

GENEVA CHALLENGE 2021



**Global
Crisis
Management
Platform**

**EMPOWERING LOCAL COMMUNITIES
GLOBALLY**

www.gcmp.org

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ABSTRACT

One of the most profound challenges of our time is managing global crises. We are experiencing an increase in the frequency of transnational problems or, as Kofi Annan puts it, “Problems without passports.” Challenges like hunger, poverty, inequality, climate change, and pandemics are only a few examples of a long list of crises that require our collaborative attention and solution. These issues have compounding effects together when left unresolved; however, due to the bureaucratic obstacles within current global institutions, contemporary crisis management structures experience difficulties in adequately addressing crises at local levels before they reach a global scale. To address the challenges of global crisis, we have designed a comprehensive online platform, the Global Crisis Management Platform (GCMP), to empower collaboration between public and private local governance institutions in their crisis responses. We envision a world where local communities exchange viable solutions via our web-based network in order to find the most appropriate solutions to their crises. The GCMP provides informational infrastructure for local governance entities, relieving the organizational burden and enabling local communities to focus efforts on managing their crises while reducing the cost of creating and implementing solutions.

Keywords

GCMP; Crisis Management; Global; Crisis; Solution; Response; International Organizations; Platform; Local; Exchange.

TEAM DESCRIPTION

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ABBREVIATIONS AND ACRONYMS

GCMP	Global Crisis Management Platform
IO	International Organization
UN	The United Nations
UNHCR	United Nations High Commissioner for Refugees
UN OCHA	UN Office for the Coordination of Humanitarian Affairs
WBG	World Bank Group
GCRP	Global Crisis Response Platform
IEG	Independent Evaluation Group
WHO	World Health Organization
IHR	International Health Regulations
IMF	International Monetary Fund
IEO	Independent Evaluation Office
SARS	Severe Acute Respiratory Syndrome
SDG	Sustainable Development Goals
IGCSI	Information Global Crisis Index

ACKNOWLEDGEMENTS

The creation of the GCMP became possible with the generous help of several individuals.

We particularly want to thank the School of International Service Dean, Christine BN Chin, our dedicated Professors Miles Kahler, Tamar Gutner, Robert V. Sicina, and Nanette S. Levinson. We would also like to thank the Associate Director of Research, Dr. Kay Ágoston, and our career advisor at the SIS Office of Career Development, David Fletcher. We express our gratitude to Shezaad J. Dastoor, Special Assistant at the Political Affairs Office at the United Nations, for his feedback and support. We would like to thank Samantha Weitzel for creating the GCMP logo and Hedyeh Bozorgzadeh for the editorial work.

BACKGROUND AND SUMMARY

The Covid-19 pandemic has changed our lives in many unexpected ways. While many have lost their loved ones, others have lost their jobs, investments, savings, homes, or even their relationships with loved ones. Not only has it upended our lives, but it has also changed the world in unexpected and overwhelming ways. Our in-person working, learning, and interacting environments have been replaced by weeks and months of forced lockdowns and social distancing. At a personal level, the Covid-19 pandemic has triggered a combination of related challenges, such as lingering illness, both physical and mental, and economic hardship.

On a large scale, the pandemic has devastated industries, healthcare systems, and the world economy. The uncertain future of economic development and stability impacts everything from small local communities to large global corporations. While many countries, particularly the least developed and most vulnerable, face major economic setbacks and are in immediate need of food and medical support, some nations have turned inward, competing for economic gains and blaming other nations for the lack of a collaborative response to the pandemic crisis. In addition, many long-standing international institutions, founded to manage global crises, seem to be failing to deliver their promises (DeYoung & Sly, 2020).

Amid all these drastic changes, aside from facing personal challenges during the pandemic, each of us considers ourselves to be lucky to attend classes online and manage our lives using the technology and services offered by our university. We acknowledge that we are among a very few fortunate portions of the world population that can continue their education and have the opportunity to participate in a Challenge that looks for solutions to managing global crises.

Over the past few months, we have spent time in our classrooms discussing ways to narrow the gap between what should be done in an ideal world and what can be done on the ground to respond to crises more effectively. How can we improve the

management of global crises, particularly in the areas where crises devastate the local population the hardest? Managing complex and daunting global crises, such as climate change, hunger, conflict, inequality, and public health, cannot be done by any single national or global actor alone.

However, we are convinced that there are innovative solutions to managing global crises that have not been fully explored. Through our research, interviews, and discussions, we discovered the two key problems regarding global crisis management. First, existing approaches to managing global crises normally include a long-time horizon and high costs due to unnecessary yet avoidable bureaucratic procedures. Many international organizations (IOs) work closely with national governments but do not have strong connections with local-level actors. (Hale et al., 2013).

Second, there is the need to manage a crisis locally before it crosses borders and becomes a regional or global problem. Concerns, such as national security, hinder local efforts to address a crisis, even though such measures may take less time and effort. Local communities and governing agencies often lack the support, knowledge, technology, or resources for crisis identification and response. In our proposal, we aim to address these two specific problems and introduce a new solution to managing crises. Our solution focuses on addressing crises at local levels by reducing bureaucratic obstacles and enhancing cross-border collaboration, inclusion, and transparency among local communities.

Our team is a diverse combination of four students from four countries studying global governance at the American University School of International Service. Inspired by the challenges of remote academic studies and the Geneva Challenge 2021 topic, we propose a Global Crisis Management Platform (GCMP) to connect and empower local communities, towns, and cities. We are developing a website that consists of:

- 1) a section dedicated to local communities facing crises and those offering solutions;

- 2) a resource center that offers consultations and recommendations for best practices;
- 3) a trust fund section that collects donations from public and private entities to provide support to local communities that require not only solution frameworks to manage their crises but also aid in form of goods and services.

The current pandemic reminds us that we need to make the best use of our advances in technology, research, best practices, and diplomacy to manage crises efficiently. This pandemic also reminds us that crises are becoming increasingly complex and borderless. It takes only a few days for some crises, such as Covid-19, to transform from a local problem to a global one. The GCMP is designed to connect local communities across the world and create a web of solutions and resources that helps enable local communities to prepare themselves to manage crises before it becomes too costly and difficult to offer any significant solutions.

OVERVIEW OF CRISIS MANAGEMENT

The Covid-19 pandemic has proven how the spread of one problem in one side of the world can transmit to the rest of the world in just a matter of days. In addition, the pandemic has highlighted a range of unprecedented humanitarian, environmental, economic, and public health challenges for our interconnected world. In complex situations, such as a global pandemic, actors from different levels of governance must be involved to respond to the crisis.

Since 1945, IOs have been the dominant apparatus through which crises have been managed. Institutions like the United Nations have been largely effective for more than half a century in promoting multilateral solutions to global problems. However, multilateralism produces the organizational phenomenon known as gridlock which makes it too difficult and complex for rivaling powers to reach a common agreement. It paralyzes the dominant international framework by ruining global cooperation at the moments when the world needs it most (Hale et al., 2013).

This proposal argues that with an appropriate evaluation of IOs' procedures, performance, and the outcomes that they produce, we can determine the gaps and weaknesses in their management of multiple global crises. Weaknesses can be found within IOs' management of cross-national challenges, promoting collaboration, gathering information, and finding essential resources during crises. Acknowledging this, we can offer our innovative solution. These gaps are the ideal space for the GCMP to act and avoid the current state of gridlock by establishing the web of crisis solutions' contributors and recipients where the former can share their successful cases of managing certain crises and the latter receive assistance they need.

IOs face challenges on two fronts. Internationally, IOs compete with other influential actors to achieve their goals. Policies pursued unilaterally by national governments, for example, can undermine the performance of IOs and their outcomes. Internally, an IO may also face competition among states and other stakeholders regarding the functions, funding, and goals of their organization. (Gutner & Thompson, 2010).

Contemporary IOs are subject to evaluation by internal and external agencies. Using these evaluations, one can discover parallels and differences in crisis response across multiple institutions. We have reviewed the International Monetary Fund's (IMF) response to the 2008-09 global financial crisis, the World Health Organization's (WHO) response to the 2020-21 global pandemic crisis, as well as the responses of the United Nations (UN) and World Bank Group (WBG) to a multitude of regional and global crises. Most of these reports indicate that regional and international organizations have played a significant role in supporting countries as crises occur; however, preparation for future crises requires the introduction of crisis-specific instruments that do not constrain capital over the long term (Independent Evaluation Office of the IMF, 2021; IBRD Independent Evaluation Group, 2012).

The 2008-09 global financial crisis revealed the capacity and reliability of major regional and international financial institutions to respond to an unprecedented

collapse of financial systems. One of the institutions put to test and criticized is the IMF. IMF critics highlight the institution's weakness in offering "leadership, ideas, or coordination" before and during the crisis (Gutner, 2015). Along with the G20 and central banks, the IMF tried to introduce stronger banking standards to improve the country's banking and financial transactions. However, evaluations made by the IMF's Independent Evaluation Office (IEO) in 2011 and 2015 demonstrate that the IMF did not customize its solutions to match different countries' individual needs and capacity to finance the recommended economic policies (IMF and IEO, 2015). According to Gutner (2015), these reviews illustrate the IMF's strengths and weaknesses in offering its evaluation, advice, and recommendations in response to the crisis. While the first report addresses IMF's lack of preparation in handling the crisis, the second report criticizes IMF's role in slowing down the economic recovery by calling countries to withdraw fiscal stimulus when unemployment was still high (IEO of the IMF, 2011; IMF and IEO, 2015).

The WHO has received a similar internal evaluation in its response to the ongoing COVID-19 pandemic. In addition, the international community heavily criticized some of the organization's decisions and posture, especially at beginning of the crisis. The delay in declaring the outbreak of the pandemic and recommending travel bans exemplify the WHO's inadequate response. However, the real issue revealed by the pandemic was a completely inadequate implementation of proactive global health governance measures. The WHO's International Health Regulations (IHR) were insufficiently updated with lessons from the 2003 Severe Acute Respiratory Syndrome (SARS) and 2014 Ebola outbreaks. The recent global pandemic also demonstrates how a lack of preparedness for a global health emergency can ultimately influence the disruption of political regimes, trade flows, and supply chains with unknown severity (Nuzzo, 2021).

The UN faces challenges regarding the role and dissemination of knowledge and its structural response to crises. The UN often deals with the most intricate political

and economic situations. Among all IOs, the UN has served the critical role of being the forefront body in response to violent conflict; however, it has suffered from regular insufficiencies in inter-agency and multi-stakeholder communication. For instance, the 2016 evaluation of the UN Office for the Coordination of Humanitarian Affairs (UN OCHA) response to the Syrian civil war and humanitarian crisis identified the lack of constructive communication between involved intervention actors as one of the most precarious dimensions of the UN's response. The report states that the Syrian response caused a split within the UN humanitarian family over time. The main UN agencies and OCHA have been at odds often throughout the response, so too has the relationship with NGO partners fluctuated. United Nations High Commissioner for Refugees (UNHCR) and OCHA have fallen out badly over who coordinates in the refugee-hosting contexts, a disagreement that is now affecting other contexts (Sida et al., 2016).

In 2016, the WBG introduced a proposition for the Global Crisis Risk Platform (GCRP). Expanding on the WBG's experiences, products, and services in crisis management, this platform aims to provide an advanced and comprehensive model for “managing and mitigating current and future crises” (WBG Global Crisis Response Platform, 2016). In terms of the issue area of crisis management, the GCRP focuses on economic and financial crises, food, and fuel price shocks, natural disasters, pandemics, as well as conflicts, forced displacement, and refugee flow. The framework outlined in the GCRP proposal offers attractive methods for managing crisis beyond its financing, but these present concerns for the WBG illustrate those financial institutions at large lacking the intimate understanding of local needs in the face of global crisis. This can be supported through increased collaboration among stakeholders and specialization for various crises.

The WBG report explains that the Bank's present instruments may not be well adapted to the nature of crisis lending. In this sense, a permanent crisis management institution, where stakeholders could clarify their difficulties and priorities, could greatly benefit the WBG's effectiveness in dealing with future crises by distributing

economic knowledge and immediate aid equally. This would undoubtedly ensure new arrangements and promote readiness for the entire system. As stated in the Independent Evaluation Group (IEG) evaluation, maintaining a strong knowledge base is an important prerequisite for effective crisis intervention, which in turn calls for striking an appropriate balance between longer-term development issues and short-term measures of risk and vulnerability (IBRD, 2012).

Even though these organizations are a selective group of IOs that respond to global crises, the overall evaluation of their performance in global disasters tells us that the structure and function of these organizations prevent them from implementing an appropriate response to global crises. Therefore, establishing a platform that promotes cross-sector collaboration to increase preparedness and knowledge diffusion through technological means can help to solve some of the scenarios presented above. This international platform can also help reducing irregular responses and promote synergies for an overall safer environment. Aside from promoting collective action at the global societal level in times of chaos, this platform can generate growth opportunities in times of peace and stability.

This mechanism is currently missing from the global architecture of institutions. This platform can benefit many countries, particularly those with the least political and economic power when there is a higher demand for equal participation from all players. As a result, it is vital that such an institution have a positive impact, restore global interdependence, and promote collaboration across borders when crises involve and affect all. These factors can be beneficial in times when disasters fall heavily on those who have the least resources. A global response should also be perceived as an opportunity to promote development and innovation as an essential part of building a sustainable future that cannot be achieved without the extensive dissemination of scientific knowledge, advanced technology, and untapped ideas. Considering the current scenario and acknowledging the preceding critique of IOs as valid, we identify that the GCMP is needed because, despite IOs' continuous effort to

promote collaboration among international actors, particularly in times of crisis, these institutions have repeatedly failed to sustain order and multilateralism, which leads to the faltering global cooperation. The current unilateral inward response to Covid-19 and climate change crises are examples of the chronic lack of collaboration between nations and IOs having serious consequences for vulnerable countries and local populations. In many cases, the solutions that are proposed by international institutions do not effectively tackle the problem at local levels (provinces, towns, and cities). The GCMP aims to focus on sharing existing solutions designed and implemented by local entities in response to their local crises. Since making collaboration between global actors is too difficult, our goal is to connect local communities for exchanging their solutions with other local communities around the world without the need for collaboration unless the parties choose to collaborate and help each other in addressing their local crises.

PLATFORM DESIGN

Structure (See Table 1)

The GCMP is a virtual platform that provides access to collective local solutions offered by local communities in a collective effort to manage their crises at local levels. The Platform is based on the free and transparent exchange of solutions among public and private local entities. These entities mainly include local government agencies, municipalities, non-governmental organizations (NGOs), and businesses. These actors join the GCMP voluntarily to address crises through contributing and receiving solutions and build networks that are offered on the Platform. To join the platform, members register through a simple system that identifies their geographical and socio-economic status. Any member can be both a contributor and recipient of solutions, services, and funding available on the platform.

The Platform includes three modes of evaluation: 1) evaluation of crisis categories, 2) evaluation of a crisis intensity level, 3) evaluation of solutions. Regarding their categories, crises are divided into four main areas: **environmental and climate change, public health, conflict and humanitarian**, and **economic and financial crises**. Each crisis is categorized into three levels of intensity: *preventative*, *urgent*, and *post-crisis*. The main purpose of dividing crises into different categories and levels of intensity is to make the allocation of time, costs, and resources more effective. This mechanism also helps us to develop a global map of the impact of managing crises at local levels on the overall management of global crises. This process will help local agents focus mainly on identifying their problems without losing too much time and resources on unnecessary bureaucratic procedures.

In addition to developing online applications to identify and evaluate crises, the GCMP also uses a body of experts, including scientists and practitioners, to further evaluate identified problems and create faster and more accurate connections between groups that ask for help and those offering solutions. We emphasize the importance of developing solutions that can be presented as products and services offered on our Platform with the help of scientists and practitioners since dealing with crises requires careful evaluation.

The evaluation process rates solutions between grades **one** to **five** where **one** accounts for the lowest grade and **five** for the highest (1 = Very Low, 2 = Low, 3 = Medium, 4 = High, and 5 = Very High). Any solution that is rated **below three** is not qualified for exchange on the Platform, but those solutions that receive a grade of **three and above** can be published within the Platform along with the evaluation that they have received. Contributors of solutions, resources, and services submit their products on the Platform. The GCMP's team of experts evaluates the solutions and resources provided by contributors before they can be published on the Platform.

We recognize that a solution may work in one part of the world but cannot necessarily be applied in another part. In addition, countries have different levels of

financial and infrastructural resources which either enable or prevent them to apply the solutions they find on the GCMP to address their crises. Our assessment of the IEG and WBG reports indicates that most countries, particularly the most vulnerable with poor governing systems and resources, get overwhelmed when they have access to too much information (IEO, 2015; WBG Global Crisis Response Platform, 2016). Oftentimes, they do not know where to look for the right information nor how to apply the solutions and resources to produce the most desirable outcomes. What many local entities need is easy, affordable, and straightforward access to solutions that help them resolve problems in their local communities. The GCMP is designed to address this vital need. The Platform works with its clients to customize the solutions and resources to their needs and achieve effective and sustainable outcomes.

Functions

The primary function of the Platform is to provide a worldwide networking service among local actors where contributors share their already tested and implemented solutions and recipients have access to solutions they need. This service also includes the secondary function of creating access to necessary resources through the solution contributor and the GCMP's collective resources.

To accomplish the primary goal with integrity and sustainable outcomes, the GCMP serves several other supplemental functions. These include evaluating and grading solutions before publishing them on the Platform, providing access to funding for specific crises, additional expertise and recommendations in specific crisis scenarios, and monitoring solution implementation during and after crises. Although the Platform attempts to function automatically to connect local communities with solutions, the complexity of certain crises require the Platform's commitment to providing safe and reliable solutions through these supplemental functions which will be described in further detail when describing the stages of the Platform's crisis application.

Within the central goal of networking actors, two primary products are offered and transferred within the Platform. One is **solutions** comprising certain policy recommendations and algorithms of actions proven to be successful in a contributor's case. Another is **resources** that exist in various forms, including goods, finances, services, and information contributed by members and the Platform itself. We recognize that while some local communities can share resources as well as solutions, many members of the Platform will not be in this position. However, it is through the contributions of resources by those communities capable of that equitable solutions to a crisis may be realized. These types of support can be particularly beneficial to the most vulnerable local communities, where they not only lack solutions but also lack infrastructural, financial, and informational resources to manage their crises.

For instance, is it possible that local communities in Syria learn from communities in Jordan and Lebanon on how to manage their drought problem before it becomes a national, regional, or even a global problem? While our proposal does not make any claim about the causes of Syria's long-lasting civil war, it is important to point out that Syria started to face its droughts problem around the same time that Jordan went through the long periods of droughts. Lack of good governing practices at the national level prevented the central government to support local communities in managing droughts and other crises, such as lack of food and forced migration (Gleick, 2014; Polk, 2013).

The GCMP aims to reduce the cost and time of crisis management and implement best governing practices, transparency, inclusion, and diversity in managing crises at local levels. Our study of existing IOs, the numerous interviews with academics and practitioners, and the current state of crisis management, particularly global crises, indicates that precise and prompt actions directed at solving crises at local levels require less time, coordination, and resources and can collectively produce stronger global outcomes. As we discussed in the previous section, reports produced by

several IOs, such as the UN, IMF, and WBG, display that when crises expand beyond their original location, it becomes much harder to control the damage and produce an effective outcome (IEO, 2015; WBG Global Crisis Response Platform, 2016).

Outcomes

The primary goal of GCMP is to address crises at local levels where many of the existing IOs struggle to reach out to or offer effective solutions when managing global crises. By focusing on managing crisis at local levels, enhancing transparency, and promoting the share of solutions and resources, the Platform is designed to achieve the following outcomes.

First, the GCMP creates an intensive network among public and private local entities across the world to improve the connections between local communities, particularly between developed and developing countries. Second, the platform spotlights solving crises, reducing administrative procedures, increasing the allocating resources to local populations devastated by a crisis, and decreasing chances of spreading a problem beyond its original location. Third, the GCMP involves local communities in the global dialogue by encouraging them to exchange their solutions to manage local crises and share a global social responsibility. Fourth, the Platform creates a public regulatory system that keeps track of communities' progress as each of them uses the solutions traded on the platform to manage their local crises.

Furthermore, GCMP focus on local-scale crises can also contribute to implementing strategies proposed by large IOs. In this sense, the Platform's outcomes can positively influence international policies, such as the UN's 17 Sustainable Development Goals (SDG) (United Nations). For instance, Goal 10 - "Reduce Inequality Within and Among Countries" is directly affected by the Platform as international inequality is also a consequence of a lack of cooperation between states. Goals 4 - "Quality Education" and 5 - "Gender Equality" could also be impacted by the GCMP's problem-solving capacity and information diffusion function. As demonstrated in this

section, by addressing crises at local levels, the GCMP re-enforces achieving greater outcomes by contributing to crisis management at regional and global levels as well.

PLATFORM APPLICATION

This section describes how the registered local entities use the GCMP to manage and respond to crises. Since the Platform is not transformed into action yet, we create scenarios to demonstrate the use of the GCMP for crisis management. In this case, we use the example of Accra in Ghana, Seoul in South Korea, and San Francisco in the United States. We choose these three local communities because these represent localities within nation-states in varying levels of development. Regarding crises, we investigate three different crises, including waste management, homelessness, and labor protections. These critical issues represent how the variation of crises is accounted for by the Platform's crisis categories and evaluation process. Certain issues like waste management can be found at the intersection of environmental and public health areas considerations. Rampant homelessness can be considered both a humanitarian and economic crisis.

These issues additionally illustrate how local concerns can have global influences. For example, solid-waste management is an often-overlooked challenge of developing economies in the Global South but is inextricably linked to global outcomes. In 2016, the World Bank reported over two billion tonnes of solid waste being generated a year but with rapid development and urbanization, this number is expected to increase by 70% to 3.4 billion tonnes by 2050. Solid waste management is responsible for nearly 5% of global greenhouse gas emissions and 12% of methane emissions; however, it is projected that garbage dumpsites will contribute 8-10% of all greenhouse gas emissions by 2025 (McGoodwin, 2018). Ghana, the fastest growing economy in 2018, is an ideal representation of how rapid economic development can easily result in a waste-management crisis. As the principal recipient in the following

description of the Platform's application, Ghana's waste management crisis creates an opportunity for a chain of solution contributions from localities around the world.

Stage 1 – Registration

Each of these cities uses the GCMP by taking the first step and registering on the website. There are many important reasons for making the general registration. First, for security purposes, the local entities who seek aid for solving their crises must be recognized public or private entities to be eligible to register on the GCMP website. Second, the GCMP keeps a public record of the progress of every registered member in managing crises they face. Third, the GCMP collects data for future research and studies on how to improve our approach to crisis management. Fourth, the Platform also keeps track of responses to crises to look for best governance practices that are most effective and efficient in crisis management. Therefore, at the first step, the local governments of San Francisco, Seoul, and Accra should register on the GCMP website to become a member.

Stage 2 – Evaluation & Funding (See Table 2)

Of the Platform's supplemental functions, the first necessary step in partnering local communities with the right solution is evaluating potential solutions for efficacy and suitability for a recipient and their specific crisis. As the collective pool of solutions serves as the foundation for the Platform, an organizational focus must be the strict evaluation of local policies, initiatives, and strategies for their success and applicability potential to other crises. In this stage, members can submit their crises to be evaluated for their crisis category and their intensity rate. In our scenario, San Francisco, Seoul, and Accra receive a crisis category and crisis intensity rate evaluation for waste management, homelessness, and labor protection.

In addition, the Platform evaluates its members' solution proposals. Every public and private agent that becomes a member of the GCMP is allowed and encouraged to

share and trade their solutions on the Platform. However, there is no exchange of profit for offering a solution on the Platform. Local entities trade their solutions to help other local communities over their crises while they benefit from any other local communities that are offering a solution to a crisis they look for. This free trade of solutions in the form of framework, goods, services, and aid helps local communities solve their problems innovatively and affordably.

Currently, the GCMP follows the Information Global Crisis Index (IGCSI) to assess the crisis intensity level. The assessment considers the following conditions: 1) impact of the crisis (human and geography); 2) condition of affected people by the crisis (percentage of people living in the affected area and number of in urgent need of aid); 3) complexity of the crisis (infrastructure, operation quality, and safety quality) (Inform Global Crisis Severity Index, 2019).

Regarding the funding of local crisis projects, having the right financial and infrastructural resources can benefit public and private local entities in managing crises in their local communities. Therefore, it is necessary to consider funding when addressing the management of crisis at all levels of governance, including the local level. To address this issue, the GCMP partners with public and private donors to set up a trust fund account that allows local communities to receive full or partial financial support to manage crises more effectively (Reinsberg, 2017).

At the GCMP, we realize the best solutions cannot lead to effective management of crisis without the necessary resources. Learning from the WBG's GCRP, a trust fund is one of the effective ways to make the necessary financial resources available to local communities and support them in resolving the crises they face. In addition to direct donations, the GCMP would operate a Crisis Trust Fund that would provide monetary resources in specific situations where solution recipients with economic insufficiencies face urgent crises. With this approach, we hope those who are affected the hardest by a crisis or have no financial support to manage their crisis receive adequate resources to solve their problems (Reinsberg, 2017).

Stage 3 – Solution Exchange (See Table 2 and 3)

The GCMP would respond to the Ghanaian waste crisis by first assessing the specific deficiencies in Accra’s response to solid waste management. Rapid urbanization in the capital city of Accra has led to ineffective waste collection and disposal which has, in turn, resulted in serious sanitary issues. Accra generates roughly 1500 tonnes of solid waste per day, of which only 55% is collected by city services and disposed of (Mudu et al., 2021). Where formal garbage collection is unreliable in low-to-mid density areas of Accra, trash is burned by households at higher rates and indiscriminate dumping has led to significant rises in water-borne illnesses like cholera due to high levels of liquid runoff. Using this evaluation in combination with the solution and crisis profiles from all applicable city and state members within the network, the Platform can suggest a trade of solutions between members. In response to Accra’s urban waste management crisis, the Platform has identified San Francisco’s recycling and waste management programs as potentially applicable.

To demonstrate the reciprocity process of the GCMP network, in this situation, San Francisco would in return receive resources and support from a municipality like Seoul in response to the problem of rampant homelessness. Seoul’s programs on homelessness and affordable housing have reduced the estimated total number of homeless individuals to that of less than San Francisco, with a total metropolitan population ten times greater. During the 2018 visit by a UN Special Rapporteur to San Francisco to examine their housing conditions, it was remarked that the unchecked level of homelessness and punitive measures against groups of unhoused people “constitutes cruel and inhuman treatment and is a violation of multiple human rights” (Report of the Special Rapporteur on Adequate Housing as a Component of the Right to an Adequate Standard of Living, and on the Right to Non-Discrimination in This Context, 2018). In 2019, the number of homeless increased to 8,035 and continued to

grow during the pandemic, despite experimental temporary housing policies (City Performance Scorecards: Homeless Population, 2019).

In contrast, Seoul's housing policies and assistance programs have found success in reducing homelessness by 30% between 2010 and 2017. In 2018, Seoul reported roughly 3,478 unhoused residents (Addressing Homelessness in South Korea, 2020). While still a significant figure, this is .03% of a population of 9.7 million, compared to San Francisco's homelessness composing an estimated .9% of a population of roughly 857,000.

Seoul would implement labor initiatives from Ghana, specifically how Ghana has worked to extend protections and pensions to their informal sector, something that has caused further economic inequality in South Korea (for an illustration of the network triangle between San Francisco, Seoul, and Accra refer to Appendix 1). The elderly of South Korea has faced record-high poverty rates in recent years due to the lack of preparation and a proper pension system (Lee, 2014). Now, a major sector of Seoul's service economy, subcontractors like delivery drivers and other informal workers, faces similar challenges in receiving protections, such as pensions and unemployment insurance from their employers (T & Amin, 1995). Ghana has experienced success in recent years since the pandemic has forced an expansion of labor rights recognitions in the informal sector. In 2020, Ghana launched a successful pension scheme for cocoa farmers which will guarantee them retirement benefits, avoiding a similar situation to South Korea (Government Has Launched a Pension Scheme for Cocoa Farmers in Ghana, 2020).

Stage 4 – Monitoring & Assessment

Following the immediate recommendation and trade of solutions between actors, the post-intervention phase occurs in which the platform assumes the responsibility of monitoring and assessing the implementation of a solution. This serves to further evaluate the transferability of a contributor's solution and to influence

the Platform's internal rating of the involved members. This is especially important in determining the continued access to or allocation of the Platform's resources like in the case of the GCMP Trust Fund.

In the case of Accra's implementation of San Francisco's model for solid waste management, Accra's expansion of existing collection programs, implementing circular and sustainable disposal practices, enforcing regulations against foreign dumpers, and improving education about waste management would be assessed for effectiveness and responsible use of resources. This process would rely on both internal Ghanaian evaluations of the waste-management reform and the GCMP's monitor reports to ascertain the success of the solution. The final function of the assessment stage is to re-evaluate the crisis within the GCMP's ratings. Ideal success in the case of Accra would be to consider their waste-management situation to have entered a post-crisis phase.

GCMP OUTLOOK AND LIMITS

Local, national, regional, and international governing entities face challenges in crisis management on a day-to-day basis. Despite the countless efforts of different global and regional institutions, time and time again, crisis after crisis, global collaboration normally leads to the failure of crisis management. Hence, a local crisis becomes a global crisis that takes monumental collaboration, efforts, and aid in most cases.

Our in-depth research has helped us realize that managing a crisis requires careful evaluation of challenges, identifying the key elements that cause a particular crisis, and offering the well-tested solutions that resolve a crisis at its roots. Producing a specific and sustainable outcome is an important factor in crisis management. Producing long-lasting solutions cannot be achieved without rigorous research, strong action plans, and careful implementation procedures. The GCMP puts all these key

elements into serious consideration. The GCMP is fully committed to carefully evaluate and embed the above factors throughout its structural development both as a virtual platform and an organization.

Considering how intensely complex and interconnected global crises are, we are strongly convinced that our role in addressing local crises fills the gap of outreach to local communities by international institutions. We are also convinced that it makes good economic sense to most international and regional financial institutions to manage crises when they are at preventative stages and limited to smaller geographical locations and populations.

That said, the GCMP recognizes that it faces several setbacks and limitations in the process of its formation and performance. These challenges include but are not limited to language barriers, cross-cultural communications, security, technological limitations, lack of access to the Internet, local corruption, along with many others. If not all, most of these problems are familiar to any organizations that are involved in crisis management.

To overcome some of these limitations, the GCMP considers partnerships with public and private organizations as well as research and academic institutions. Our goal is to solve these challenges in different stages of the Platform's development. We recognize that partnerships with local, regional, and international organizations can enhance the GCMP's capacity in extending its services to some of the most remote communities where access to information, the Internet, technology, and other resources are next to nonexistence.

IMPLEMENTATION

In this proposal, we build the case for a virtual platform that connects local communities globally to share their challenges in solving crises and trade-tested solutions to overcome their crises. We identify that factors, such as extensive

bureaucratic procedures, lack of cohesive cooperation, and timely and costly procedures, prevent the existing international institutions from managing crises effectively and efficiently, particularly at the local level.

Through the GCMP, we aim to contribute to global crisis management by using alternative approaches that enhance our capacity and strategies to solve crises where and when they occur. We need to solve problems locally before they pass borders and transform into other forms of crisis. While thinking big, we are convinced that by taking smaller yet more calculated steps, we can create an environment where crises are matched with appropriate existing solutions.

At the current stage of the GCMP development, we are developing the [website](#) as a testing model. Next, we will reach out to local communities facing serious crises defined within our four main crisis categories. We will offer them access to the site and assist them in completing the necessary forms and applications so that they can have be evaluated for the crisis intensity level they face, submit crisis solutions, and receive evaluations. We then plan to test the exchange of solutions among participating members. Simultaneously, we are going to test how the funding procedure along with accessibility to products, services, and other forms of aid as they become available on the GCMP for members.

Through our team effort, support of the American University and the School of International Service community, we plan to reach a greater network of private and public donors in Washington, D.C. to gather the necessary financial and professional aid to complete this project. We are convinced that this platform will demonstrate how to use novel technology to manage crises in the service of humanity.

APPENDIX

Table 1. Crisis Resource Center & Crisis Areas

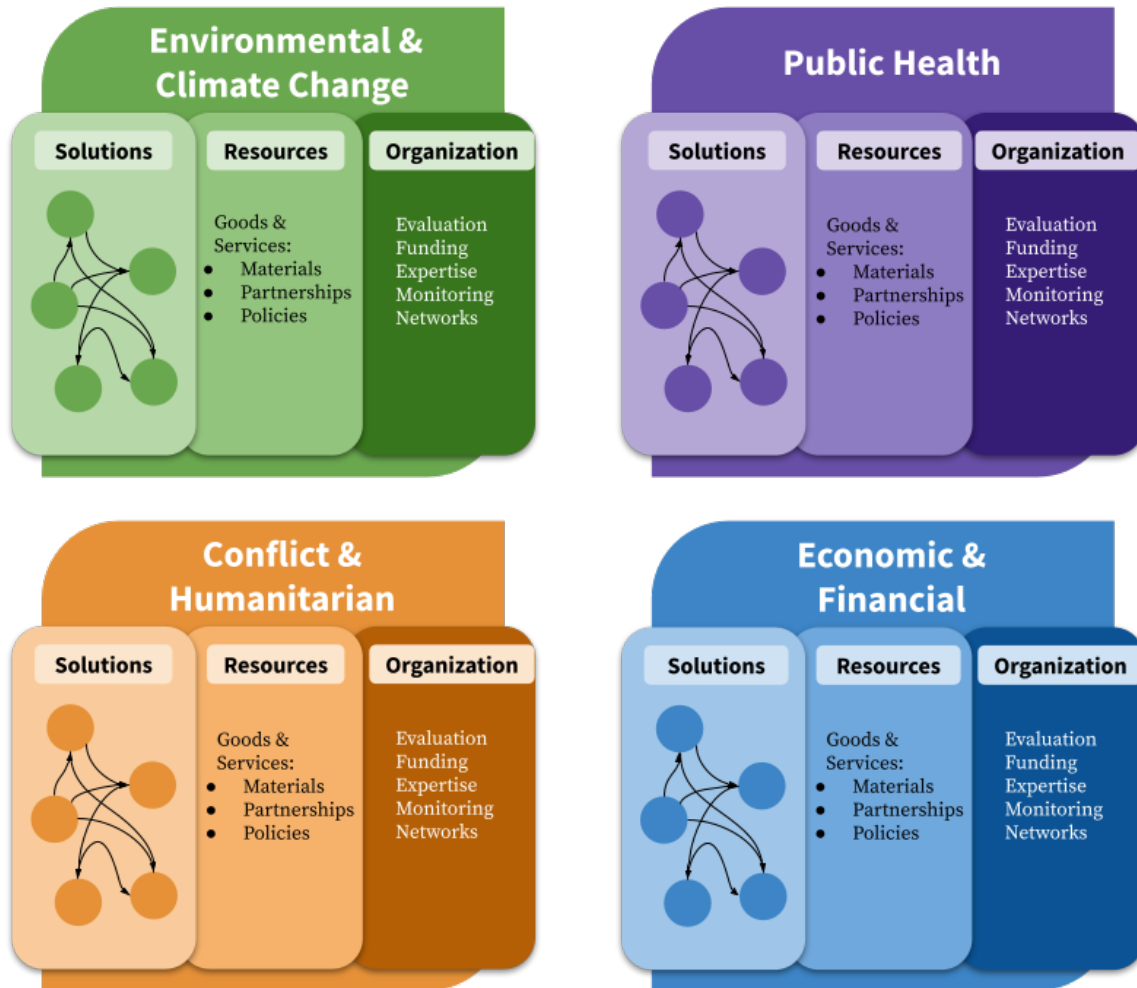
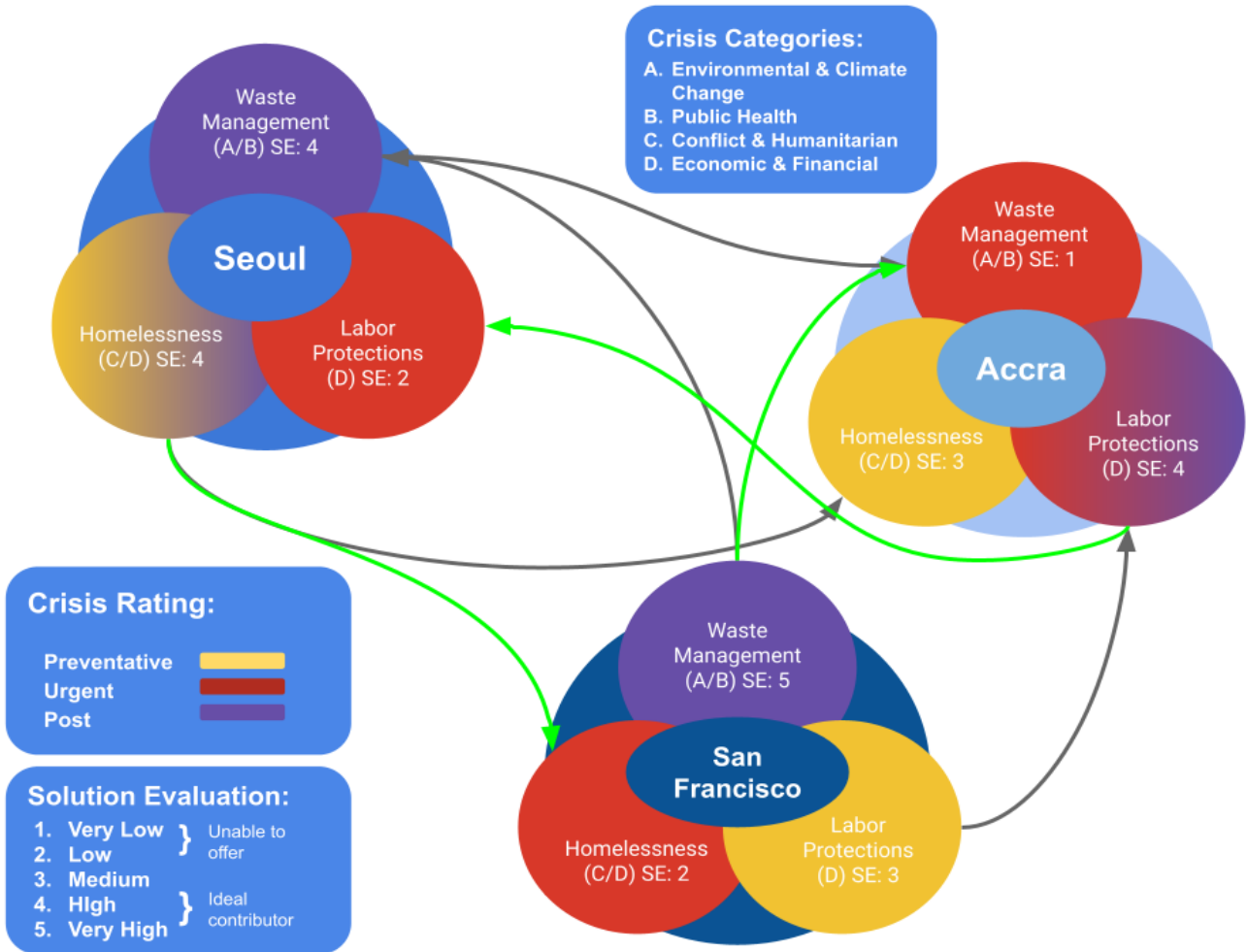


Table 2. Sample Grading of Crises and Solutions

Cities	Crisis categories	Crisis Rate	Solution Evaluation
San Francisco	Waste Management (A/B)	Post	Very high (5)
	Homelessness (C/D)	Urgent	Low (2)
	Labor Protections (D)	Preventative	Medium (3)
Seoul	Waste Management (A/B)	Post	High (4)
	Homelessness (C/D)	Preventative - Post	High (4)
	Labor Protections (D)	Urgent	Low (2)
Accra	Waste Management (A/B)	Urgent	Very low (1)
	Homelessness (C/D)	Preventive	Medium (3)
	Labor Protections (D)	Urgent - Post	High (4)

Table 3. Sample Networked Exchange of Solutions



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