The OECD High Level Risk Forum (HLRF) provides senior decision makers a venue to identify and assess critical risks to society and the economy, and to share good practices in country risk management. Its focus on risk governance recognizes the importance of turning strategic policies into concrete actions by the whole-of-society. The work of the Forum and its Task force on Charting Illicit Trade (TF-CIT) builds on country efforts to identify the pillars of good governance and management of shocks as embodied in the Recommendation of the OECD Council on the Governance of Critical Risks.

The ongoing research, conferences and workshops of the Forum are geared toward assessing what countries have done to implement the provisions of the Recommendation with risk management policies and practices. The meeting is hosted by the US Department of State and the U.S. Department of Homeland Security, it will be held at the Loy Henderson Conference Centre, in the Harry S. Truman Building, of the US Department of State, 23rd Street, N.W. Washington DC 20520.

Contact(s):
Stéphane JACOBZONE, tel: +33 1 45 24 85 56, Email: stephane.jacobzone@oecd.org
Jack RADISCH, tel: +33 1 45 24 18 03, Email: jack.radisch@oecd.org
Lynda HAWE, tel: +(33-1) 45 24 80 06, Email: Lynda.HAWE@oecd.org,

The document and any map included herein are without prejudice to the status of or sovereignty over any territory, to the delimitation of international boundaries and to the name of any territory, city or area.
ANTICIPATING GLOBAL RISKS AND THREATS

8 December 2015

08:15-09:00 Registration

09:00-09:15 1. Introductory Remarks

The 5th High Level Risk Forum will explore the opportunity to use foresight to inform how governments contend with long term, economic and social trends that shape major risks and threats. The intended outcomes are to identify gaps in international cooperation and private sector engagement in the planning and preparation for major risks and threats, and identify opportunities for collective action to manage risks more effectively.

David Luna, Senior Director, Office of Anti-Crime Programmes, INL, U.S. Department of State.


Rolf Alter, Director for Public Governance and Territorial Development, OECD.

09:15-10:00 2. Keynote address:

- Francis X. Taylor, Under Secretary for Intelligence and Analysis, and

- Alan Bersin, Assistant Secretary, Chief Diplomatic Officer, Department of Homeland Security

The keynote speakers will present the major threats facing countries and how these are likely to change over time. They will discuss what national leaders need to know now to make informed decisions about preparing for these changes, and how risk managers can provide their leadership with reliable, trusted and coordinated expert advice.

10:00-11:15 3. Anticipating long term global risks and threats

This session will present examples of government foresight activities and describe their implications for risk management in public policy. Presentations will focus on the benefits of mapping and analysing mega trends to reinforce risk anticipation capacity across government. Participants will be invited to share good practices in connecting the outcomes of foresight to strategic policy decisions and the improvement of preparedness capacities to sustain major shocks.

High level speakers:

Dr. Gregory Treverton, Chair, National Intelligence Council, United States
Professor Phil Williams, University of Pittsburgh, United States

Questions for discussion:

How can governments conduct more effective anticipation of threats and risks?

Are the institutionalized structures for horizon scanning transferable to different government contexts

Documents for reference:

Anticipating global risk and threats: GOV/PGC/HLRF(2015)2

11:15-11:30 Coffee break

11:30-12:30 4. Communicating emerging threats and potential crises to leaders

This session will present country practices in evaluating and prioritizing potential crises drawing on examples of recent experience. The presentations will highlight how to effectively communicate mitigation options to leaders. Participants will be invited to discuss what institutional arrangements are effective to identify emerging threats, as well as point to successes and failure of cooperation with private sector leaders to organise effective warning systems.

Speakers:

Ken Knight, Centra Technologies

Lars Hedström, Executive Director, The Institute for National Defence and Security Policy Studies, Swedish Defence University

Questions for discussion:

- What means do governments use to anticipate crises ahead of time?

- Keeping leaders informed of potential crises ahead of time before they become an actual crisis.

- Once a crisis has started what do governments do to anticipate how it will develop and take appropriate action in timely fashion?

Documents for reference:

Communicating threats: the challenges of detecting and of warning leaders: GOV/PGC/HLRF(2015)1

12:30-13:45 Lunch break

13:45-15:15 5. Task Force on Charting Illicit Trade: Anticipating the risks from global illicit trafficking

This session will explore areas where governments and the private sector can prepare jointly for the risks driven by converging criminal networks, and other human induced threats, that exploit the global trading system. Participants will be invited to discuss the means that criminal and terrorist networks use to circumvent the rules and institutions established through international trade conventions, and the underlying dynamics of illicit markets. This will include implications for future reforms to public policy, including transboundary cooperation in customs enforcement, but also financial and transportation regulations.
Speakers:

Chris Martin, HM Revenue and Customs, United Kingdom
Patricia Cogswell, U.S. Department of Homeland Security
Pat Byrne, Europol Senior Representative

Session facilitator:

Dr. Christopher Corpora, Terrorism, Transnational Crime and Corruption Center (TraCCC), George Mason University, United States

Questions for discussion:

What are the opportunities for countries and private sector to “crowd source” ideas and know-how, to detect transnational criminal networks and coordinate policy responses through anticipatory analysis?

What institutional set-ups have proven effective to improve use of foresight by law enforcement agencies in countering illicit trafficking?

15:15-15:30 Coffee Break

15:30-16:50 6. Assessing the implications of long term climate trends and interconnected risks

This session will discuss how long term trends such as climate change, demographics, economic development are shaping the risk landscape that governments need to prepare for. It will address more specifically how different risks and their effects are interconnected with climate change and how this can affect risk assessment and be integrated into foresight. Floods and droughts will be utilised as examples to demonstrate these complex inter-relations.

Speakers:

Alice Hill, Special Assistant to the President and Senior Director for Resilience Policy, National Security Council
John Dalton, Chief of Engineering and Construction, United States Core of Engineers
Dr. Lauren Alexander, Director, Program of Risk, Resilience and Extreme Events, National Academies of Sciences

Session facilitator:

Kenzo Hiroki, Vice President, College of Land, Infrastructure, Transport and Tourism, Japan

Questions for discussion:

How to unbundle long term trends in foresight to support risk assessment?

How should countries integrate the long term impacts of climate change in their risk assessment and management processes?

What are the key policy issues emerging from climate-interconnected long term trends?
16:50-17:00  7. **Closing remarks**

The challenge for policy makers is to forge deeper understanding of how to plan for and respond to future challenges and opportunities in an increasingly complex and uncertain world and to organise the necessary action chains within government, as well as in terms of cooperation between public and private sectors. The chair will present closing remarks.

---

COCKTAIL:

**Location**: OECD Washington Center Conference Room

Suite 450, 1776 Eye Street NW, Washington DC

**Date**: Friday, December 8th, 18:00

**RSVP**
8. Keynote speaker:

- Craig Fugate, Administrator, Federal Emergency Management Agency, United States

9. Building Resilience for a Sustainable Future

This session will focus on global efforts to build resilience to risks and investment in sustainability. Discussion will identify how the HLRF can strengthen the role of risk governance with strategies to adapt to a broad range of critical risks and threats, including their economic, environmental and social impacts. The goal is also to identify opportunities for cooperation to improve international early warning capacities and reduce the vulnerability of transboundary critical infrastructure to further inclusive and sustainable development.

Roundtable participants:

Jacqueline Randall - Asia-Pacific Economic Co-operation-APEC – Prevention of business interruptions from natural disasters

Jim Marriott - International Civil Aviation Organization - ICAO – Security in the Civil Aviation Sector

Di Reimold, - Head SFO Global Policy procedures, International Air Transport Association IATA

Arife Coskun - International Organisation of Supreme Audit Institutions - INTOSAI – Framework for transparency and accountability in disaster risk management

10. Benchmarking risk governance and management practices

This session will discuss the gaps that governments and the private sector consider need to be addressed to better manage critical risks and how they suggest the gaps could be filled by the implementation of the OECD Recommendation on the Governance of Critical Risks. Participants will be informed of progress made in the development of a Toolkit for Risk Governance, which provides a platform to identify leading practices for each phase of the risk management cycle. Participants will explore how to present these leading practices within a forthcoming OECD flagship report to assess progress in that area. The report will provide a comparative view and benchmark how countries institutionalize the coordination of risk management policies.

Questions for discussion:

*How can countries and partners maximise the value of the Toolkit on Risk Governance?*

*How can an OECD Risk Governance Outlook help to inspire new developments and foster improvement in policies and practices?*

Documents for reference:


Framing the discussion for a Risk Governance flagship report: GOV/PGC/HLRF(2015)4
11. Establishing effective Public Private Partnerships for risk management

This session will explore risk governance frameworks for engagement and coordination between public and private organisations in key economic sectors as an investment towards improved economic performance and resilience. Some firms in key economic sectors do not possess the level of security and capacity for business continuity that the broader public interest may require. The discussion will focus on the incentives needed to achieve responsiveness and to deliver on shared responsibilities. Strengthening such cooperation is essential as an investment to contend with future risks, including natural hazards as well as a broad range of security threats.

Speaker:

Dr. Ronald J. Clark, Deputy Under Secretary for the National Protection and Programs Directorate, Department of Homeland Security

Questions for discussion:

- How can governments effectively engage the private sector in identifying vulnerabilities to critical infrastructure?
- How to ensure that public and private sector CI operators are equipped with an acceptable level of protection and possess sufficient means for business continuity?
- What are the sets of incentives that have to be in place for the private sector to invest in resilience?
- What constraints do the sectoral regulators face in imposing regulatory standards for security and continuity of service?

Documents for reference:


12. Breakout Sessions

The breakout sessions will discuss how governments can work more effectively with the private sector operators of critical infrastructure, and invite candid views from the private sector about what governments can do to encourage private sector investment in horizon scanning and information sharing, enhancement of security measures and business continuity planning.

12.a. Partnering in the energy sector

Stable energy supply is a basic condition for the functioning of advanced economies. The reliance of virtually all industries on electric power and fuels means that all sectors have some dependence on the energy infrastructure for distribution. This session will present voluntary efforts by stakeholders in the energy sector to increase planning and preparedness to known vulnerabilities. In many OECD countries the major share of energy infrastructure is either owned or operated by the private sector. The session will highlight cooperation through industry groups that have resulted in information sharing of best practices to build resilience across the energy sector.

Speakers:

Paul Stockton, Managing Director of Sonecon, LLC, USA
Bill Murtagh, Assistant Director, Space Weather, White House Office of Science and Technology Policy, USA

**Session Facilitator:**

Barry K. Worthington, Executive Director, United States Energy Association

**Questions for discussion:**

- How is an appropriate level of security decided in critical energy infrastructure?

What are the key elements of an energy sector plan designed to implement risk management policies and make the sector more resilient to external shocks?

What successes have public-private partnerships had in developing such sector specific plans in the energy sector?

12.b. Partnering in the transport sector

Governments confront the challenge of strengthening security in transportation systems while ensuring the freedom of movement for people and commerce. Given recent events in the rail sector, this includes the screening of commercial passengers and baggage, as well as maritime and airborne cargo using latest technology to stay ahead of evolving threats. The successful implementation of a risk-based approach to secure transportation systems requires working closely with stakeholders in aviation, rail, maritime, highway, and pipeline sectors, as well as partners in the law enforcement and intelligence communities.

**Speakers:**

Christopher Bidwell, Vice President Security and Facilitation, Airports Council International North America

Keith Mueller, Director, Analysis & Risk Mitigation, Department of Homeland Security

Tom Farmer, Head of Security for American Association of Railroads

**Questions for discussion:**

What are the requirements of a successful risk based approach security in the transport sector?

What are the implications in terms of governance and coordination?

How to identify the crucial security and safety gaps in critical transport infrastructure?

What are the security layers that need to be in place to ensure the desired level of safety?

15:45-16:00  **Coffee break**

16:00-17:00  **13. Identifying areas for public/private cooperation: forward looking perspectives**

Panellists will build on the outcomes of the break-out sessions in specific sectors, and identify concrete courses of action for government and the private sector to reinforce the resilience of society. A general discussion will follow on the priority areas for action, identifying the potential for international cooperation in the areas of critical infrastructure protection and fostering greater business continuity. The aim is to maximise the value of joint public and private investments to
respond in an economically efficient manner to future risks and opportunities. The results from the discussion will inform the development of thematic OECD work on improving risk management outcomes through public-private partnerships.

**Speaker:**

Robert Kolasky, Deputy Assistant Secretary, Office of Infrastructure Protection, National Protection and Programs Directorate, Department of Homeland Security

**Closing of Day 2**
14. Strategic crisis management

Governments are building strategic crisis management capacities to help prepare for unforeseen crises. Leadership needs to make sense of complex situations and take decisions quickly. They also need to communicate these decisions in light of core societal values, when citizens’ anxiety is at its highest. Discussion will focus on different approaches to crisis anticipation and sense-making through training exercises, methodologies in crisis analysis and information sharing mechanisms to support private sector efforts in crisis management. It will scope the next theme of the OECD workshop on strategic crisis management in 2016.

Speakers:

Mads Ecklon, Head of Division, Danish Emergency Management Agency

Dr. Miriam Haritz, Head of Division for Interministerial and Interstate Crisis Management Exercises, Federal Office of Civil Protection and Disaster Assistance, Germany.

Gregory Wahl, Overseas Security Advisory Council, United States

Session Facilitator:

Nicolas Mueller, Head of Training for Crisis Management, Swiss Federal Chancellor

Questions for discussion:

- How can strategic crisis management exercises contribute best to crisis anticipation?

- What are the key techniques to map the twists and turns a crisis might take once it has started?

- How best can governments support private sector companies abroad in their crisis sense-making efforts?

- What are the key issues to be discussed on strategic crisis management in 2016?

Documents for reference:


15. Raising awareness to risks effectively and improving risk communication

This session will present the results of an OECD cross-country report on risk communication practices to improve public perception with accurate and trusted information. The goal will be to identify the areas where progress in risk communication has been made in recent years as well as the remaining gaps, and to highlight good country practices. After a brief introduction of the report findings, invited speakers will lead the discussion with comments

Speakers:

Ian Clark, Head of Unit, European Commission

Steven Kenney, Monitor - 360
Marie-Valentine Florin, Managing Director, International Risk Governance Council, Switzerland

Questions for discussion:

- How could the ‘good practices’ highlighted in the OECD report be transferable to your country context? If they are not, why not?

- What are the key gaps in risk communication that remain to be addressed?

Documents for reference:

Risk communication and policies and practices: A comparative analysis across OECD countries: GOV/PGC/HLRF(2015)6

11:30-11:45 Coffee break

11:45-13:30 16. Overview of on-going and future HLRF projects

This session will present an update of the High Level Risk Forum activities. Participants are invited to report on a selection of projects and related events and to propose new projects if they wish.

• Morocco peer review on risk governance
• Cross country report on National Risk Assessments
• Collecting evidence for effective risk management policies, losses and expenditure
• Task Force on Charting Illicit Trade: Trade in counterfeits and pirated goods
• Country case studies on public policies to build resilience in Austria and France
• Outreach to promote the OECD Recommendation: cooperation with APEC in the area of managing contingent liabilities

Documents for reference:

Progress and update of ongoing and future HLRF project: GOV/PGC/HLRF(2015)7


Improving the evidence basis on the cost of disasters: GOV/PGC/HLRF(2015)9

Case Study France: GOV/PGC/HLRF(2015)10

Case Study Austria: GOV/PGC/HLRF(2015)11

Case Study Morocco: GOV/PGC/HLRF(2015)12