

„Coordination in the field – State of the art and lessons learned”

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“Everybody wants coordination, but nobody wants to be coordinated.”

“Who coordinates the coordinators?”



“..., the following areas for improvement were identified:

1. The need to reinforce the on site assessment and coordination capacity ...”

(Conclusions, Lessons Learned from the Tsunami Disaster,
DG Env/ CPU Report, 4 Feb 2005)

* **Coordination is** mentioned **63 times** on the 64 pages (without annexes) of the
EU Community Mechanism Handbook

Coordination:

“ Intentional actions to harmonize individual responses to maximize impact and achieve synergies” (UNDAC Field Handbook 2006)

„Coordination means making things, people and parts function together efficiently and in an organised way.“ (Oxford Dictionary)

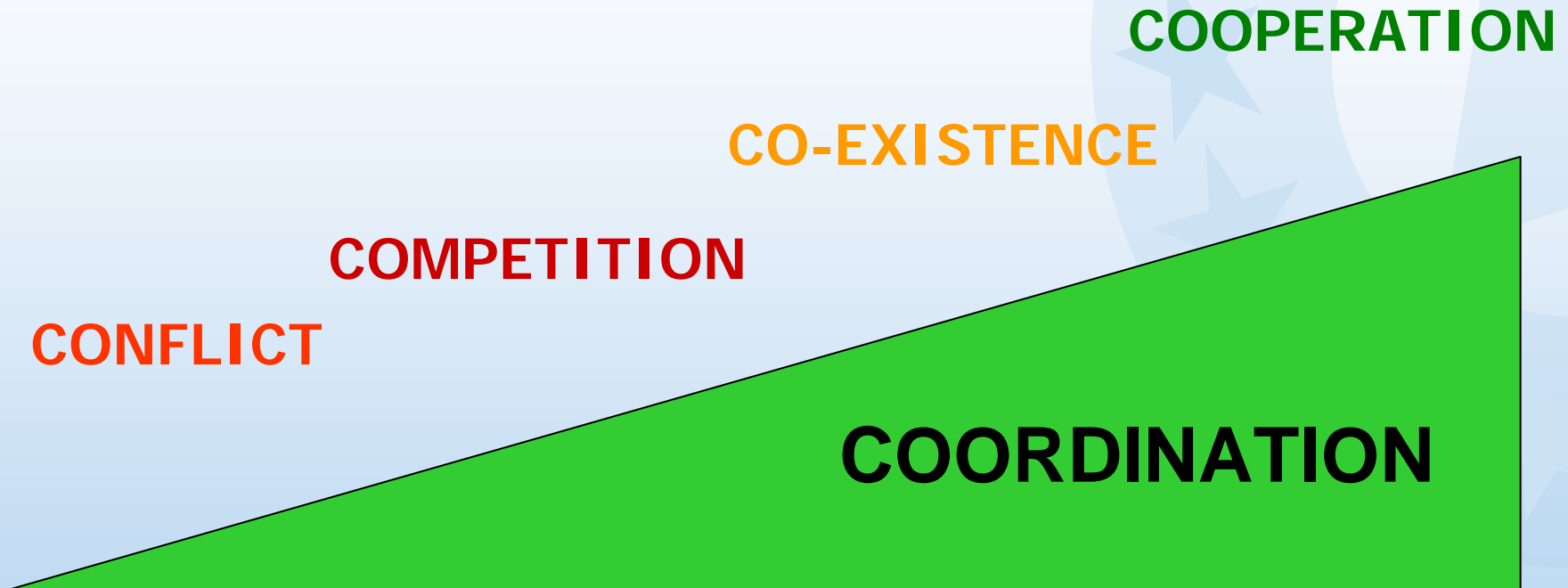


Cooperation:

“Acting together, in a coordinated way at work,....., in the pursuit of shared goals, ...” (“Cooperation: The Basis of Sociability”, Argyle (1991)

„ Cooperation means working together for a common purpose.”
(Oxford Dictionary)

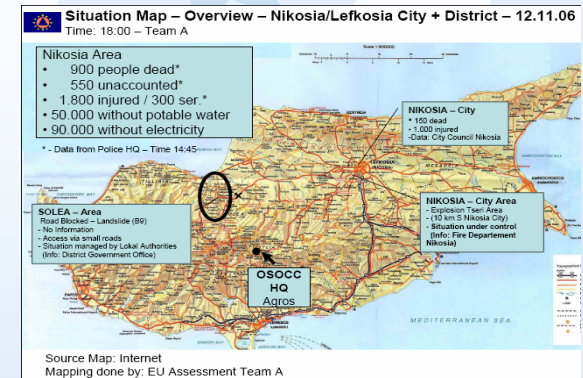
Coordination



The more cooperation we have,
the more coordination is needed!

Coordination

... is a shared responsibility, facilitated by liaison and common training, in an organized, effective way towards a common goal...



- Joint Planning

- Task Sharing

- Information Sharing

- Resource sharing

- Joint Reporting

- Common Standards

- Interoperability

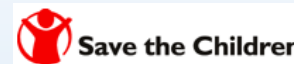
- Operational Cooperation

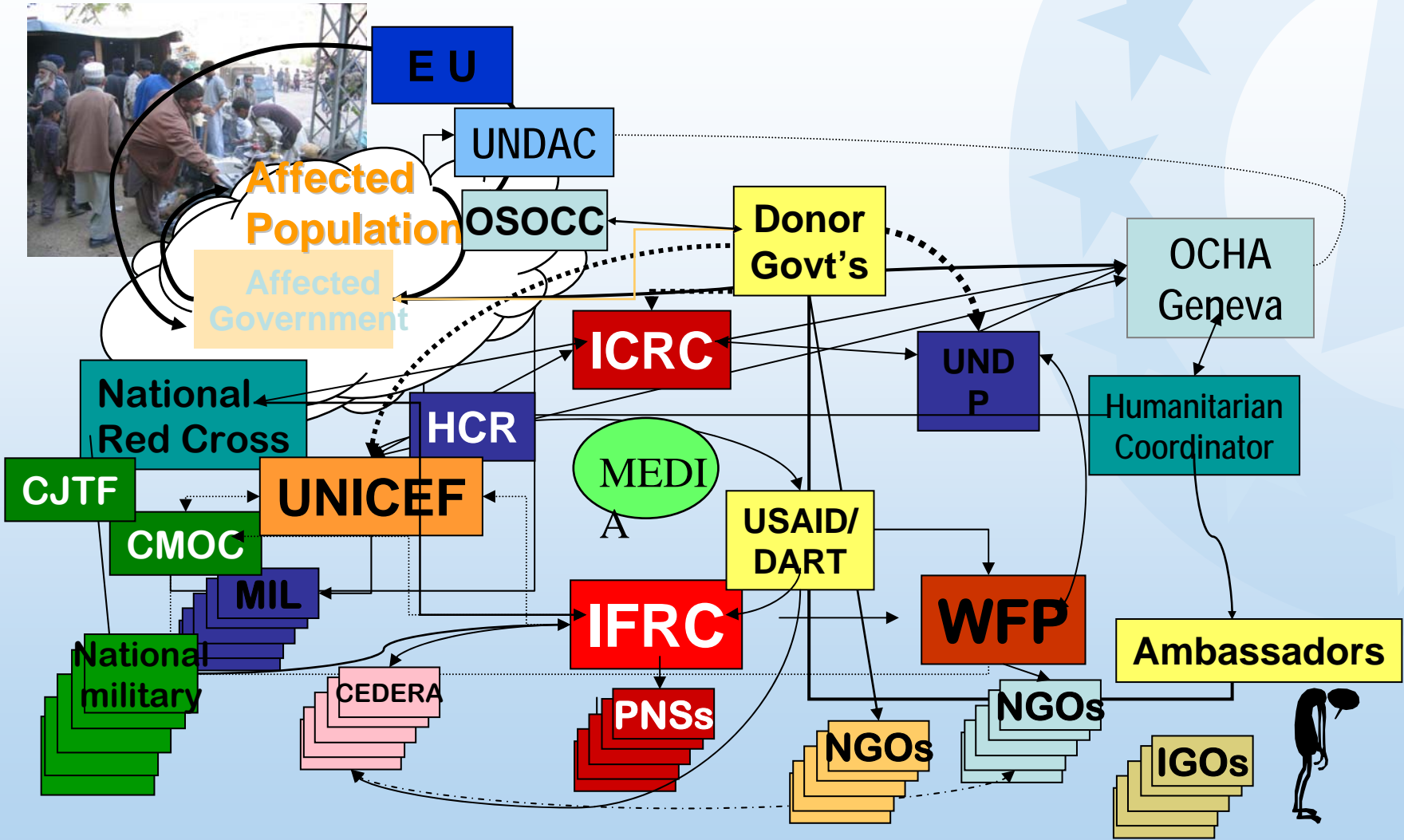
Capital

- National Disaster Management Org.
- Nat/Regional/Internat. Organisations
- Donor Councils

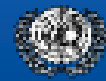
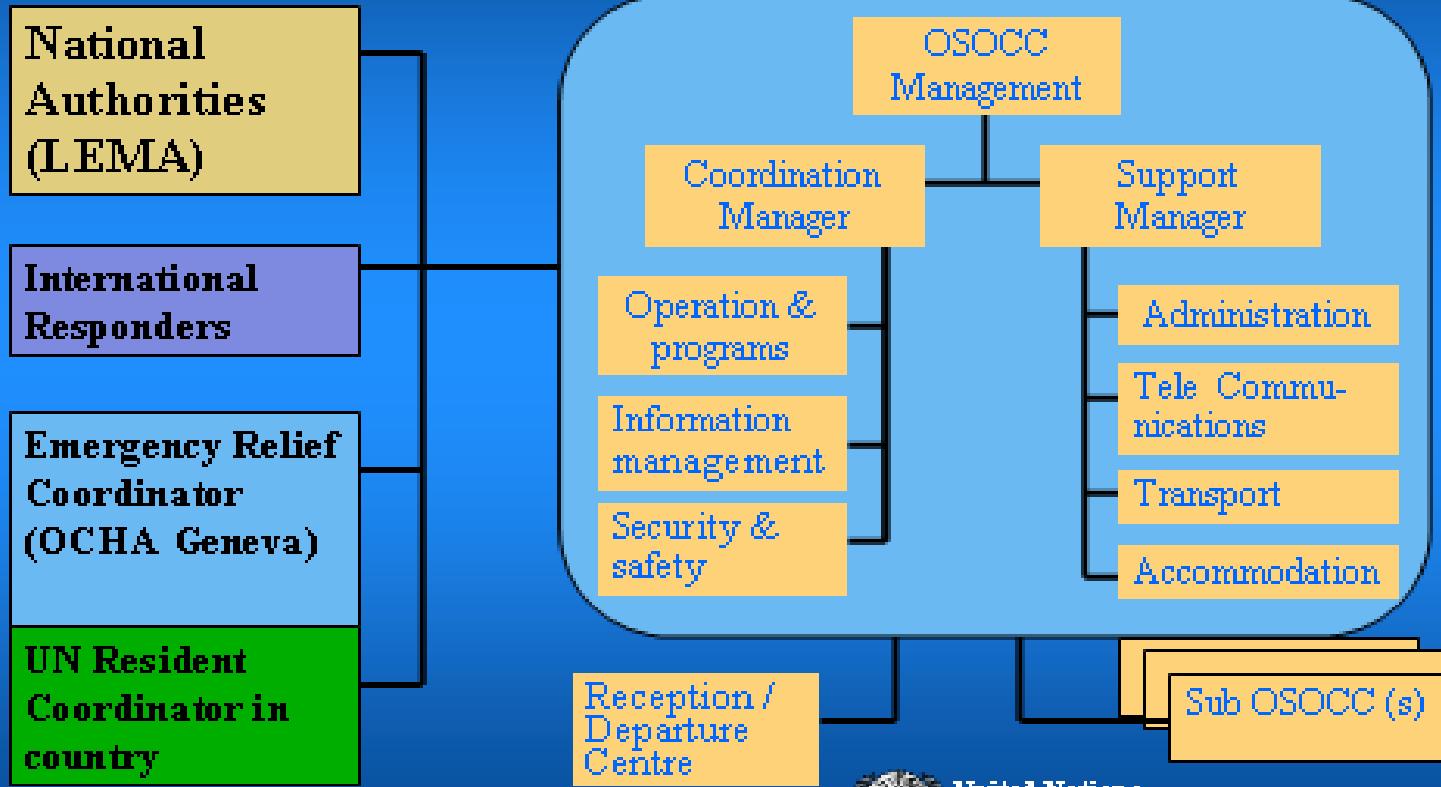
On-Site

- Local Emergency Management Authority (LEMA)
- On-Site Operations Coordination Centre (OSOCC)
- Nat/Regional/Internat. Organisations (UN/EU/DFID/FACT-IFRC..)
- NGO Coordinating Councils
- Sectoral Coordinating Groups
- Civil-Military Operations Center (CMOC)
- Clusters





The On-Site Operations Coordination Centre



United Nations
Disaster Assessment and Coordination

On Site Operations Coordination Center

- The OSOCC is a **platform for coordination of international response on-site** (stakeholders in coordination can get together and coordinate their activities!!)
- Management of the platform is to **secure** the work of the stakeholders! (not to make the decisions on their behalf!!)
- The OSOCC works in support of Local Emergency Management Authorities (LEMA) and should be co-located with them

Remember:

Coordination is the fine art of making all stakeholders interested in working together and share the – often very limited – resources in the most efficient way without taking control.”



On Site Operations Coordination Center

- The OSOCC is set up by the UNDAC/EU Team or by the first arriving USAR Team
- Internat. USAR teams participate in operations planning in the OSOCC
- If needed, additional equipment and expertise is provided by UN/EU-assistance teams (comms, transport..)

LEMA is in charge of the overall response coordination!!



But always be aware:

Coordination is a voluntary effort and cannot be imposed.

And you do not control who is or will be there and who will not.

Disasters: the invisible reality?

- 1 large disaster every 233 days (101 and above deaths)
 - 1 medium disaster every 14 days (11-100 deaths)
 - 5 smaller disasters every day (1-10 deaths)
 - 2/3 of total loss in small scale disasters

Source: UNDP



Results of Good Coordination

- Maximum impact for a given level of resources
 - Elimination of gaps and overlaps in services
 - Appropriate division of responsibilities
 - Agreed treatment and standards of protection and services for all beneficiaries

Coordination requires:

- good management
 - clearly defined objectives
 - clearly defined responsibilities
 - clearly defined authorities

- Is not “we take over” - is “ we support ”
 - Is not command and control (c²)
- **Inside Europe:**

“liase” with the affected country which is in charge of the assistance - (Coordination – if necessary and requested by PS)
- **Outside Europe:**

“Coordination/facilitation” of EU assistance by experts in close cooperation with other European Commission Services, UN

EU Coordination

Exchange of letters between the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) and the Commission of the European Communities concerning their cooperation in the framework of disaster response (in case of simultaneous interventions in a country affected by a disaster)

27.Oct 2004

**Joint Standard Operating Procedures (J SOP) for coordination
in disaster response**

- for the Community Mechanism
- for ECHO

J SOPs for Civil Protection:

3. Response Phase – in the field :

- all international responders should be encouraged to coordinate their activities in the On Site Operations Coordination Centre (OSOCC) in support of the national/local emergency management authorities.
- the UNOCHA and European Commission coordinators are to assist the national/local emergency management authorities with the coordination of international responders according to the existing methodology as defined in the INSARAG Guidelines.

Functions during EU disaster relief missions:

- Coordination Head
- Coordination experts as
 - Deputy Head
 - Assessment experts
 - Liaison officers
 - Logistics officers
 -
- Technical experts



Coordination - lessons learned

A lot of examples of the Community Mechanism are available:

Floods Central Europe (2002), France(2003),
Prestige accident (2002), earthquake Algeria (2003),
Iran(2003), Morocco (2004),Indonesia 2006,
Bolivia and Lebanon crisis 2007



At the beginnig –

sometimes troubles, but nowadays good cooperation also with
other organisations like UN etc.(see e.g. earthquake Indonesia 06)



In my opinion and experience in the field:

Within the last years – a huge effort and improvement was made
in the EU Community Mechanism!!
e.g. new courses, Agreement on Service, new equipment.....



Future/Vision

(according to the Salzburg Meeting 2005)

- **Common training and interoperability exercises**, like:
 - EU Assessment Mission Course with UN participation (Jun/Nov 07 CYP)
 - UN On Site Operations Coordination Course with EU participation (Nov 07/Styria/Austria)
- **Exchange of information, exchange of liaison officer ...**
- Use of **internat. Standards** (e.g. INSARAG Guidelines...) and **synchronisation** of curricula between EU and UN
- **Closer cooperation** in the field and at HQ - level during assistance/ interventions

Future/Vision

(according to the MIC Workshop 2007)

- **“Operational” Leading role of MIC before - during - after a mission!**
- **Reinforcement of MIC during a mission by staff/PS/MS (use of EU CP trained personnel)**
- **MIC - information exchange with UN OCHA**
- **There is a need for credible assessments on-site (confident experts)**
- EU team – should be a **strategic capacity** capable of doing operational level issues too (e.g OSOCC if necessary)
- **Standardised flexible methodology** for team
- **Administrative support** on-site and from Brussels and **adequate equipment** (Assessment mission kit, MIC in the box...)

Summary

- **Coordination**

... is a shared responsibility, facilitated by liaison and common training, in an organized, effective way towards a common goal....

- **EU Coordination**

Is not “we take over” - is “support to”
Is not command and control (c²)

Inside Europe:

“liase” with the affected country which is in charge of the assistance

Outside Europe:

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.... **in support to/of....** Local Emergency Management Authorities

.....**we are guests!!**

OSOCC

UNDAC in the lead “in close cooperation with the EU team (liaison or cover specific topics/sectors/common assessments....)

but:

If affected government specifically requests the EU to take the lead in coordination of the internat. assistance –
the leadership will switch accordingly to EU!!

Coordination in the field

Thank you for your attention!



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