
Recommendations of the ACRIMAS project

(Aftermath Crisis Management System-of-systems Demonstration, Phase I)



The EU-external dimension of crisis management



Martin Hamrin, FOI, Sweden

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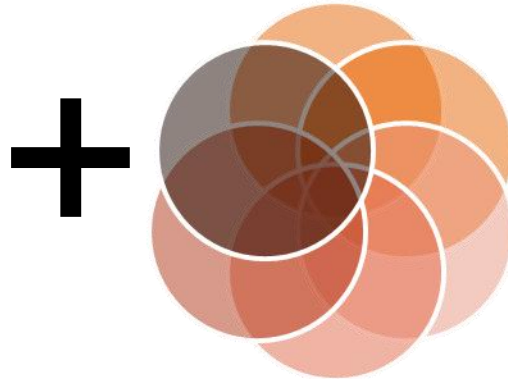
ACRIMAS Project Logic



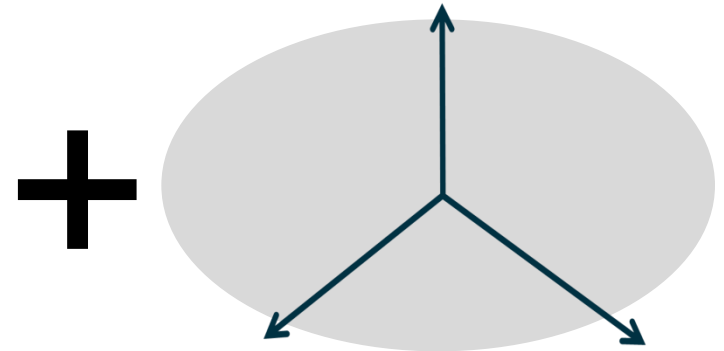
Improvement needs



Promising solutions and approaches

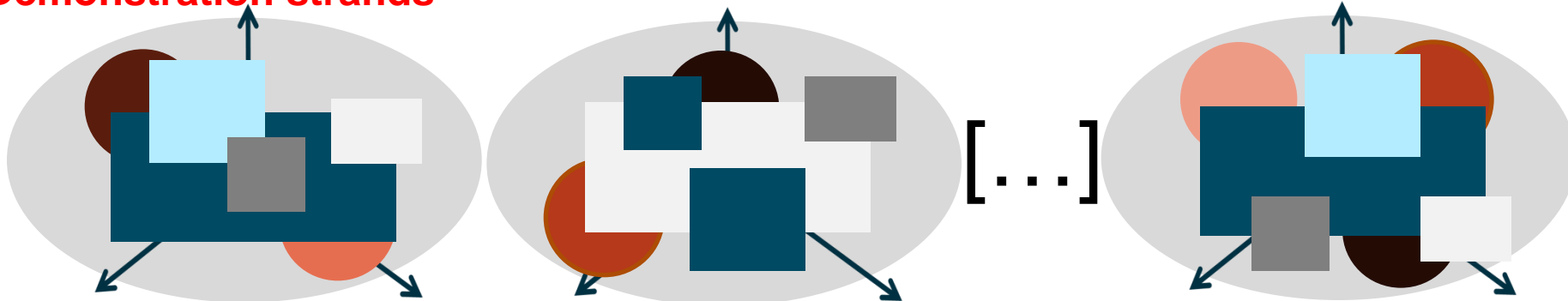


Demonstration concept



Prioritization, synthesis, and contextualization

Demonstration strands



International relief is different

- The authority to direct disaster response always resides with the local government – a non-EU entity
- The United Nations – e.g. OCHA – has the responsibility to support the local government
- Most stakeholders, including the EU, acknowledge the UN as the key coordinating entity
- In many cases, capacities required are very different, especially in terms of numbers

Dual roles of the EU

- Providing in-kind support through gov. agencies
- Providing funding to the UN, Red Cross, and NGOs

With different scales

- The EU together with its MS funds about 40% of all international disaster relief
- The EU and its MS delivers probably less than 5% of the relief in most international disasters

A DP in support of the external dimension



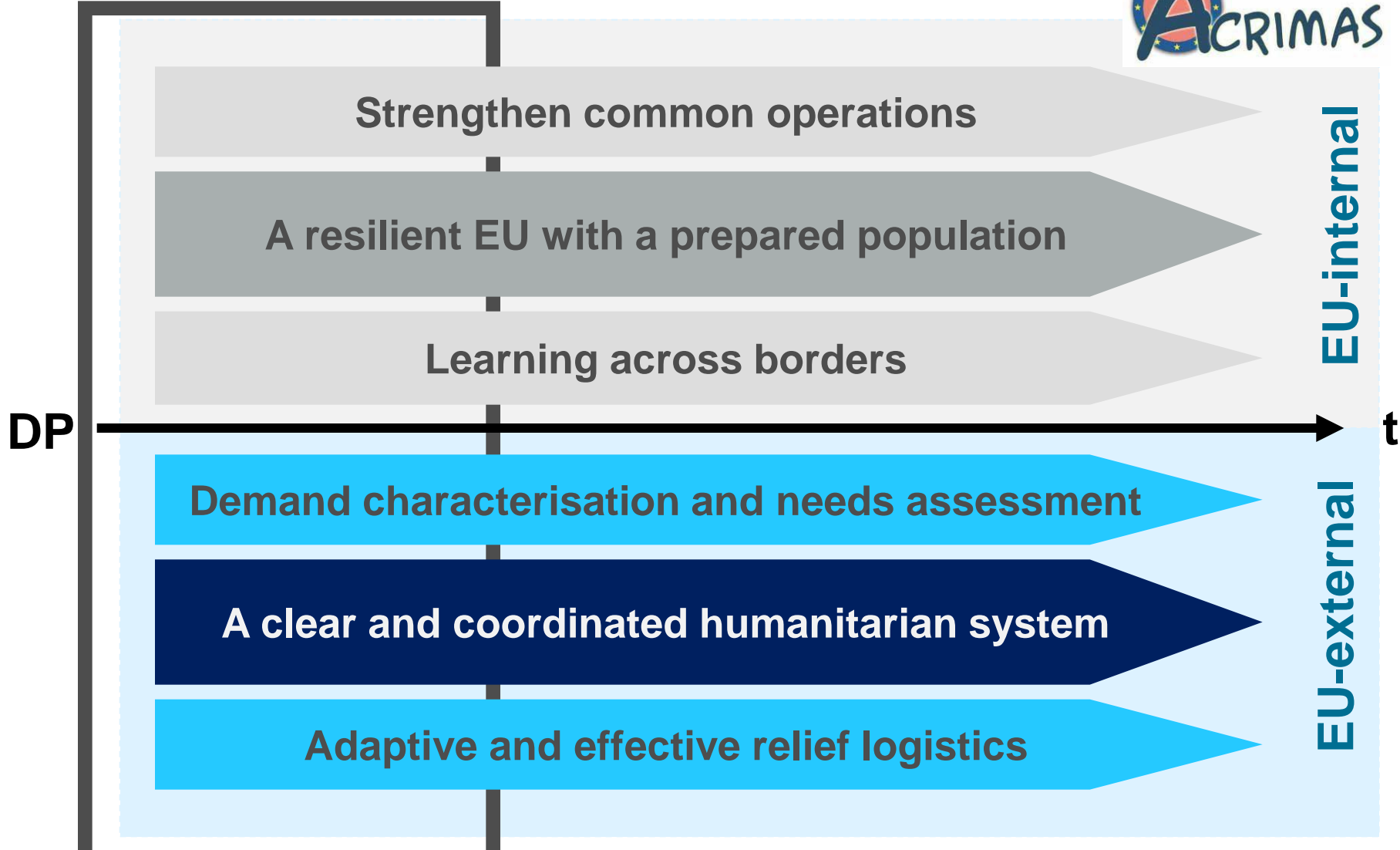
Sizeable EU funding – relatively small EU delivery

- Impact and visibility requires attention towards the overall system – not merely the EU/MS-led activities
- Also assuring EU-funding is used in the an effective way

We propose

- An ambitious strand of work where the DP test-bed is used to contribute to major structural problems in the international relief community
- Two supporting strands of work, to operationalize solutions within two priority areas

Recommended demonstration strands



Strengthen common operations

A resilient EU with a prepared population

Learning across borders

EU-internal

DP

Demand characterisation and needs assessment

A clear and coordinated humanitarian system

Adaptive and effective relief logistics

EU-external

Experimentation infrastructure
– for the DP and for the future

A clear and coordinated humanitarian system: the “roadmap”

Key problems

- A multitude of organisations providing relief in international disasters
- Sometimes less than adequate understanding of the full situation, e.g. regarding relief already cared for, logistic bottlenecks, local constrains etc.
- Insufficient coordination between them

Consequences

- At least both duplication and gaps
- Often conflicts and bottlenecks

A clear and coordinated humanitarian system: the “roadmap”

- **Impossible for the DP to solve these issues**
- **But an opportunity to contribute towards**
 - Clearer, more stable roles and responsibilities
 - Reinforced mutual trust and understanding among agencies
 - Clearer requirements on those organisations who wish to fulfil a certain role
 - Implementation of mechanisms which ascertain these requirements are met

Main demo strand – EU external dimension



A clear and coordinated humanitarian system

How?

- **The DP can provide space for experimentation – a safe environment to**
 - Use e.g. serious gaming to explore collaboration mechanisms
 - Or investigate new approaches and concepts
- **Supported by adequate support tools (from the test-bed)**
 - Gaming methodology, adapted evaluation mechanisms etc.
- **Facilitating a *campaign of experiments***

Demand characterization and needs assessment

Key problems

- **Needs assessment is an established practice, but**
 - Provides limited information at early stages of disasters
 - The output is not always easy to transform into procurement/delivery
 - As the disaster evolves, need will change and some needs will be cared for
 - Current methods are sometimes too static with respect to context

Main areas for development

■ Contextualization of needs assessment

- taking better into account local characteristics (available health and other resources, poverty levels, cultural resilience factors, geography etc)

■ Early demand characterization

- using empirical data and good models to forecast demand before assessments from the field are reliable

■ Better integration of needs assessment into the supply chain

- assuring information generated is the one needed and in the right form

Adaptive and effective relief logistics

Key problems

Logistics in disaster management is at the same time a prerequisite, a bottleneck and a cost driver, but

- Minimal coordination of global level
- At agency-level, good examples of systematic logistic strategy exist, but also less good examples
- Strategic transport can be scarce, and access subject to competition

Adaptive and effective relief logistics

Main areas for development

- **Improve the ability to develop adequate logistics strategy by**
 - Transferring and generalizing best practices between organisations and agencies
 - Develop tools, including modelling and simulation that provide decision support to strategic decisions within logistics.
- **Improve access to strategic transport by exploring effective use of existing resources, including**
 - public-private partnerships,
 - contracting strategies
 - possibly use of the military
- **Support global coordination – e.g. reinforce the cluster approach**
 - Use explorative experiments

Demonstrations in support of the EU External Dimension - Summary



- **Core problems are structural, non-tangible and very challenging**
 - But using experiments in the right way, the DP could still contribute
 - ...primarily pioneering and testing the use of experiments
 - ...contributing to a clearer humanitarian system
- **Supplementary actions could develop approaches and technology supporting**
 - Adaptive and effective relief logistics
 - Demand characterization and needs assessment