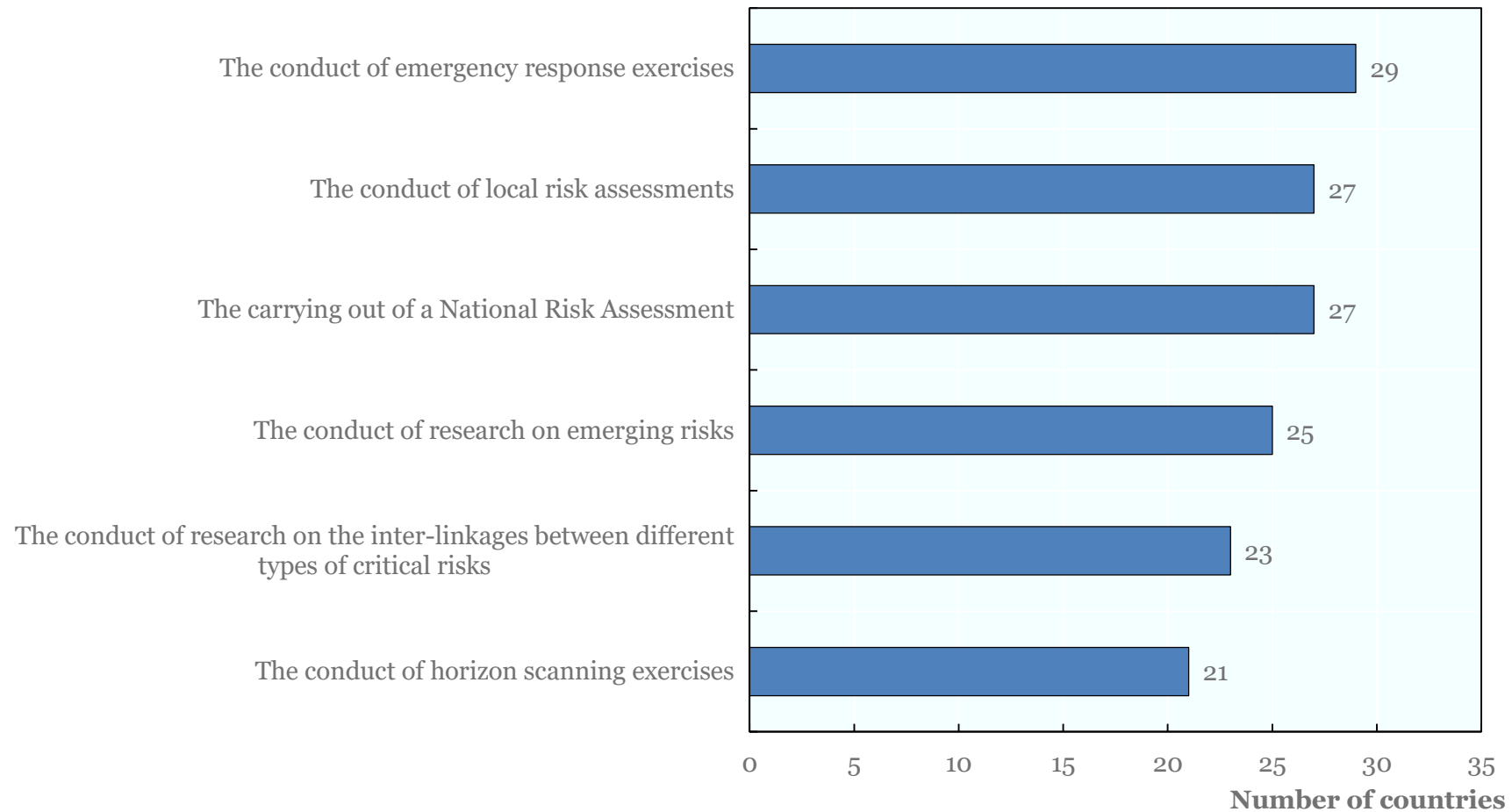


National Risk Assessments: a key tool for planning and preparation





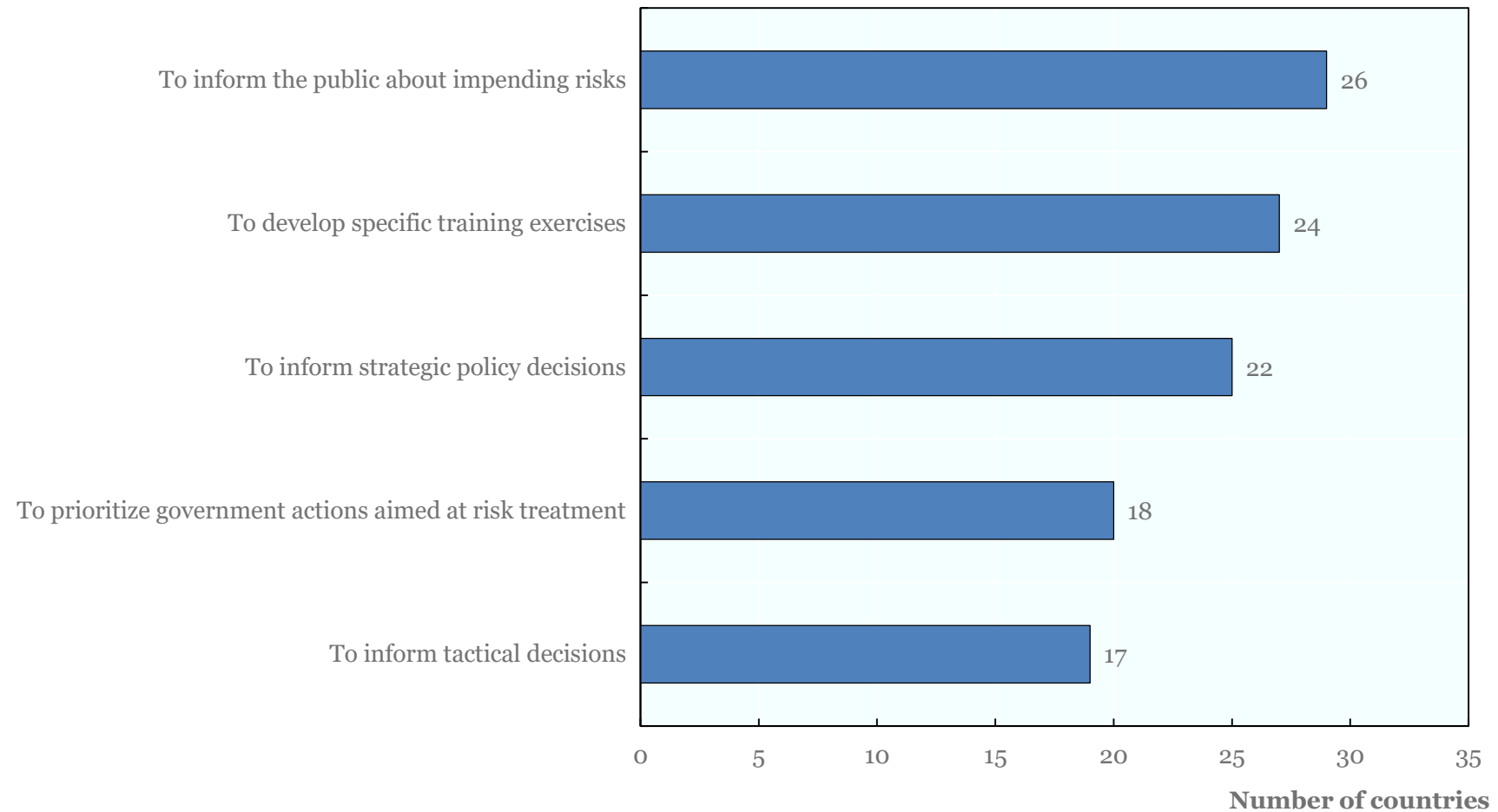
How to anticipate risks



Note: Total responding countries 30/30.



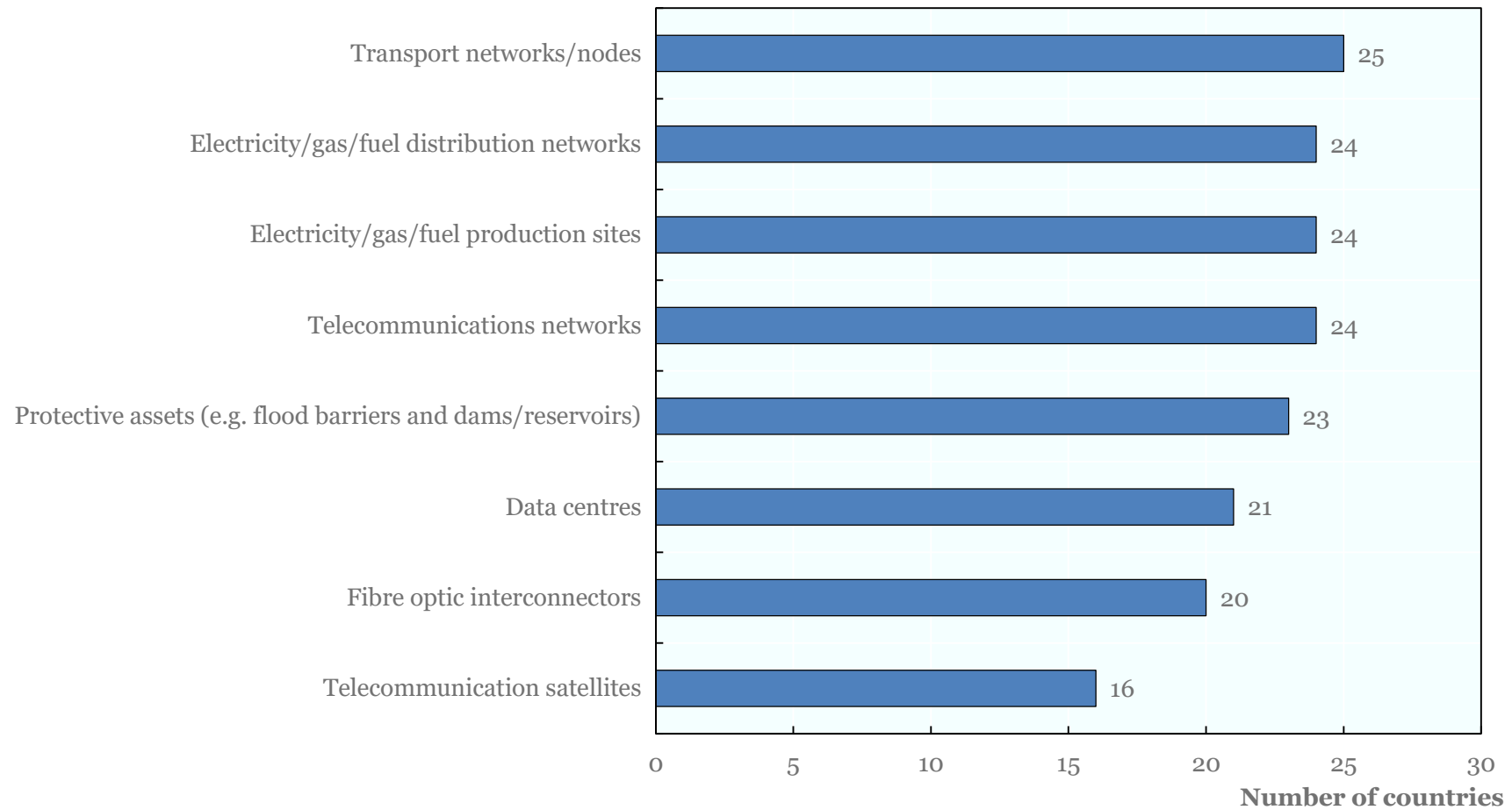
How risk anticipation is used



Note: Total responding countries 30/30.



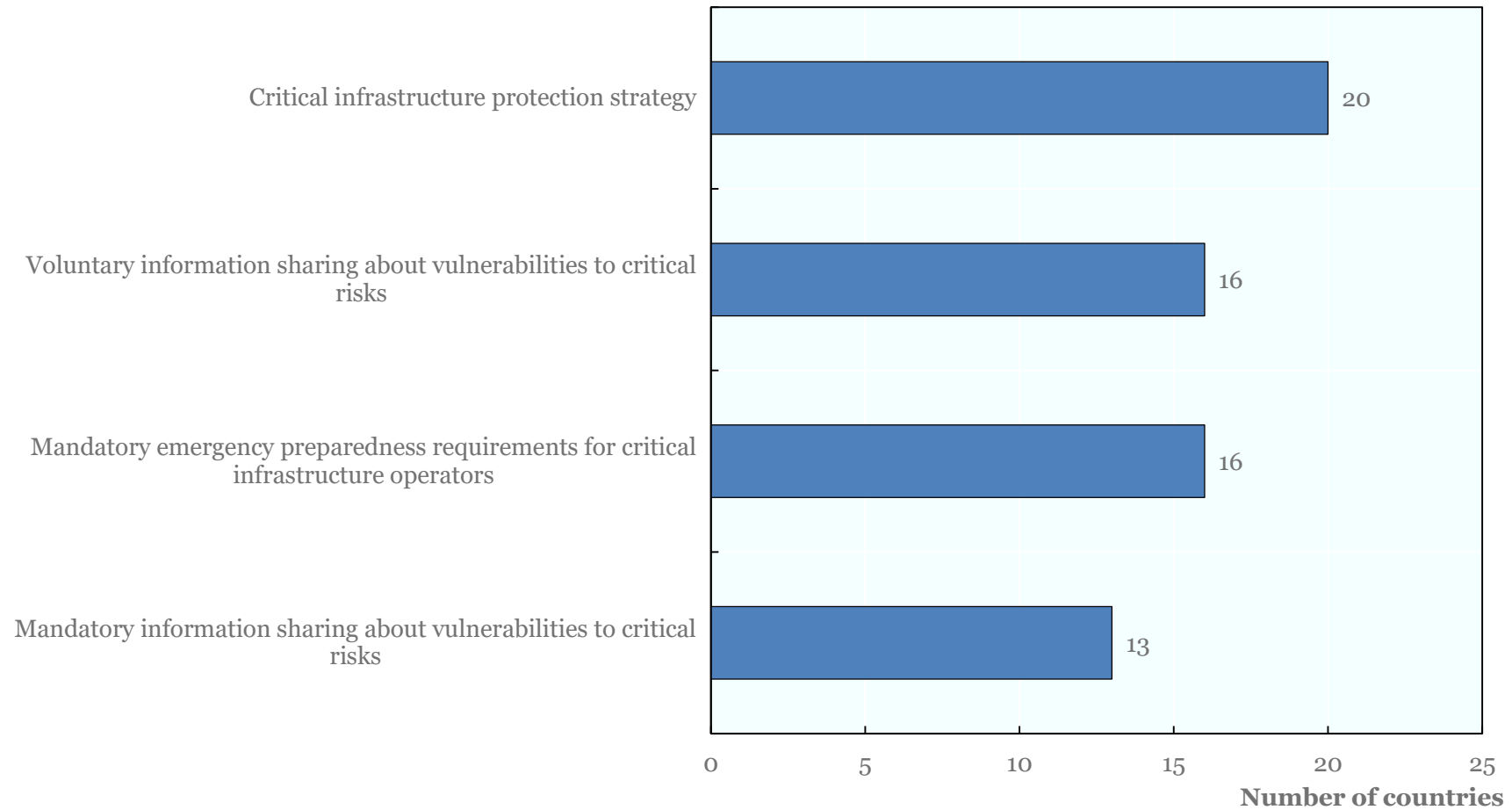
Designated critical infrastructure systems



Note: Total responding countries 27/30 (Germany missing).



Sharing information with critical infrastructure operators



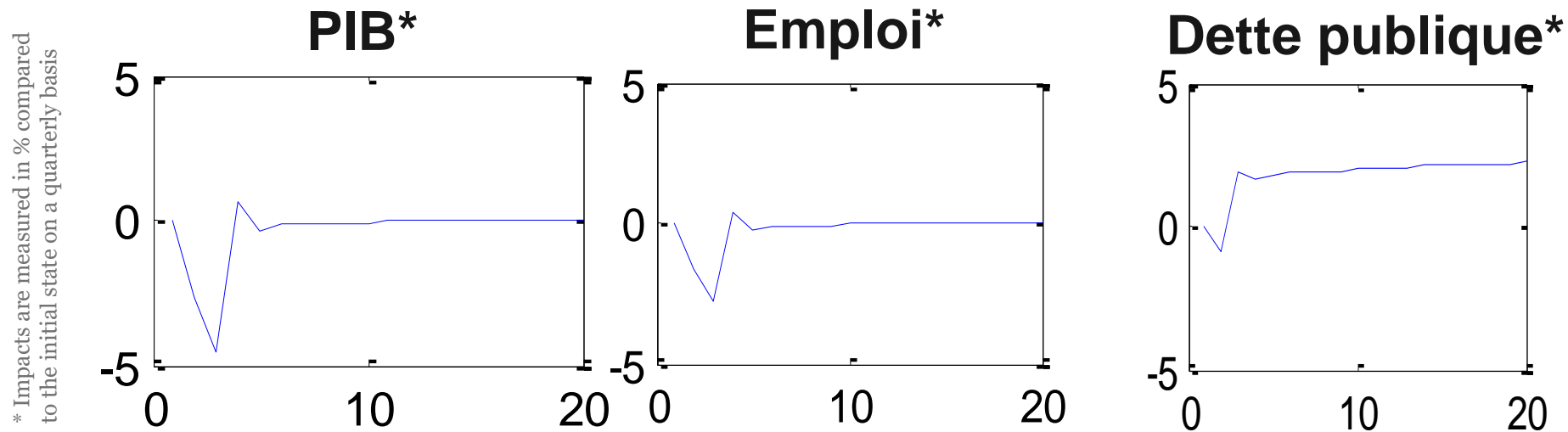
Note 1: Total responding countries 26/30 (only countries that with CIP programmes).

Note 2: Five countries also report Counterterrorism strategies.



100 year flood of the Seine in the Ile de France region

- Impacts on critical infrastructure
- Impacts on the national economy

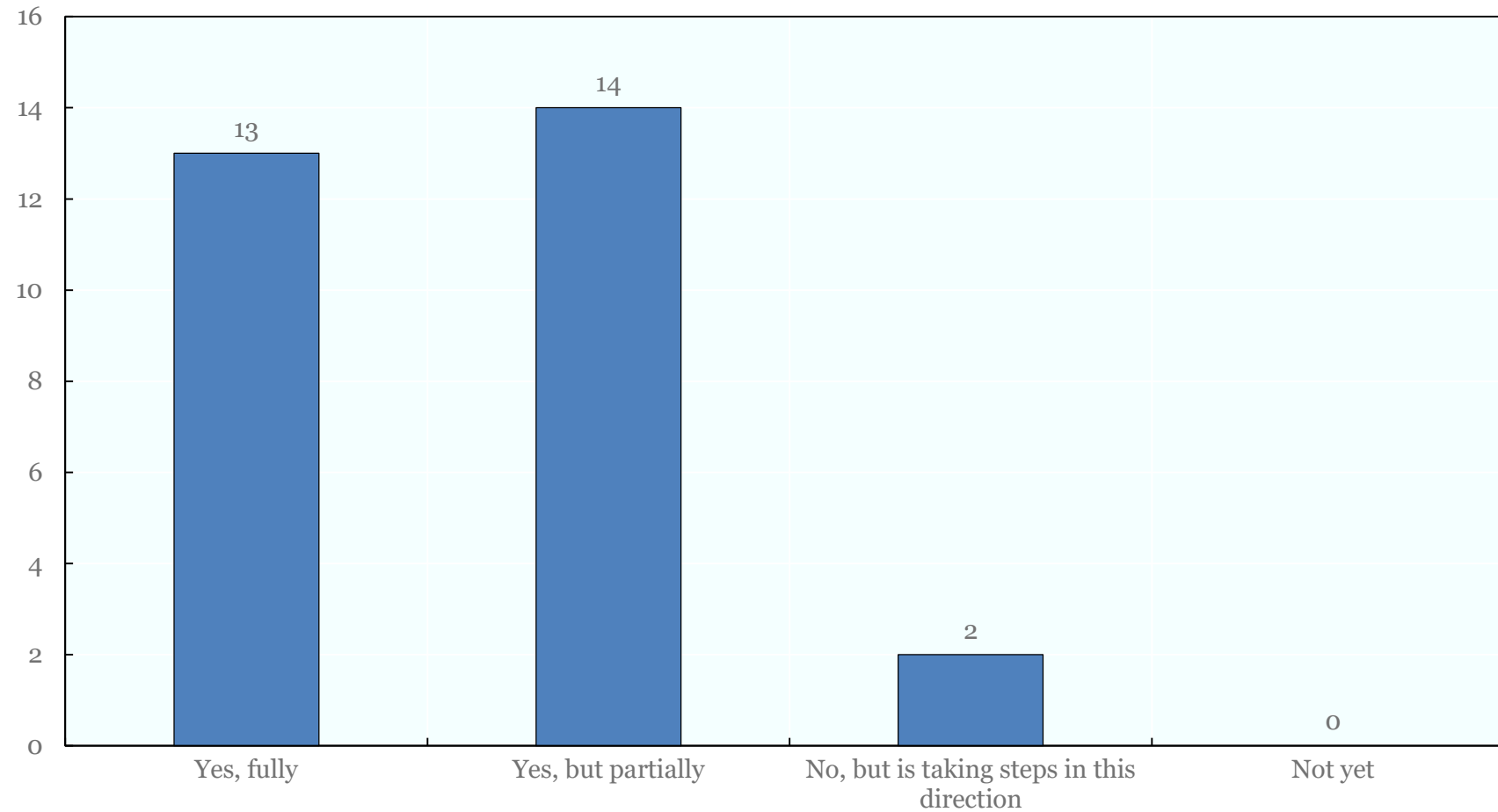


Source: OECD (2014), Seine Basin, Ile-de-France: Resilience to Major Floods, <http://www.oecd.org/gov/risk/oecdandiledefrancestudytherisksofmajorfloods.htm>

- Impact international ?



Self-evaluation for principle 2



Note: Total responding countries 29/30 (Germany missing).

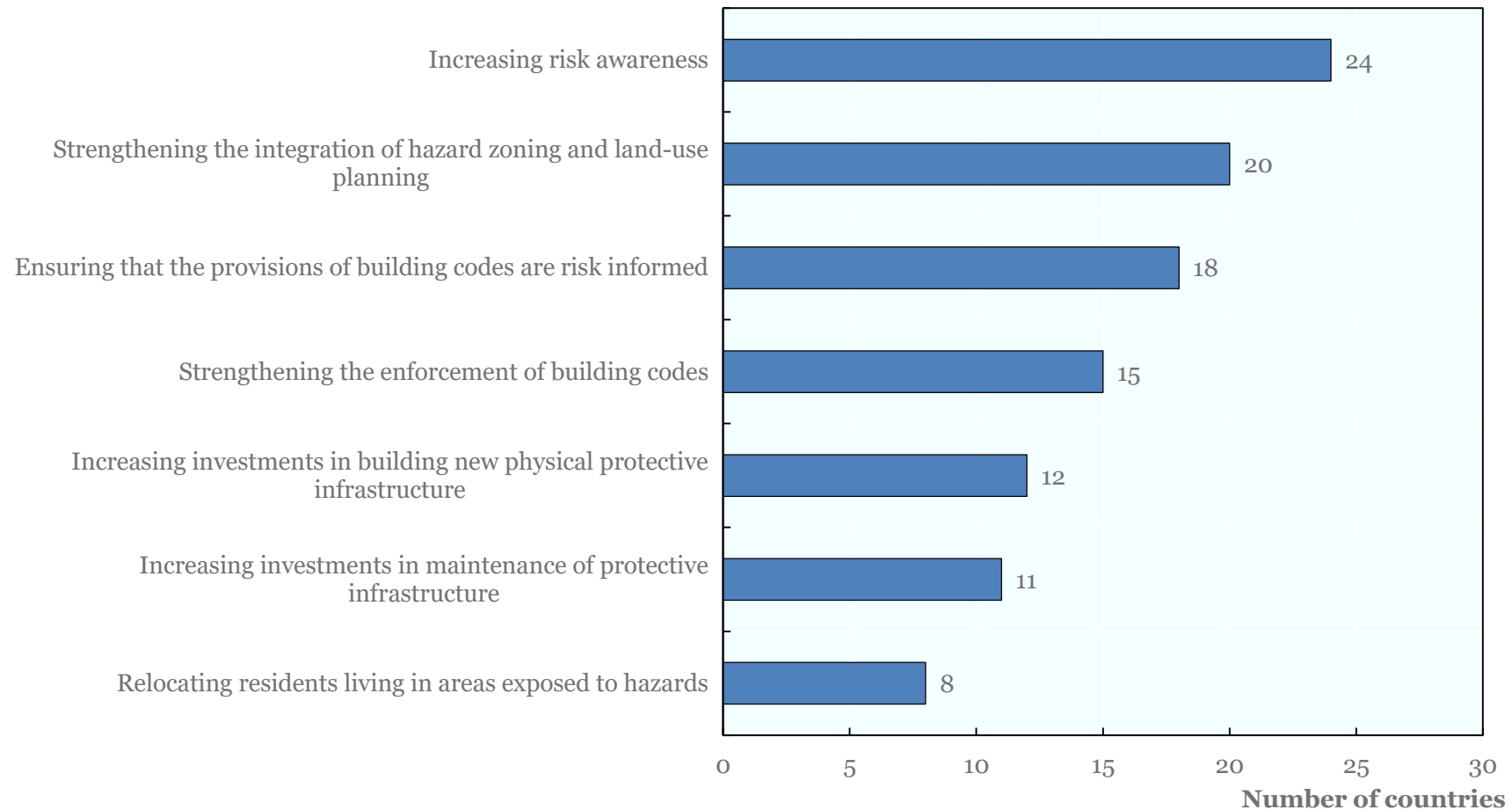


Principle 3

- **RECOMMENDS that Members raise awareness of critical risks to mobilise households, businesses and international stakeholders and foster investment in risk prevention and mitigation.**



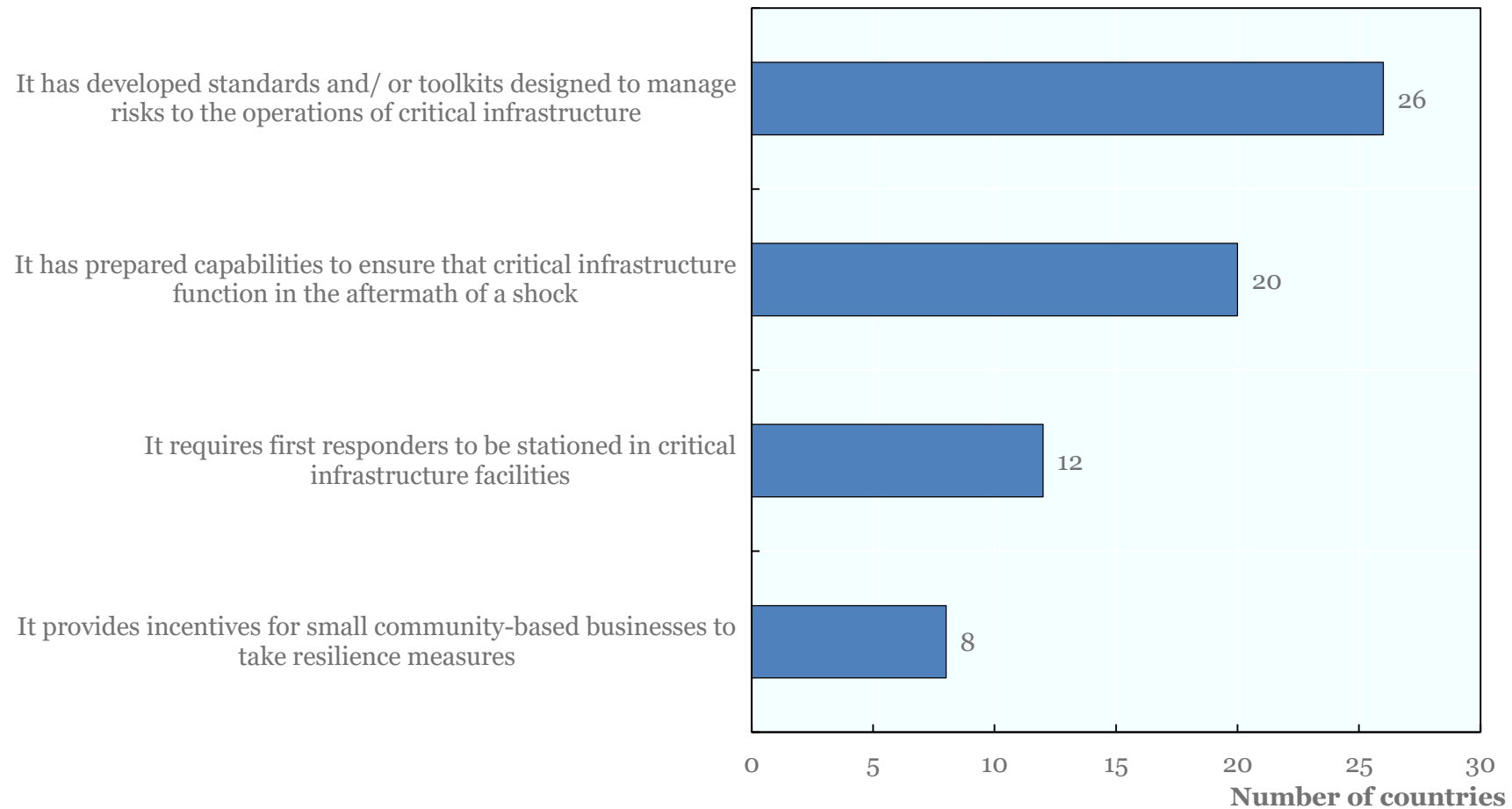
Priorities in prevention and mitigation measures



Note: Total responding countries 25/30 (Excluding countries that do not have a national strategies and those that do not prioritize prevention and mitigation measures)



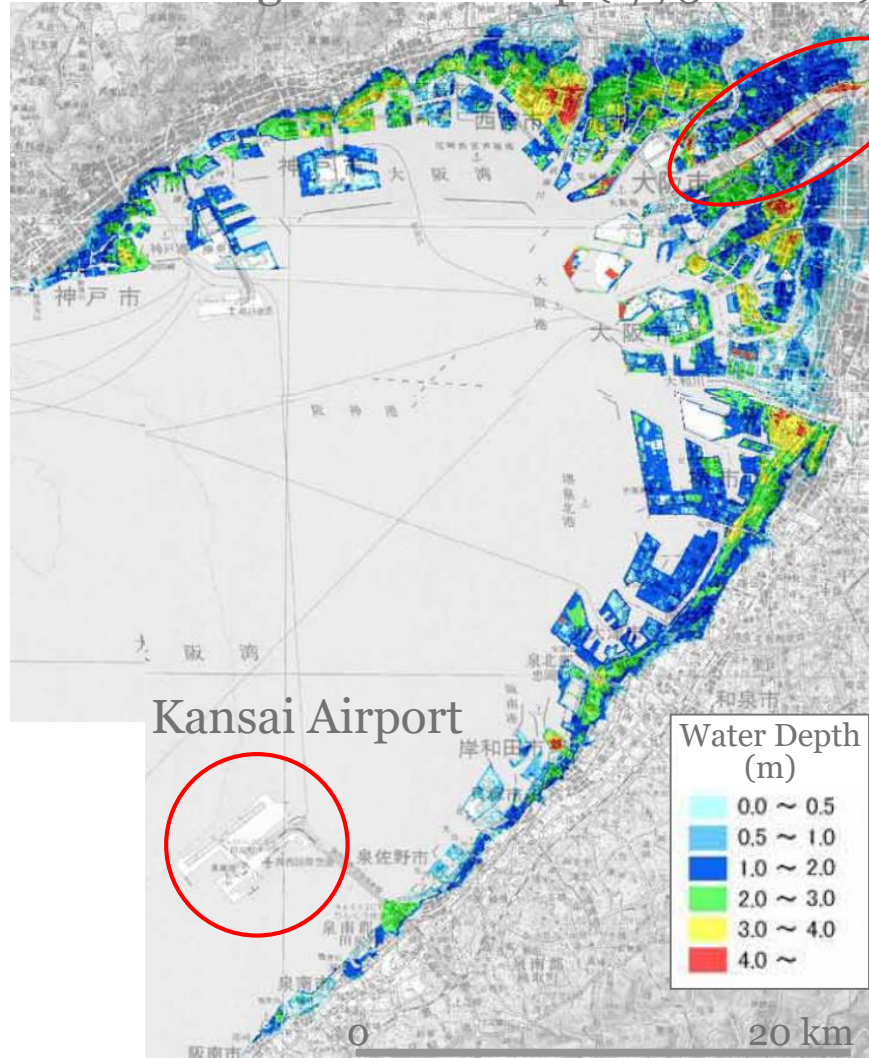
Measures to encourage business continuity in the private sector



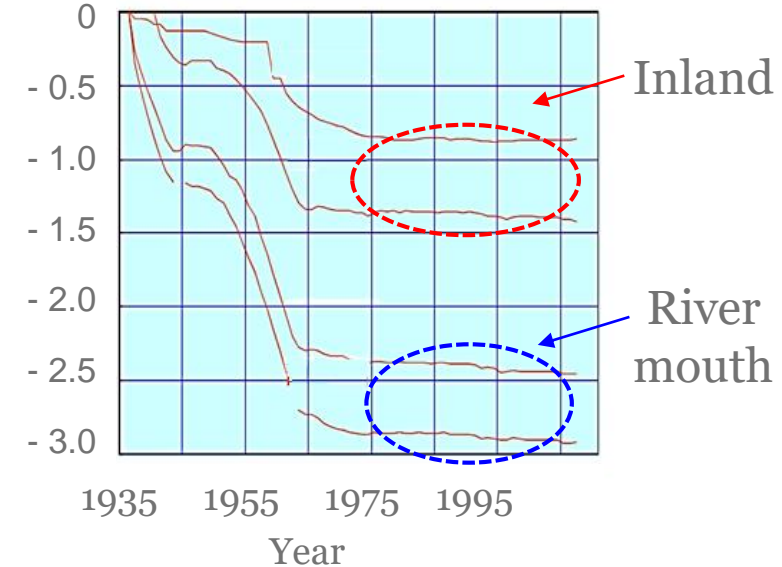
Note: Total number of responding countries 28/30 (only countries that encourage business continuity).

- Osaka Bay area was repeatedly hit by storm surge disasters.
- Land subsidence caused a wide area below sea level.
- 130,000 houses was inundated due to the Typhoon in 1961

Storm Surge Hazard Map (1/750 Level)



Cumulative Land Subsidence (m)

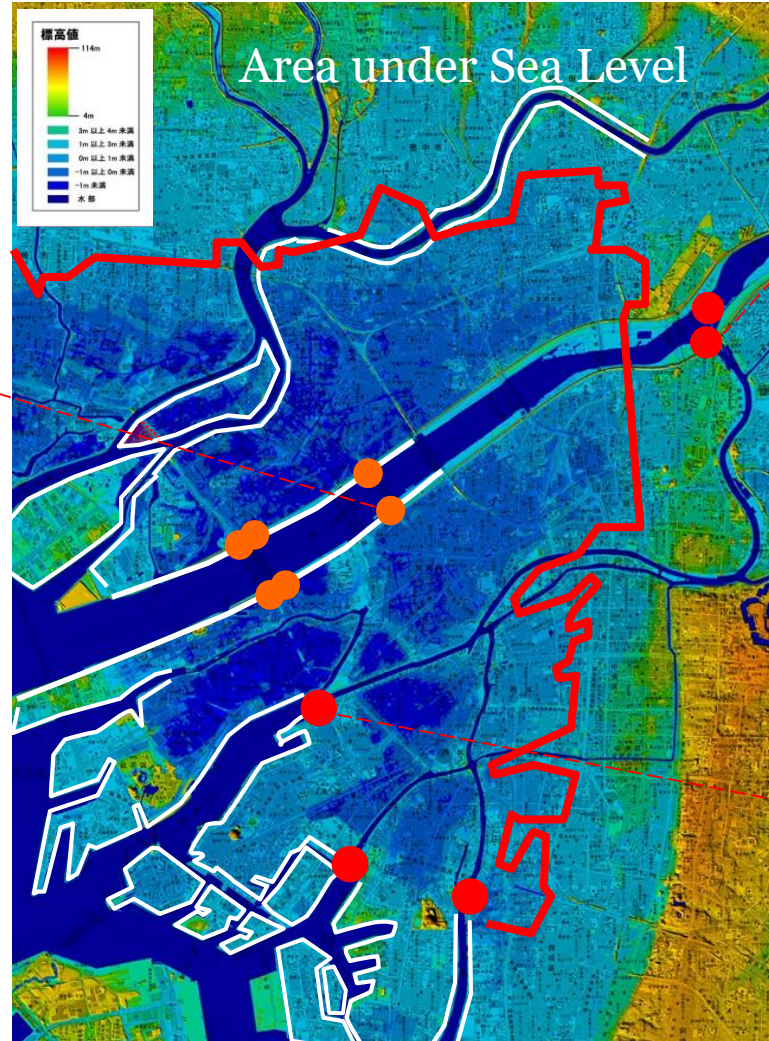
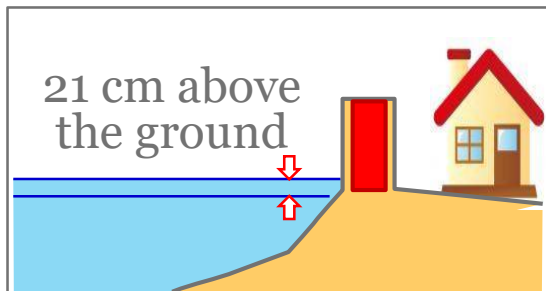


Inundated Runway(Typhoon, 2018)



- Invested **JPY300 billion (US\$ 3 billion)** for storm surge prevention projects(1965~)
- Although storm surge was 36 cm higher, Osaka delta was protected from inundation
- Prevented damage is estimated to be **JPY 17 trillion (=US\$ 150 billion).**

Embankment Gate Closure



Pumping Station



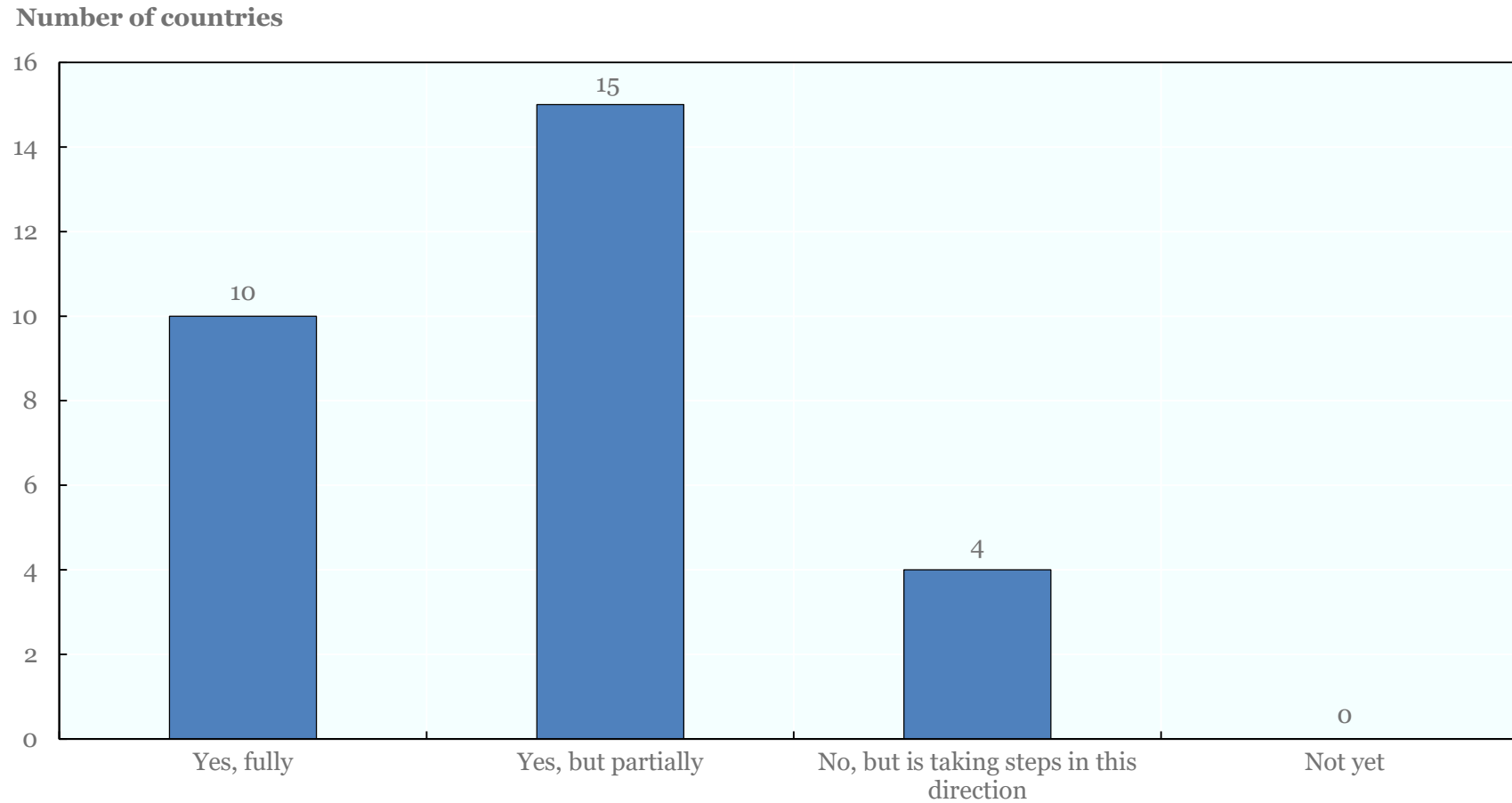
- Embankment Gate
- Storm Surge Barrier
- Sea Level

River Barrier





Self-evaluation of principle 3



Note: Total number of responding countries 29/30 (Germany missing).



Principle 4

- **RECOMMENDS that Members develop adaptive capacity in crisis management by coordinating resources across government, its agencies and broader networks to support timely decision-making, communication and emergency responses.**



Strategic crisis management

Preparing for the unknown

Novelty

Complexity

Uncertainty

Values

Disinformation

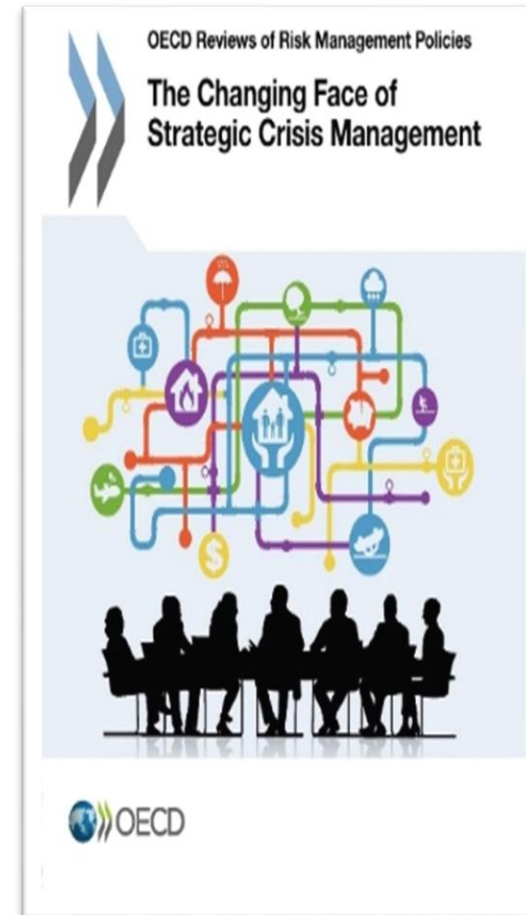
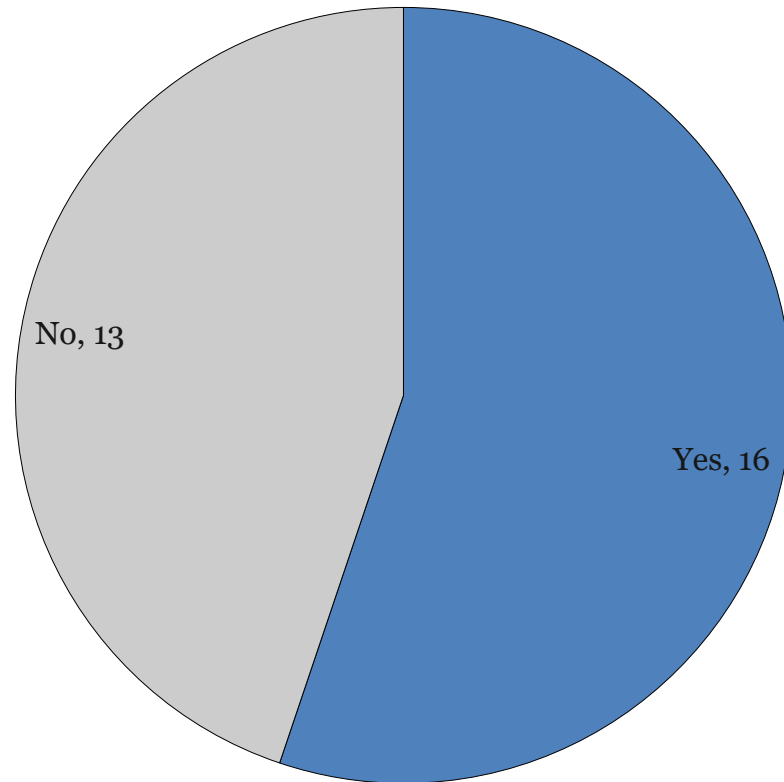
Politization

Traditional approach Planning – Scenarios	Complex crises Prepare for the unknown
Standard operating procedures	Partnerships, networks, agility
Early warning systems	Sense making
Crisis communication	Meaning-making (leadership)

- Strategic role of leaders
- Importance of international cooperation
- Partnerships with the private sector



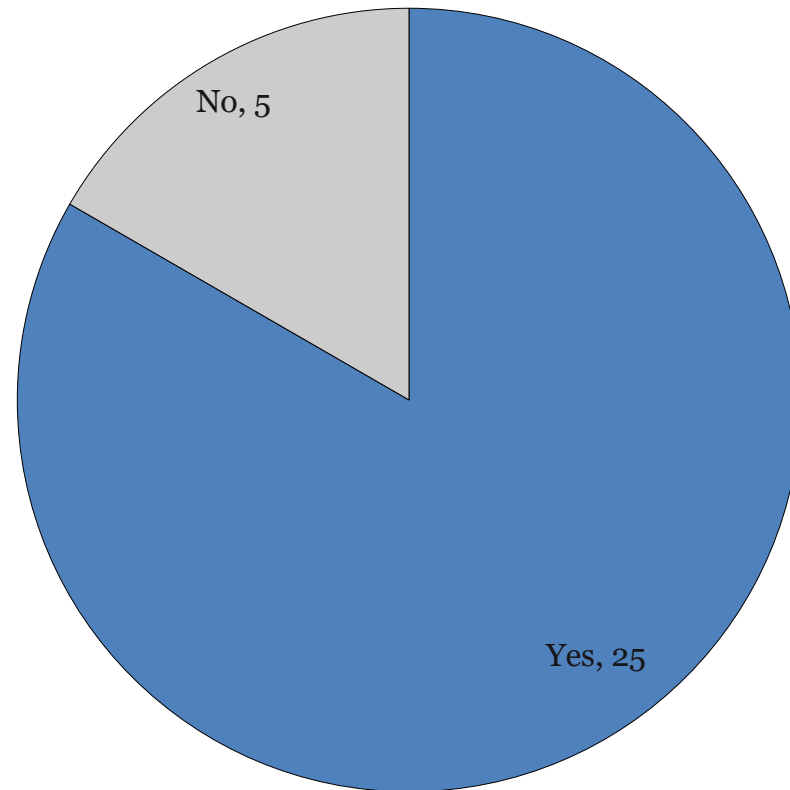
Institutions to identify novel, unforeseen or complex crises



Note: Total number of responding countries 29/30 (Germany missing).



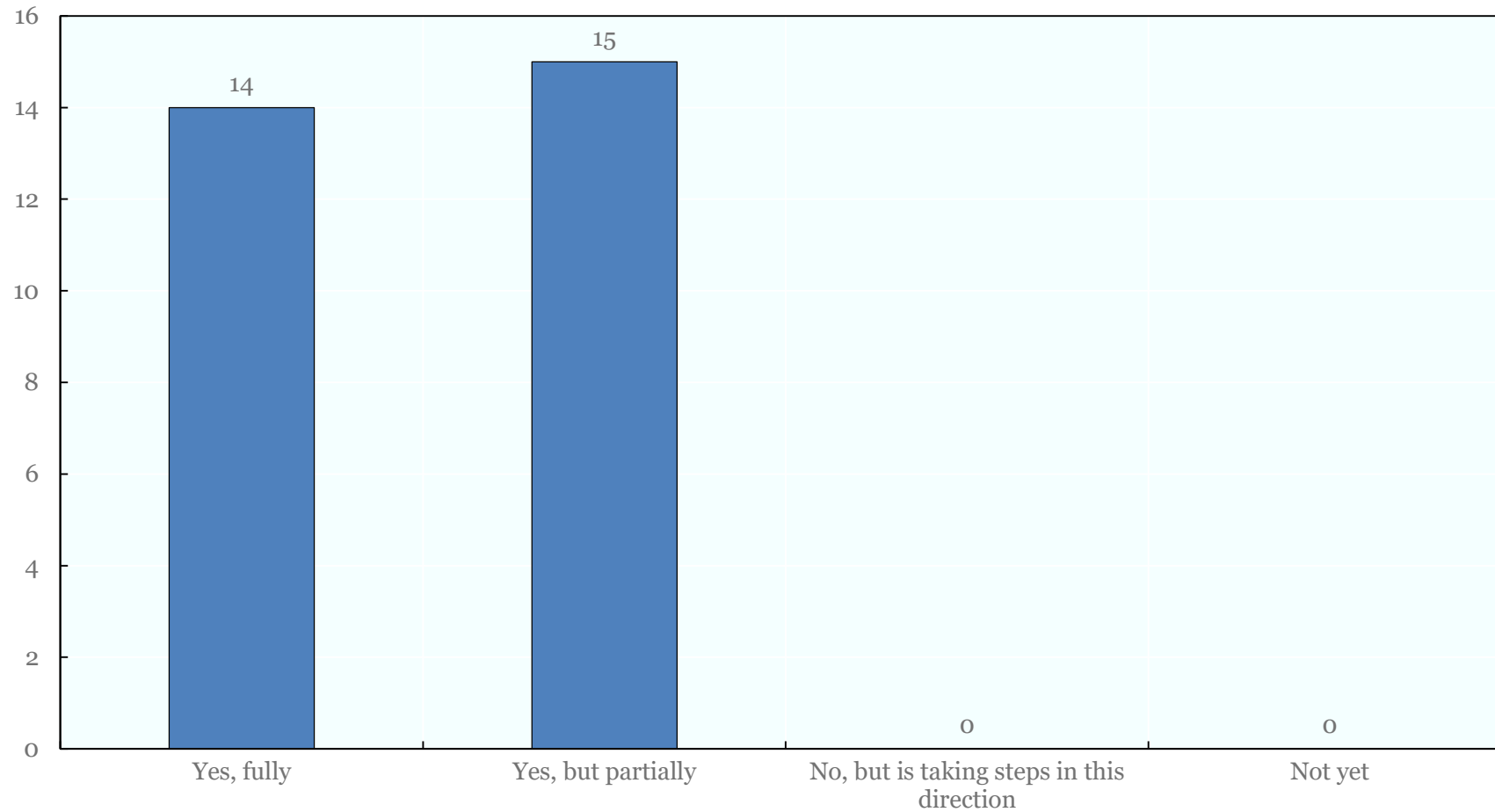
Scaling-up civil protection resources from sub-national levels of government



Note: Total number of responding countries 30/30.



Self-evaluation for principle 4



Note: Total number of responding countries 29/30 (Germany missing).

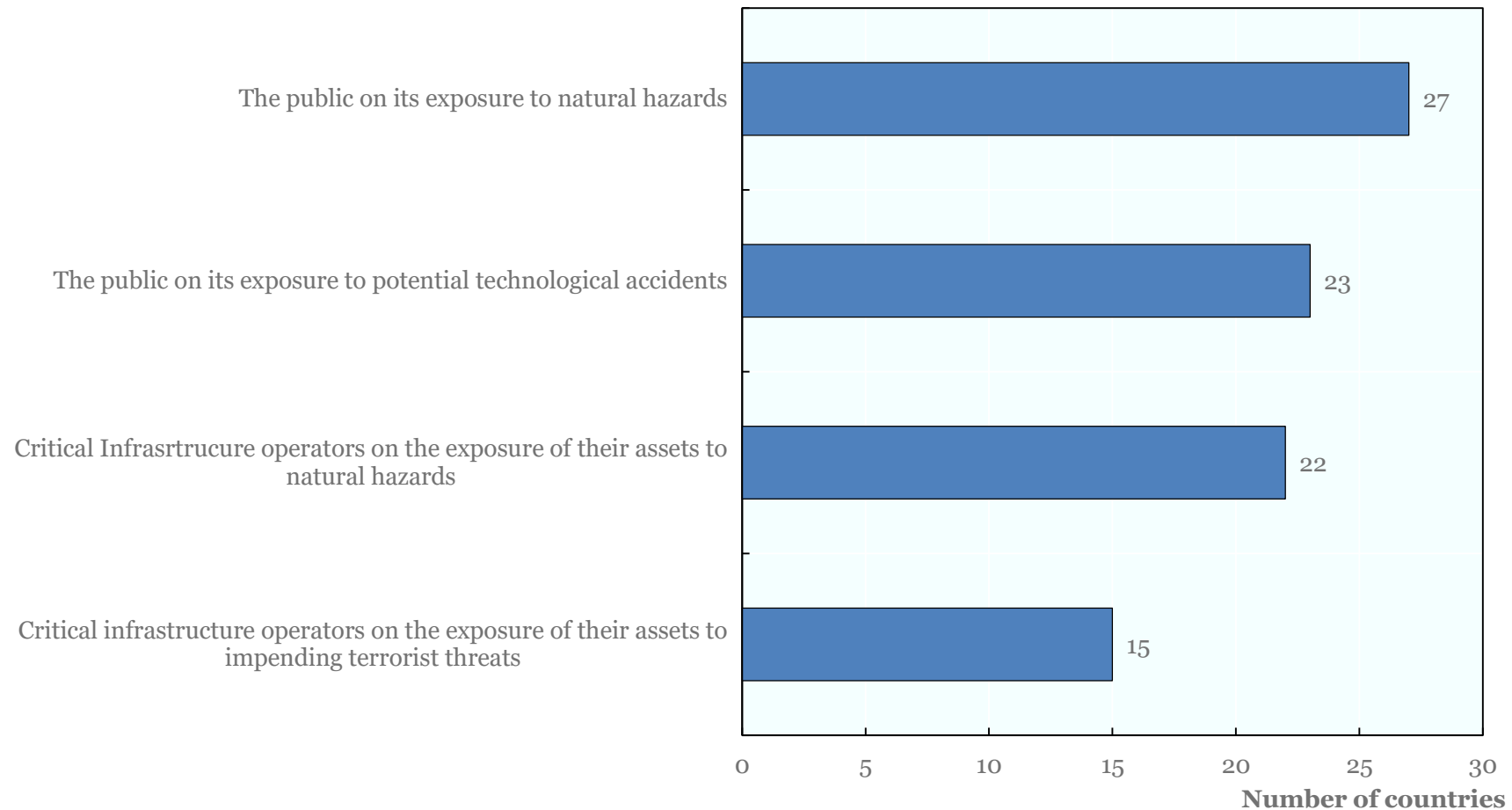


Principle 5

- **RECOMMENDS** that Members demonstrate transparency and accountability in risk-related decision making by incorporating good governance practices and continuously learning from experience and science.



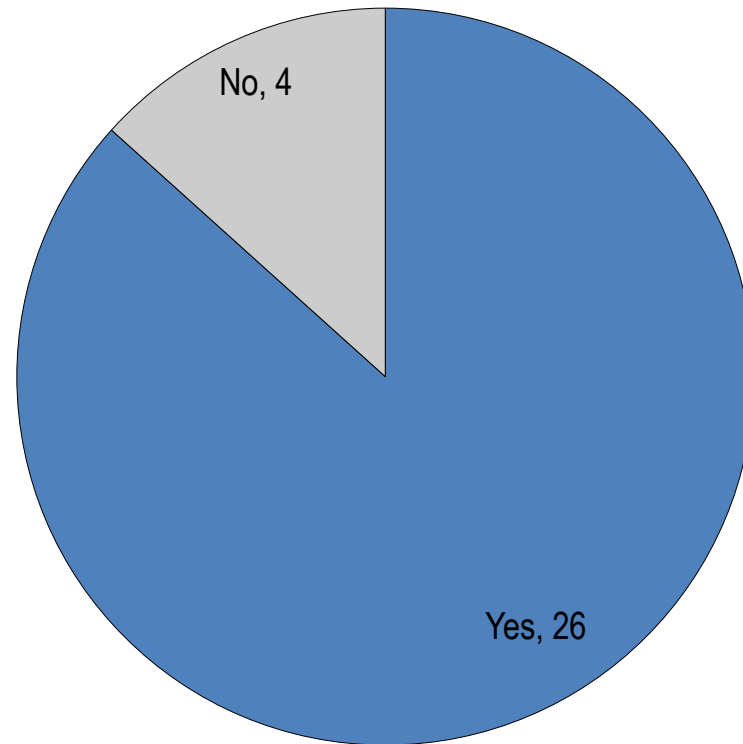
Leveraging information from assessments of critical risks



Note: Total number of responding countries 28/30 (Latvia missing and Poland does not make information available).



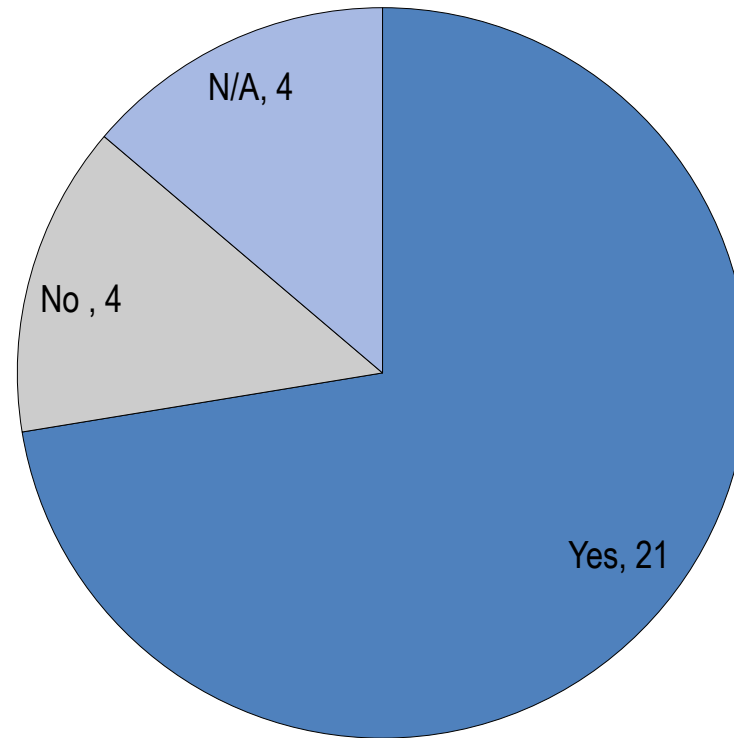
Post-disaster evaluation of policies within the last three years



Note: Total number of responding countries 30/30.



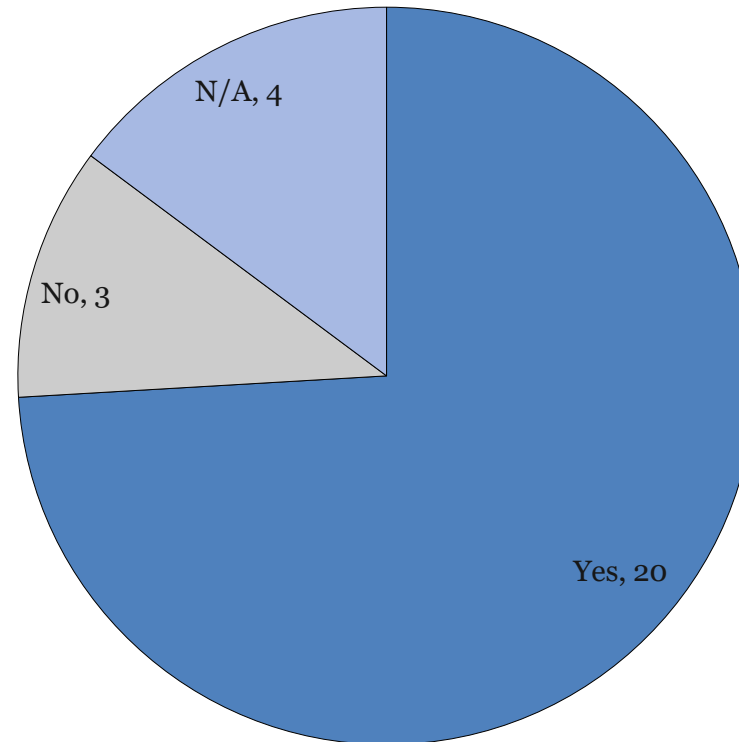
Communication of post-disaster evaluations to the public



Note: Total number of responding countries 25/30 (N/A: refers to countries that do not conduct post-disaster evaluation, Germany missing).



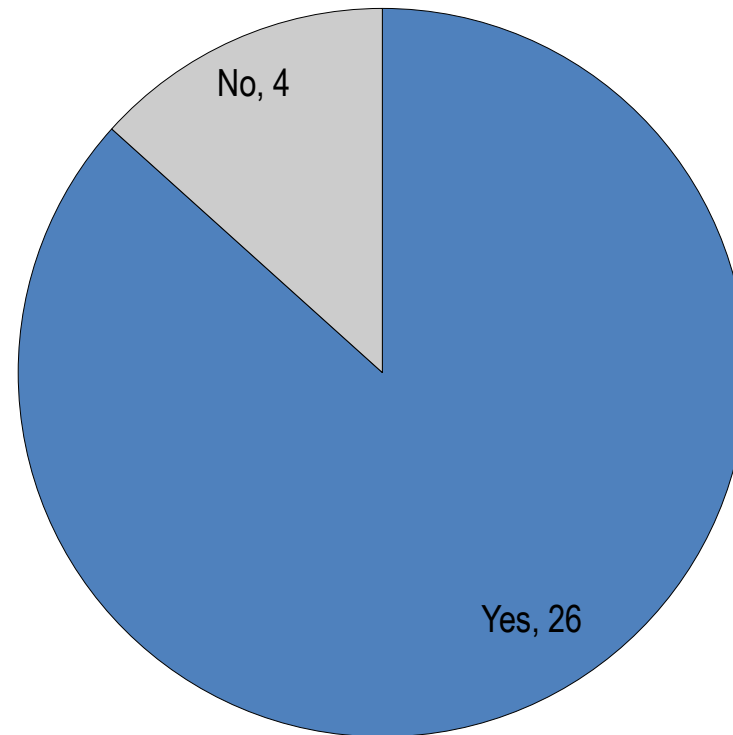
Use of post-disaster evaluations to revise policies



Note: Total number of responding countries 29/30 (Germany missing).



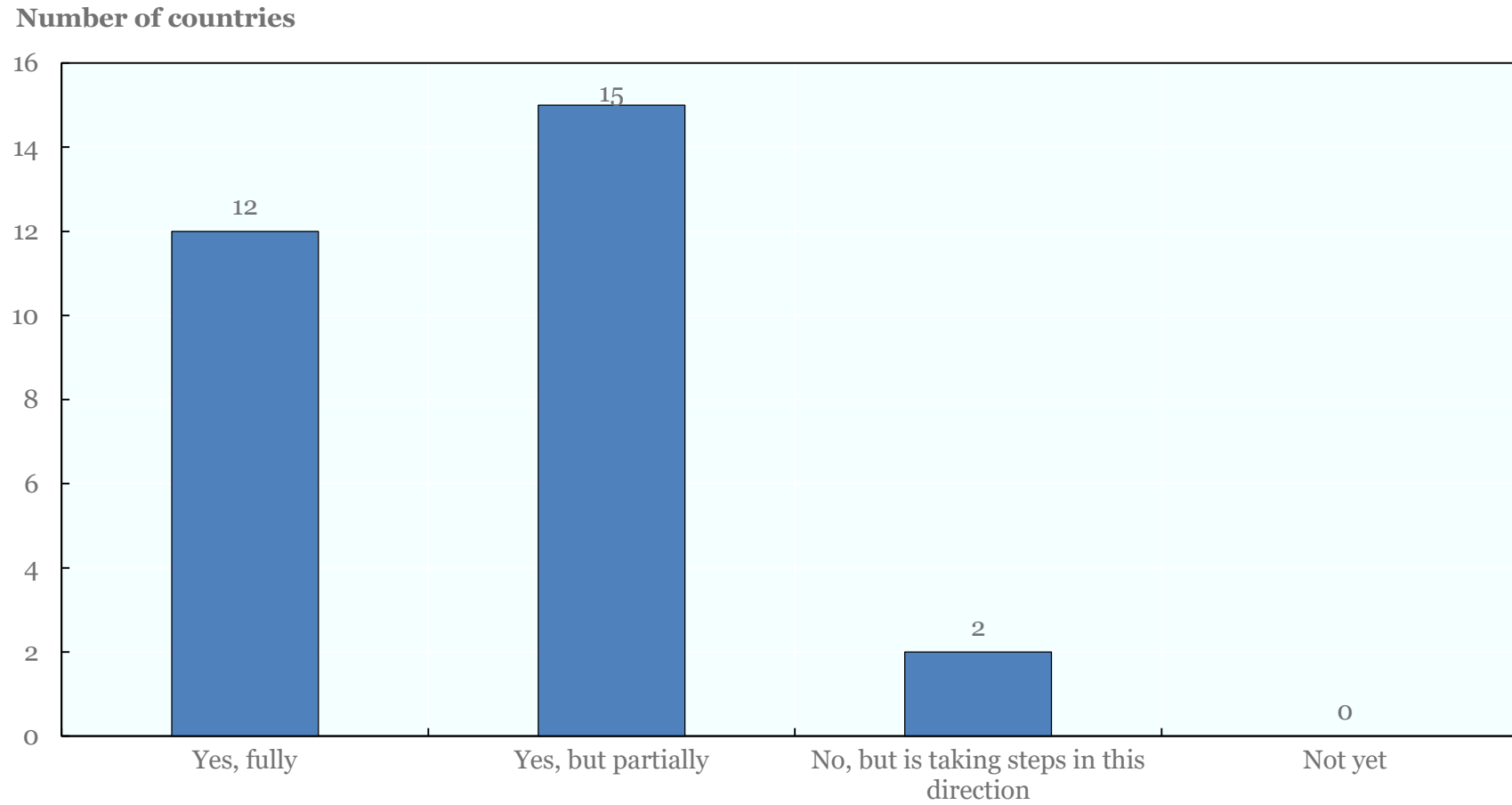
Support for scientific research to improve evidence base of public policies



Note: Total number of responding countries 30/30.

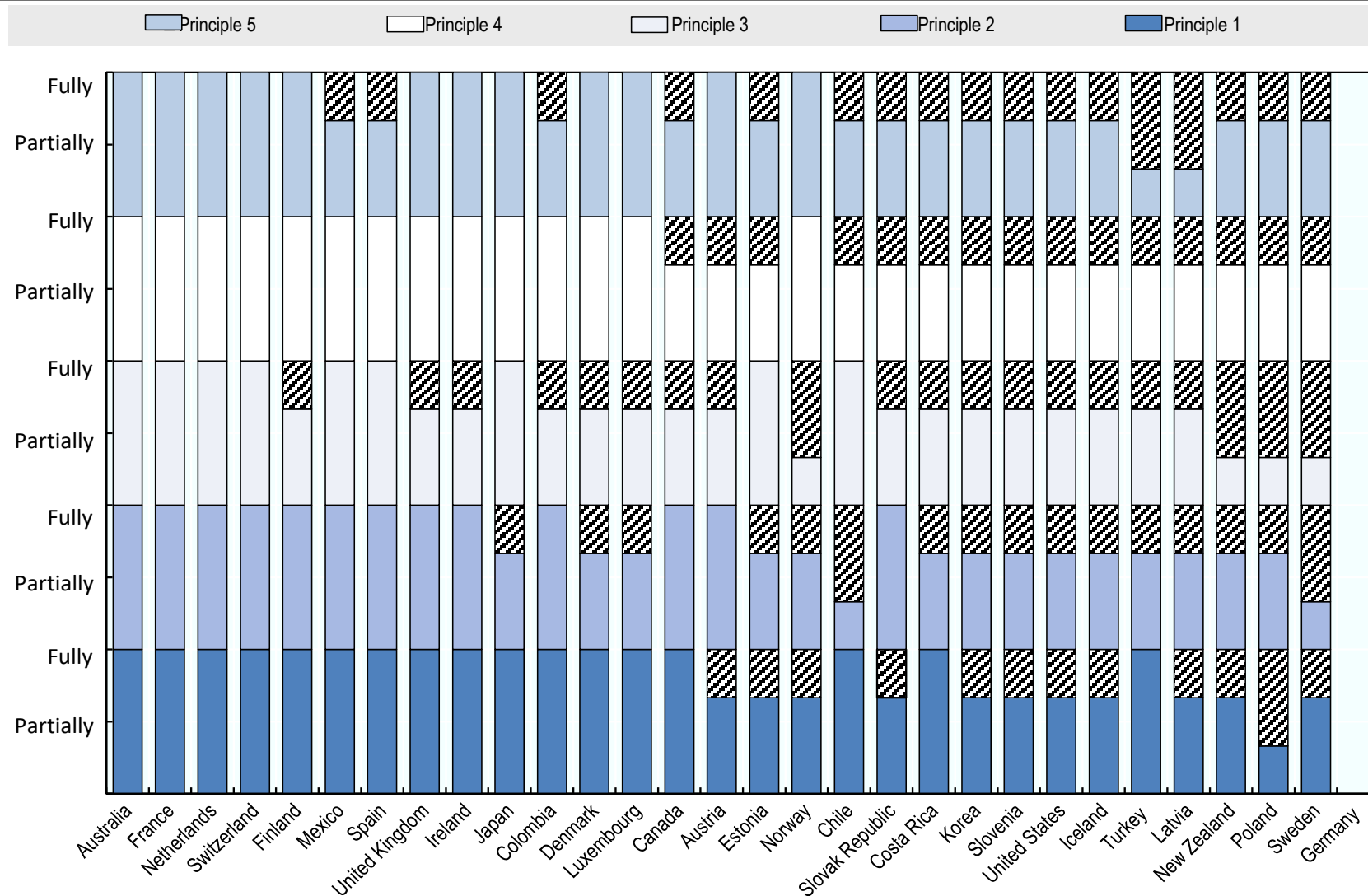


Self-evaluation for principle 5



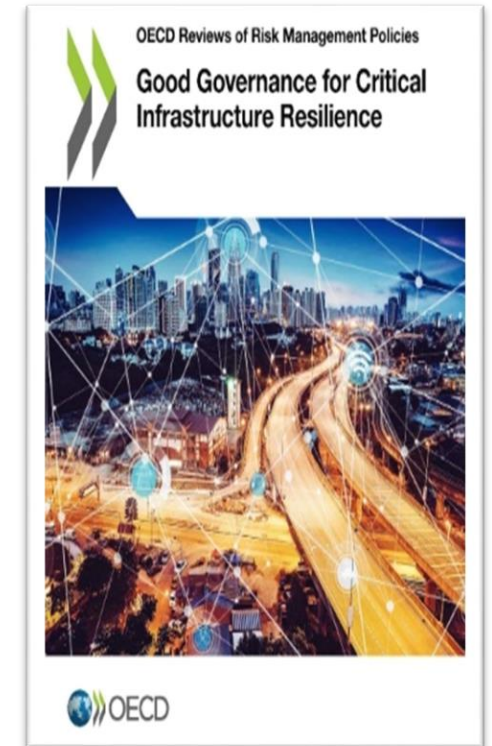
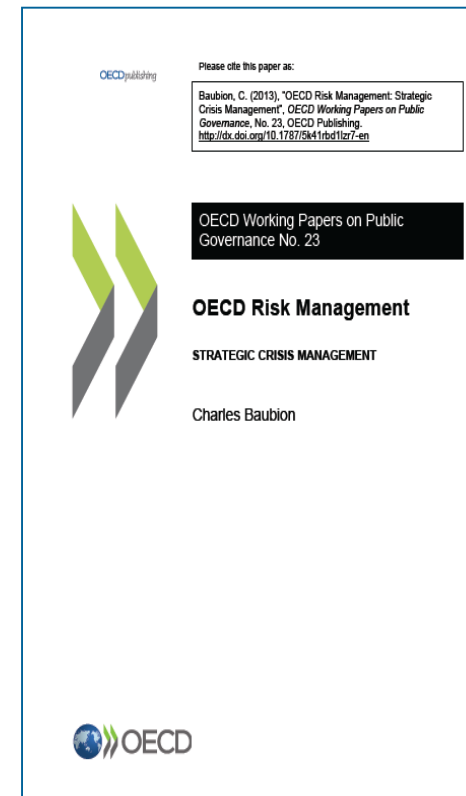
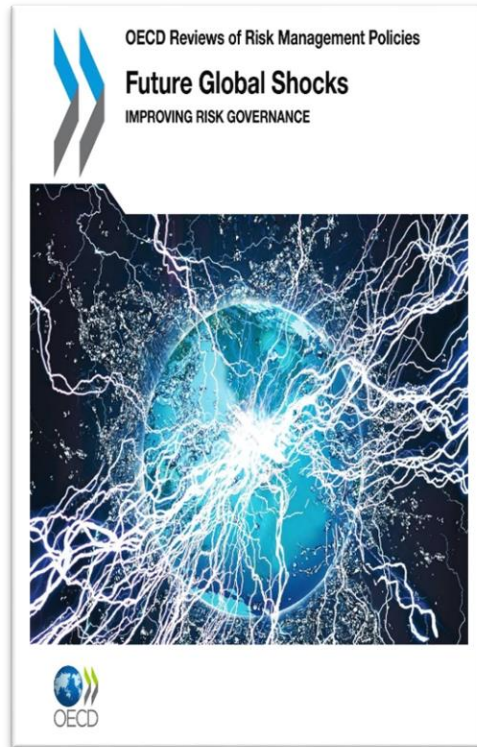


Self-evaluation on the whole recommendations





The OECD High Level Risk Forum supports reforms to governance of critical risks



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