



# EMERGENCY, CRISIS, DISASTER, SAFETY, ENVIRONMENTAL & RISK MGT INSTITUTE (ECRMI)

Values & Professionalism

Building Progressive Competence:  
From Foundation to Strategic Leadership.

**EXECUTIVE MASTER CLASS- ONLINE CERTIFICATION SERIES**

**Level 3: Advanced - Strategic Disaster Management & Leadership**

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# COURSE OUTLINE

- 3.1 **DISASTER RISK GOVERNANCE:** POLICY FRAMEWORKS, LEGAL INSTRUMENTS, SENDAI FRAMEWORK
- 3.2 **RESILIENCE & DISASTER RISK REDUCTION (DRR) MAINSTREAMING:** INTEGRATING DISASTER RISK REDUCTION (DRR) INTO DEVELOPMENT PLANNING
- 3.3 **POST-DISASTER RECOVERY:** POST- DISASTER NEEDS ASSESSMENT (PDNA), RECOVERY PLANNING AND BUILD-BACK-BETTER (BBB) PRINCIPLES
- 3.4 **CRISIS LEADERSHIP & COMMUNICATION:** DECISION-MAKING, MEDIA MANAGEMENT, PUBLIC TRUST
- 3.5 **SCENARIO-BASED TABLETOP EXERCISES**

### 3.1 **DISASTER RISK GOVERNANCE:** POLICY FRAMEWORKS, LEGAL INSTRUMENTS, SENDAI FRAMEWORK

- **Disaster Risk Governance (DRG)**- is a part of the overall governance process that has been defined by the United Nations Development Program(UNDP) as, “the way in which public authorities, civil servants, media, private sector and civil society coordinate at community, regional and national levels in order to manage and reduce disaster and climate-related risks.
- In the process of DRG, the state has a prime responsibility to provide safety and security to people. The main aim of DRG is to increase the coping capacity of the citizens. DRG, in general, includes:

- Making Disaster Risk Management (DRM) a policy priority;
- Allocating resources for disaster risk reduction;
- Implementing disaster risk management laws;
- Developing general and political commitment toward Disaster Risk Reduction (DRR);
- Promoting multi-stakeholder involvement;
- Bringing socio-economic changes to promote Disaster Risk Management;
- Promoting accountability for losses and impact, etc.;

- Establish an institutional framework to implement DRR programmes;
- Conduct hazard risk assessment;
- Integrate Disaster Risk Management with development policies;
- Encourage research and training on disaster issues;
- Become prepared for disaster emergency;
- Arrange an adequate funding mechanism for DRR.

# Key Aspects of Disaster Risk Governance

- **The Sendai Framework (2015–2030):** Adopted at the Third UN World Conference, it succeeded the Hyogo Framework for Action (2005-2015). It is the cornerstone for reducing risk across natural, technological, and biological hazards.
- **Four Priorities for Action (Sendai):**
  - Understanding disaster risk.
  - Strengthening disaster risk governance to manage disaster risk.
  - Investing in disaster risk reduction for resilience.
  - Enhancing disaster preparedness for effective response and to "Build Back Better" in recovery, rehabilitation, and reconstruction.

## ■ Policy Framework

- These set the direction for integrating risk reduction into all sectors—economic, social, health, and environmental. They promote an "all-of-society" approach, involving government, private sector, and community organizations.

## ■ Legal Instruments & Framework

Effective governance requires comprehensive laws that define roles, responsibilities, and accountability, as highlighted in International Federation of the Red Cross and Red Crescent Societies (IFRC) disaster law guidelines. These often include **building codes, land-use planning, and emergency response laws.**

## Frameworks & Guidance

- **Sendai Framework (2015-2030):** Priority 2 focuses specifically on strengthening disaster risk governance.
- **IFRC Guidelines:** Provide practical legal tools to help states align their disaster risk management laws with international standards.
- **UNDRR Support:** As of 2026, 70% of countries have a national disaster risk reduction strategy.

# Key Principles and Goals in Disaster Risk Governance

- **Shifting to Risk Management:** Moving from just responding to disasters (reactive) to proactively reducing the drivers of risk, such as poverty, weak governance, and unplanned urbanization.
- **Inclusivity & Participation:** Ensuring the voices of vulnerable populations (women, elderly, people with disabilities) are involved in planning.
- **Accountability:** Ensuring government institutions are mandated and capable of managing risks, with oversight.
- **Local Action:** Empowering local governments to act and strengthening accountability at the community level.

# Current Challenges

- **Climate Change & Complexity:** The rising intensity of disasters requires more advanced, interdisciplinary, and proactive governance systems.
- **Neo-normal Risk Paradigm:** Many governments still over-focus on response rather than proactive risk reduction.
- **Ensuring Finance:** Effective governance needs to ensure funds are available to local governments for proactive measures, not just post-disaster rebuilding. Some governments only focus on providing relief assistance instead of investing in DRR interventions in line with the Sendai Framework.

## **3.2 RESILIENCE & DISASTER RISK REDUCTION (DRR) MAINSTREAMING: INTEGRATING DISASTER RISK REDUCTION (DRR) INTO DEVELOPMENT PLANNING**

- Resilience and Disaster Risk Reduction (DRR) mainstreaming involves integrating risk management into development planning, policies, and project cycles to create sustainable, resilient communities.
- It moves from reactive disaster management to proactive risk reduction across sectors like health, education, and infrastructure, strengthening local capacities and ensuring sustainability.

## Key Aspects of Resilience and DRR Mainstreaming

- **Systemic Approach:** Focuses on interconnected systems (economic, social, environmental) rather than focusing solely on hazards.
- **Development Linkage:** Views disasters as unresolved development issues, requiring risk assessment and mitigation at all development stages.
- **Capacity Building:** Strengthens local structures through training, community planning, and promoting ecosystem-based tools.
- **Strategic Entry Points:** Integrates risks into national, sectoral, and project-level frameworks to ensure "building back better" and reduce vulnerabilities.

- **Synergy with Climate Action:** Aligns DRR with Climate Change Adaptation (CCA) and Sustainable Development Goals to enhance overall resilience.

## **Practical Implementation Steps**

- **Risk-Informed Planning:** Using tools to identify potential disaster impacts early in project cycles.
- **Local Action:** Engaging community-level planning and empowering local leaders.
- **Financing Frameworks:** Developing national strategies for financing risk management.
- **Contextualization:** Using specific, relevant various emergency scenarios to train stakeholders.
- **Collaboration:** Working with UN partners, governments, and NGOs to implement frameworks

# Benefits of Mainstreaming

- **Safeguards Investments:** Reduces the potential loss of infrastructure and development projects to disasters.
- **Reduces Vulnerability:** Protects lives, livelihoods, and the environment by addressing the underlying drivers of risk.
- **Enhances Sustainability:** Aligns with international frameworks like the Sendai Framework and SDGs for long-term safety.
- **Improves Coordination:** Creates a "whole-of-government" approach where DRR is regarded as "everybody's business" rather than just a humanitarian concern.

# Key Strategies for Successful Mainstreaming

- **Multi-hazard risk assessments:** Using data to inform infrastructure location and design.
- **Inclusive Planning:** Involving at-risk communities, NGOs, and the private sector in the planning process.
- **Strong Institutional Frameworks:** Assigning focal points in ministries and setting up decentralized disaster management committees at the local level.

### 3.3 POST-DISASTER RECOVERY: POST - DISASTER NEEDS ASSESSMENT (PDNA), RECOVERY PLANNING AND BUILD-BACK-BETTER (BBB) PRINCIPLES

- **Post-Disaster Needs Assessment (PDNA)** is a joint government-led assessment to estimate physical damage and socio-economic losses following a disaster, forming the basis for a holistic recovery plan.
- It covers sectors like infrastructure, shelter, and livelihoods, with a focus on "Build Back Better" to reduce future risk.

# Main Components of Post-Disaster Needs Assessment

- **Assessment of Damages & Losses:** Quantifies destroyed assets (physical) and changes in economic flows (losses) across all sectors.
- **Recovery Needs & Strategy:** Estimates the cost of recovery and creates a prioritized, strategic framework for reconstruction.
- **Human Recovery Approach:** Focuses on restoring livelihoods, social services, and meeting the needs of the most vulnerable (women, children, elderly).

# Disaster Recovery Planning

- **Disaster Recovery** (DR) is a structured, strategic approach—involving tools, policies, and procedures—designed to restore infrastructure, systems, and data after a disruptive event.
- **Disaster Recovery Planning** focuses on rebuilding communities to be more resilient, sustainable, and safe following disasters, rather than merely restoring them to pre-disaster conditions.
- It integrates risk reduction, community empowerment, and efficient reconstruction to reduce future vulnerability

# Recovery Planning Process

The recovery planning process involves the following:

- **Government-Led:** The host government leads the process, supported by international actors like the UN, EU, and World Bank.
- **Coordination:** Brings together various stakeholders to create a single, harmonized, and actionable recovery strategy.
- **Data Driven:** Uses pre-disaster baseline data to compare with post-disaster conditions.

# The Build-back-Better (BBB) Principles

Build Back Better means using recovery to reduce vulnerability to future disasters.

Key principles include:

- **Risk Reduction:** Integrating disaster risk reduction (DRR) into reconstruction.
- **Sustainable Recovery:** Ensuring infrastructure and communities are more resilient than before the event.
- **Holistic Approach:** Covering social, economic, and physical recovery, not just replacing what was lost.
- **Inclusive Planning:** Ensuring communities are engaged in planning their own recovery to improve sustainability.

# Components of Effective Recovery Planning

- **Institutional Frameworks:** Establishing clear national-level frameworks that define roles for all stakeholders.
- **Sustainable Infrastructure:** Building stronger and more resilient infrastructure, such as housing and utilities, to withstand future natural hazards.
- **Psychological Recovery:** Addressing mental health needs and emotional recovery alongside physical rebuilding.

## • **Implementation Strategies**

- **Monitoring & Evaluation:** Using checklists and frameworks, such as those from the UNDRR, to guide recovery.
- **Collaboration:** Leveraging partnerships between local governments, NGOs, and the private sector for expertise and resources.
- **Continuous Improvement:** Treating recovery as a "learn-and-act" process to improve future resilience.

## 3.4 Crisis leadership and communication

- **Crisis leadership and communication** is the strategic, proactive, and reactive process leaders use to guide organizations through high-impact threats, such as disasters, scandals, or operational failures.
- It involves making rapid, informed decisions, providing empathetic support to stakeholders, and managing public perception to maintain trust and prevent long-term reputational damage.

# Components of Crisis Leadership

- Crisis leaders must look beyond the immediate disruption to manage both the current situation and the aftermath. It involves-
  - **Decisiveness:** Making timely decisions under pressure.
  - **Preparedness:** Anticipating potential threats and having contingency plans.
  - **Empathy & Support:** Focusing on employee and customer needs during turbulent times.
  - **Resilience & Adaptability:** Maintaining composure and leading change,

# Key Elements of Crisis Communication

This refers to the efforts taken by an organization to inform the public and stakeholders during an unexpected event.

- **Transparency:** Delivering honest, consistent messages to maintain trust and credibility.
- **Speed:** Delivering information promptly to alleviate anxiety and provide guidance.
- **Targeted Messaging:** Communicating effectively with specific stakeholders (employees, public, shareholders).

# Stages of Crisis Management

Effective leadership follows specific phases to handle crises:

- **Pre-Crisis/Prevention:** Identifying risks and creating response plans.
- **Containment:** Actively responding to minimize damage.
- **Recovery/Learning:** Restoring trust and analyzing response methods for the future.

# The 5 C's of Crisis Communication

A robust strategy is built on five core principles:

- **Comprehension** of the situation.
- **Clarity** of the message.
- **Consistency** across all channels.
- **Credibility** of the spokesperson.
- **Contingency** planning

# Communication & Media Management

- Communication is a strategic leadership discipline, not merely a public relations tool. In a crisis situation, the following are important are very important in restoring public confidence and eliminating rumors or falsehood.
- **Command the Narrative:** If leaders do not communicate, others will fill the void with speculation.
- **Clarity, Credibility, and Empathy:** Messages must be simple, consistent across platforms, and convey care.
- **Active Misinformation Management:** Actively counter false information and use diverse media channels (including social media) to disseminate accurate, timely information.
- **Spokesperson Selection:** A designated, trained spokesperson should handle all media relations to ensure consistency.

# Building and Maintaining Public Trust

Trust is built before it is needed, through consistent reliability and integrity, and cannot be commanded—it must be earned. This is achieved through the following:

- **Transparency:** Transparency about what is known and what remains unknown demonstrates credibility.
- **Accountability:** Taking responsibility for the situation, rather than shifting blame, strengthens trust.
- **Empathetic Tone:** An empathetic tone helps connect with stakeholders on a human level, showing understanding and concern for their well-being.
- **Internal Communication:** Employees should not be forgotten; they can be powerful advocates or detractors based on their trust in leadership.

# Implications for Public Trust

- Trust is the most critical element during a crisis, and it is easily destroyed by poor communication. Implications of poor crisis communication include-
- **Erosion of Credibility:** Hiding information, downplaying the crisis, or acting dishonestly, rapidly erodes public trust.
- **Inconsistent Messaging:** When spokespeople contradict each other or provide conflicting guidance (e.g., during pandemics), it causes public confusion and doubt.
- **Alienation of Stakeholders:** A failure to demonstrate empathy, or showing arrogance, alienates employees, customers, and investors, leading to long-term reputational damage.
- **Long-Term Reputation Damage:** A crisis mismanaged can lead to a lasting negative image, which is far harder to fix than the initial issue

# Summary of Key Mistakes (The "Don'ts") in Crisis Leadership and Communication

- **Denial or Silence:** Refusing to acknowledge the crisis promptly.
- **Lack of Empathy:** Ignoring the human impact of the crisis.
- **Shifting Blame:** Avoiding responsibility instead of taking ownership.
- **Lack of Transparency:** Hiding, suppressing, or falsifying information

## 3.5 Scenario-based Tabletop Exercises

- **Scenario-based Tabletop Exercises** are structured, discussion-based sessions where key stakeholders walk through hypothetical crises—such as cybersecurity breaches, natural disasters, or operational failures—to validate emergency plans and improve response coordination.
- These exercises allow teams to identify gaps, test decision-making, and improve preparedness in a low-stress, non-technical environment.

# Key Components of a Tabletop Exercise

- **Participants:** Relevant stakeholders (Emergency Responders and other stakeholders, depending on the expected scenario).
- **Facilitator:** Guides the discussion and introduces new information (injects).
- **Scenario:** A realistic, fictional emergency story.
- **Debrief:** A post-exercise analysis to identify strengths and gaps

# How to Conduct a Tabletop Exercise

- **Define Objectives:** Know what you want to test (e.g., communication, speed of response).
- **Select Scenario:** Choose a plausible threat for your organization or community.
- **Facilitate Discussion:** Use questions to guide the team through the scenario.
- **Introduce Injects:** Add new developments to make the scenario more challenging, such as “communication network has broken” or “media is calling for information”.
- **Evaluate & Review:** Document the findings and create an action plan.

# Common Tabletop Scenarios and Examples

- **Natural Disaster:** A facility is damaged, requiring activation of business continuity plans and remote work, like flood or fire outbreak, impacting a data center.
- **Insider Threat:** An employee intentionally leaks confidential data or breaks security protocols.
- **Supply Chain Disruption:** A key vendor goes offline, halting production or service delivery.
- **Physical Security Threat:** An active assailant or suspicious package found at the workplace, testing evacuation procedures.

# Benefits of Tabletop Exercises

- **Builds Muscle Memory:** Familiarizes employees or emergency responders with their roles before a real crisis.
- **Validates Plans:** Tests if written procedures work in practice.
- **Identifies Gaps:** Reveals weaknesses in communication or resources.
- **Improves Collaboration:** Fosters communication among stakeholders.

**THANK YOU FOR LISTENING**

**Q & A**