

國立臺北大學自然資源與環境管理研究所

101 學年度第一學期 『環境災害與風險管理』

課程講義 (十六) : 危機管理與緊急應變 ; 氣候變遷調適
Crisis Management and Emergency Response; Adaptation to Climate Change

[Regester, M. and J. Larkin, 2005, Risk Issues and Crisis Management: A Casebook of Best Practice](http://www.rdec.gov.tw/np.asp?ctNode=12943&mp=100)

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研考會首頁/績效考核/風險管理與危機處理/風險管理與危機處理工具

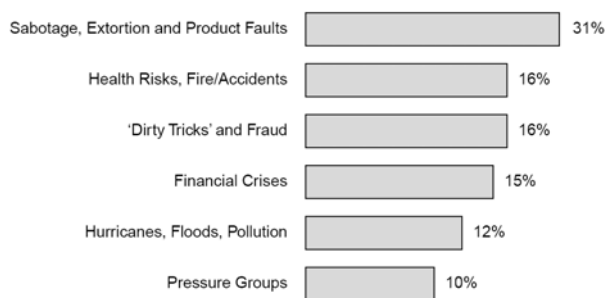
<http://www.rdec.gov.tw/np.asp?ctNode=12940&mp=100>

研考會首頁/績效考核/風險管理與危機處理/教育訓練教材

<http://www.cepd.gov.tw/dn.aspx?uid=12218> 國家氣候變遷調適政策綱領

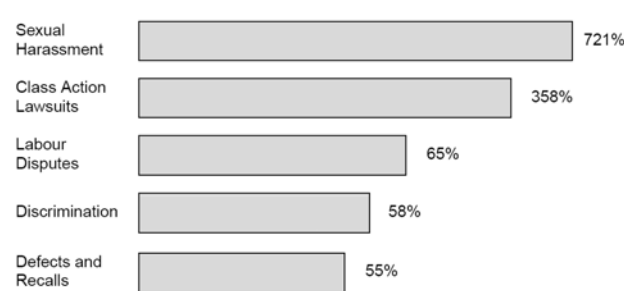
● CRISIS AND RISK ISSUES

- Definition of a Crisis: An event which causes the company to become the subject of widespread, potentially unfavourable, attention from the international and national media and other groups such as customers, shareholders, employees and their families, politicians, trade unionists and environmental pressure groups who, for one reason or another, have a vested interest in the activities of the organization.
- Business Crises Most Likely to Occur
 - ⇒ environmental pollution; product defect
 - ⇒ unwanted takeover bid; sabotage
 - ⇒ death of senior management member
 - ⇒ kidnap of senior management member
 - ⇒ computer breakdown
 - ⇒ industrial dispute
 - ⇒ fraud



Source: Infoplan International, Japan, 1994

Figure 7.3 The most likely causes of crises according to respondents



Source: Institute for Crisis Management, Kentucky, USA

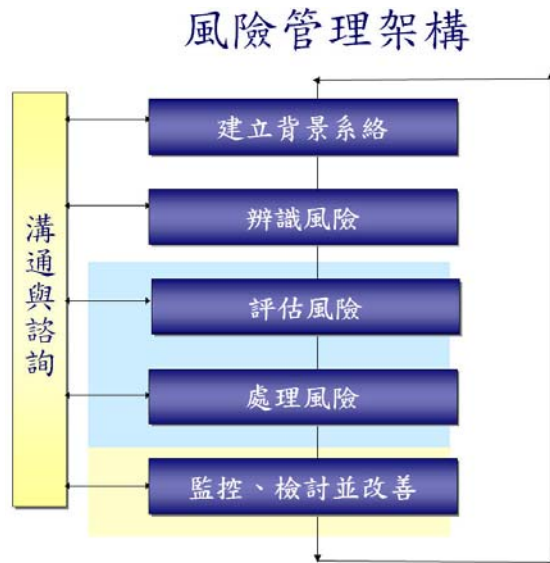
Figure 7.4 Fastest growing business crisis categories 1990-95

([Regester, M. and J. Larkin, 2005, Risk Issues and Crisis Management: A Casebook of Best Practice](http://www.rdec.gov.tw/np.asp?ctNode=12943&mp=100))

● CRISIS MANAGEMENT AND RISK MANAGEMENT

- [危機管理計畫](#) (研考會首頁/績效考核/風險管理與危機處理/教育訓練教材)
- 風險管理與危機處理工具
 - ⇒ 『[風險管理及危機處理作業手冊](#)』
 - ⇒ 『[行政院所屬各機關風險管理及危機處理作業基準](#)』
 - ⇒ [Risk Essentials A Risk Management Framework](#)

- Framework for Risk Management
- Terminology and Definition
 - ⇒ Risk Assessment
 - ⇒ Risk Identification
 - ⇒ Risk Analysis / Evaluation
 - ⇒ Risk Tolerance / Acceptance
 - ⇒ Risk Disposal / Treatment
 - ⇒ Risk Avoidance / Reduction;
Risk Retention / Transfer
 - ⇒ Risk Communication
 - ⇒ (Integrated) Risk Management
 - ⇒ Organization's Risk Profile
 - ⇒ Residual Risk

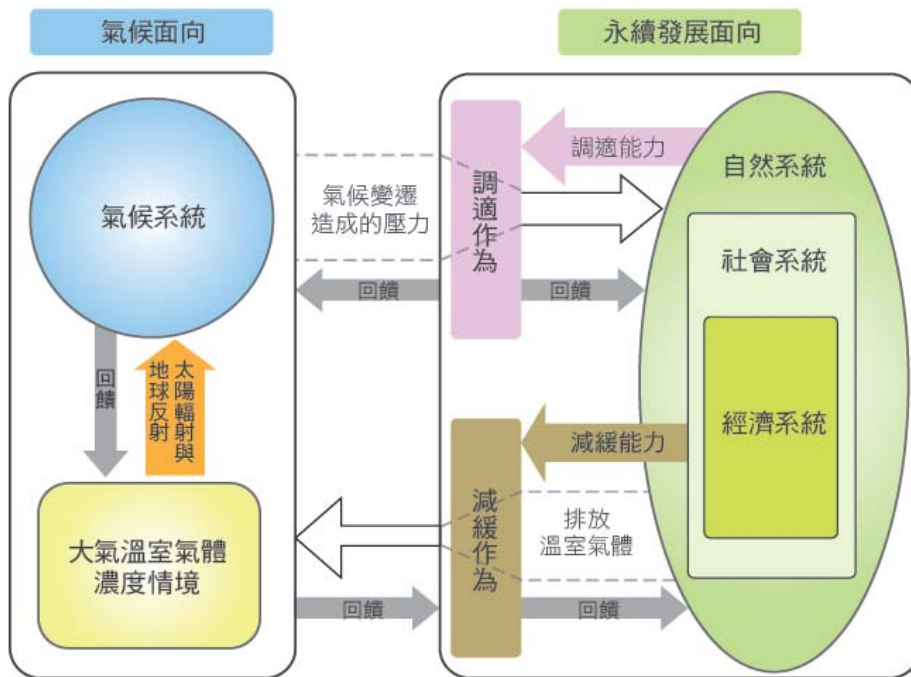


- 風險管理建置工作五階段 (p.43) :
 - ⇒ 高階管理階層（機關首長）的承諾與支持
 - ⇒ 建立機關的風險圖像（Risk Profile）
 - ⇒ 建立風險管理於既有的決策過程與通報中
 - ⇒ 演練、測試與維持
 - ⇒ 持續的風險管理循環與學習
- British Risk Management Framework (p.106)
- Canadian Risk Management Framework (p.108)
- Case Studies: DEFRA, 芒果農藥殘留, 911, 八掌溪
- Risk Transfer / Tolerate / Treatment / Terminate
- Crisis Management 危機處理 (p.53)
 - ⇒ 前瞻性、預防性風險管理 vs. 突發狀況的危機處理(p.54)
 - ⇒ 危機類別；處理策略；架構及組織職責
 - ⇒ 危機處理的程序與作法

● ADAPTATION TO CLIMATE CHANGE

- Definition of Adaptation
 - ⇒ Adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities. Various types of adaptation can be distinguished, including anticipatory and reactive adaptation, private and public adaptation, and autonomous and planned adaptation. ((IPCC TAR, 2001)
 - ⇒ 氣候變遷調適：指人類系統，對實際或預期的氣候變遷衝擊或其影響的調整，以便緩和因氣候變遷所造成的傷害，或利用其有利的情勢。調適包括預防性及反應性調適、私人和公共調適、自主性與規劃性調適等。（溫室氣體減量法立法院一讀條文）
 - ⇒ 《國家氣候變遷調適政策綱領》：「調適」係指為了因應實際或預期的氣候衝擊或其影響，而在自然或人類系統所做的調整，以減輕危害或發展有利的機會。調適的目的在於降低人類與自然系統處於氣候變遷影響與效應下的脆弱度（vulnerability），使得人類與自然系統在極端天氣事件與暖化效應下的負面衝擊最小，且配合氣候變化的獲益能夠最大。

□ 減緩 (Mitigation) 與調適 (Adaptation)



● ADAPTATION POLICY FRAMEWORK (<http://www.undp.org/climatechange/adapt/apf.html>)

□ Four Major Principles

- ⇒ Adaptation to short-term climate variability and extreme events serves as a starting point for reducing vulnerability to longer-term climate change.
- ⇒ Adaptation policies and measures are best assessed in a developmental context.
- ⇒ Adaptation occurs at different levels in society, including the local level.
- ⇒ The adaptation strategy and the process by which it is implemented are equally important.

□ Conceptualisation of continuing the adaptation process: the activities and feedback loops in this APF Component. The underlying concept is that there are two approaches to continuing the adaptation process.

- ⇒ On one hand, countries can re-orient existing policies and practices to make them more responsive to the increased vulnerability caused by increased variability and change (right top arrow). Disaster management practices are a good example of this phenomenon.
- ⇒ Alternatively, countries can choose to address policy gaps regarding climate risks, while also enhancing the resilience of the priority system (left top arrow). These interventions remove existing barriers to the adoption of policies that are sensitive to the impacts of climate change, including variability.

