

Haiti

Earthquake response IT Project Plan

January 2010

Distribution list:

- [UN HCT level: HC/RC / UNDSS Head & HCT if interagency project]
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- (UNDSS NY)

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Installation of the mesh network delivering voice and data services at the UN compound in Port Au Prince



Staff helping a child to water at the UN compound



John Jeffries, Irish Aid, building the electrical network in the Port Au Prince camp.



The Helpdesk system in the Port Au Prince gazebo



IT Equipment being offloaded in Port Au Prince at sunset

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Executive Summary

The purpose of this document is to present a common project for IT response to the Haiti earthquake, encompassing three separate projects providing IT services to different beneficiaries within the Humanitarian Community in Haiti and Dominican Republic. This plan has been based on ongoing activities and assessments carried out between 14 and 20 January by WFP IT staff, inputs received by Cluster members, WFP and partners on the ground, and from the Logistic Cluster.

Because of the closely interlinked activities between the three projects, there is a single IT Project Plan. Accounting and reporting will be established individually for each project, to properly report to members of the Emergency Telecommunications Cluster (ETC) and donors. From a planning standpoint, this is a different approach from previous emergencies, which also aims at providing increased transparency towards ETC members and donors on the internal WFP planning.

The projects are designed to establish/restore IT services in support of the Humanitarian Community's response to the earthquake in Haiti, by addressing the gaps identified during the assessment and utilising Cluster partners' capacity to the maximum extent. The projects will also rely on the support of the United Nations Mission for the Stabilisation of Haiti (MINUSTAH), the support of which has been critical during the operational start-up.

The three projects' main activities focus on 1) Coordinate and Provide Emergency Telecommunications Cluster services for the Humanitarian Community in Haiti and Dominican Republic, 2) Provide IT services to the Logistics Cluster in Haiti and Dominican Republic, and 3) Establish and support IT services for WFP operations in Haiti and Dominican Republic.

Timing: the project will be implemented over a period of 12 months, and commenced on 14 January 2010. The projects will be implemented in three phases; phase 1 will run for 2 weeks, phase 2 for an additional 8 weeks and the last for another 10 months.

Exit strategy: during these initial days it is not yet possible to clearly define an exit strategy. The general strategy is to establish a permanent support structure to ensure sustainability of services beyond the initial emergency period. A more firm exit strategy can be planned within the first two months of operations.

Coordination: the three projects will each have a Project Manager. They are in turn coordinated by a Telecommunications Coordinating Officer (TCO) who has overall responsibility for the IT response. The TCO will co-ordinate with relevant partners, internal and external, and units in the implementation of the project.

Key **risks** for these projects are:

- a) Congestion of Logistic routes for shipment of equipment and staff. To mitigate this risk, discussions and forecasts are regularly being held with the Logistic Cluster, and staff are benefiting from the UNHAS passenger shuttle;
- b) The number of humanitarian users is impossible to forecast at this time, and it might overload the planned facilities. At the moment of writing, there are 40+ organisations and over 1,000 individuals utilising services described in this document, and it is likely to double in the next month. To mitigate this risk, information is regularly sought through local ETC Working Group (ETC WG) meetings;
- c) The developing humanitarian situation will still require changes in the planning. Assumptions are being spelt out in this document and its attachments, and they will need to be constantly monitored.

Cost: the overall project cost is estimated at **US\$ 12.0 million** which will be managed through a WFP Special Operation (SO) and an Emergency Operation (EMOP). The cost of the individual projects is as follows.

- | | |
|--|-------------------------|
| 1. Emergency Telecommunication Cluster (SO): | US\$ 2.0 million |
| 2. IT support to Logistics Cluster (SO): | US\$ 4.0 million |
| 3. IT support to WFP (EMOP): | US\$ 6.0 million |

The SO part of the project is already partially funded by donations to a minimum of **US\$ 2.5 million** from CERF, Vodafone partnership, United States, Sweden and Canada. The remaining amount is sought from both traditional donors as well as the private sector.

The EMOP part is a part of the project included in WFP Haiti Country Office (CO) normal structure and not fully controlled by the project team. The funding forecast is positive with 50% confirmed contributions (before the budget revision on the last week of January).

The deployment started on 14 January 2010 with advances from the following sources:

- **US\$ 100,000** from the Vodafone Partnership
- **US\$ 200,000** from WFP's Immediate Response Account (IRA)
- **US\$ 800,000** from FITTEST and the IT Special Account

The IRA, FITTEST and IT special account advances are loans and will have to be replenished as soon as other donations are available. Project completion will be subject to 100% funding of the projects.

Scope and running costs: The project scale may change over time. There will be an initial peak of staff during the first 3 months and a gradual decrease over the remaining time. It is expected that most offices will be closed by the time the project is completed. The monthly recurring costs during the first 3 months are estimated at **US\$ 225,000**. Recurring costs following this phase will depend on how much of the infrastructure will be required but are estimated to range between **US\$ 150,000** per month with all offices still in place, to **US\$ 25,000** with only the Country Office remaining.

The role of the Dominican Republic

Sites in the Dominican Republic are being used to provide Logistic and Operational support to Haiti. Similarly, IT has established a backstopping hub for equipment and staff, which will be called forward by the TCO when needed. It will also, to the extent possible, be utilised as a procurement hub for basic IT facilities going beyond the initial shipments.

The hub should be able to receive *all* WFP staff travelling into Haiti, brief them on operations and security and supply them with all necessary and pre-configured IT equipment, thus minimising their start-up time on the ground in Haiti and the support required from the Haiti IT team. The possibility of applying the same concept to other organisations could be explored if needed.

MOSS Compliance

The Emergency Telecommunications Cluster is activated in both countries and will provide *common* IT services in all locations. Individual projects and agencies therefore are required to budget for the component specific to the staff and activities undertaken.

The projects have been designed considering compliance with the UN Minimum Operating Security Standards (MOSS) for Security Phase 3 in Haiti, and Phase 0 in Dominican Republic

Partners and Private Sector

The projects are designed to take full advantage of the existing capacity in Haiti and internationally, through ETC Partners, stand-by partners, NGOs and MINUSTAH. Such efforts will be coordinated through regular ETC Working Group meetings taking place at country level, and augmented through

global ETC teleconferences. Private sector offers will be evaluated on a case-by-case basis, with the underlying principle that resources and skills should be tested and utilised before emergency deployments.

This project is designed and implemented in full accordance with the IT Emergency Inter-Agency Standard Operating Procedures. All standard processes are outlined under <http://ictemergency.wfp.org>

Project Plan

This project will be implemented under the lead of the Deputy Director of the WFP IT Division, and in coordination and cooperation with internal and external partners. Field operations will be led by a dedicated Telecommunications Coordination Officer.

This project does not include funds to cater for construction or rent of premises, which are to be allocated by the CO or other organisations hosting the service. MOUs defining roles and responsibilities of ETC partners and organizations will be established on a case by case basis.

The IT Response plan has three components managed as separate projects with their own budget and funding sources:

1. Establishing and support Emergency Telecommunications Cluster services for the Humanitarian Community in Haiti and Dominican Republic
2. Providing IT services to the Logistics Cluster in Haiti and Dominican Republic
3. Establishing and supporting IT services for WFP in Haiti and Dominican Republic

This document provides details for each of the outlined projects. If any additional installations will be required, a contingency stock can be called-forward from the FITTEST IT stock in Dubai. In such case, the budget will likely require a revision.

Deployment Strategy

The projects will be implemented in three phases:

- Phase I (Initial response) – commenced on the day of the earthquake and will last up to 2 weeks. In this phase basic IT (operational and security voice and data) services will be established and maintained in sites opened for operation.
- Phase II (Deployment) - will continue for another 8 weeks and aims at establishing or restoring IT infrastructure and services in all sites. This includes MOSS¹-compliant telecommunications facilities, depending on the local security phase, and basic e-mail and voice services. In this phase, voice and data communication is guaranteed through satellite terminals and local Internet service providers (ISPs).
- Phase III (Maintenance) - will go on until the end of the project and aims at strengthening the existing infrastructure and transiting the IT systems into a more permanent state, including the establishment of a local support infrastructure and cost-effective communications.

For all phases above, establishment of back-up power supply, sized depending on the infrastructure deployed are included.

Staffing

The response project will be implemented through deployment of a combination of WFP IT staff, consultants, standby and other partners. Local ETC members also play a key role, but not being project resources are listed separately. A Telecommunications Coordination Officer will be the overall

lead of the IT response described in this document and will be supported by a dedicated project manager for each of the projects

A detailed staffing plan (organigram) including roles and names, for the initial phase, is attached in Annex B.

Equipment

Sourcing strategy

Equipment for the initial response is mainly sourced from pre-positioned Rapid Response stocks (Fly-Away kits) stored in Dubai, Brindisi and HQ Rome, which are transported by the first responders entering the operation. Two additional equipment shipments took place from Dubai into Dominican Republic, then transported into Haiti.

For the subsequent phases the project will utilise the Dominican Republic backstopping to the extent possible and as a primary procurement centre. Alternatively, equipment could be sourced from Panama, the IT emergency stocks in Dubai and also procured through Long Term Agreements (LTAs).

A detailed equipment list is attached in Annex A.

Project I: Coordinate and Provide Emergency Telecommunications Cluster services for the Humanitarian Community in Haiti and Dominican Republic

The Emergency Telecommunications Cluster (ETC) is activated in Haiti and Dominican Republic with WFP designated as the lead agency and will be providing common services as per the following chart:

Location	Security Telecoms	Voice	Data
Port au Prince (PaP)	Yes	Yes	Yes
Cap Haitien	Yes	Yes	Yes
Jacmel	Yes	Yes	Yes
Gonaives	Yes	Yes	Yes
Jimani Border office	Yes	Yes	Yes
Port office	Yes	Yes	Yes
PaP Airport (likely collocated with temporary CO)	Yes	Yes	Yes
6 x "village offices" Haiti	Yes	Yes	Yes
PaP Floating accommodation	Yes	Yes	Yes
PaP UN base accommodation camp, "Camp Charlie"	Yes	Yes	Yes
Santo Domingo	Yes	Yes	Yes
Santo Domingo airport	Yes	Yes	Yes
Barahona log base	Yes	Yes	Yes

In addition to coordinating the IT response on the ground, the ETC will provide standard common Security Telecommunications and Voice/Data services as described in the ETC guidelines:

Security Telecommunications Services

These services aim to provide a reliable common telecommunications backbone for the humanitarian community (Clusters, UN Agencies and NGOs), to facilitate common security support measures.

ETC Security Telecommunications Services include:

- Assessment of common security telecommunication infrastructure needs for the humanitarian community (Clusters, UN agencies, NGOs), and the preparation of recommendations and/or project proposal(s);

- Establishment and maintenance of communications centres (COMCEN) operating as per MOSS standard, including recruitment, training and management of the radio operators
- VHF security radio network to cover the operational areas; a separate channel will be made available for the NGO community
- VHF and HF radios, installed in the COMCEN to monitor the networks
- Satellite telephone installed in the COMCEN, as a backup system to radio networks
- Contact information (frequency, telephone numbers, call-sign and selcall) coordination and management
- Train users in proper use of the Security telecommunications system.

Security Communications Services that are NOT provided through ETC deployment:

- Provision of personal or vehicle radio equipment for individual agencies
- Procurement of equipment for or on behalf of Agencies or Partners (such services can though be provided on demand through the Dubai office)
- Clearance of customs or the provision of equipment for individual agencies, unless previously arranged on one to one basis
- Programming of radios or other equipment belonging to individual Agencies; technical assistance may be provided on a "best effort" basis if/when personnel is available
- Installation or maintenance of radio equipment or electrical power equipment for any individual Agency or Partner
- Assessment or establishment of MOSS compliance for individual Agencies.

Data Communications Services

These services aim to provide common inter-agency data-communications services for the humanitarian community present in the operational area.

ETC Data Communications Services include:

Initial Phase:

- Basic voice and data (Internet) service from a common location, "Internet Café" style.
- Basic voice facilities through BGAN or similar satellite terminal
- Basic printing services
- Basic Fax services (via Scan – email)

After situation has stabilised (4-8 weeks):

- Support the extension of voice and data services to individual organisations office locations by the means of data links; considering the number of agencies to establish presence in Haiti, such links will need to be provided by individual organisations.

Agency Responsibilities NOT included in the Data Communications Services include:

- Connectivity of staff to the Internet hot spots
- Provision/procurement and support of all local IT equipment and applications for individual agencies' staff (PCs, laptop, printers and applications, laptop security, including firewalls and virus software)
- Local Area Network (LAN) implementation for individual agencies

The project will attempt to support all Agencies, however if an Agency is outside the common area and can not be directly supported, then assistance will be provided, via coordination, for this Agency to acquire its own network connectivity.

Project Budget

The overall project cost is estimated at **US\$ 2.0 million**

Project II: Provide IT services to the Logistics Cluster in Haiti and Dominican Republic

The following sections outline how IT services will be provided at each of the Logistics Cluster locations in Haiti and Dominican Republic.

Country	Location	Comments
Haiti	Port au Prince	Floating accommodation
Haiti	Port au Prince port	
Haiti	Port au Prince	UN Base camp
Dominican Republic	Barahona	Logistics Base
Dominican Republic	Santo Domingo Airport	
Dominican Republic	Jimani	Border crossing

Under this project, the WFP'S IT will:

- Ensure sufficient electrical power back-up capacity at all offices.
- Ensure redundant power generation capacity that will be sufficient for keeping key services such as the radio room and server room running.
- Ensure reliable voice and data connectivity through VSAT (FoodSat in Port au Prince main office and BitSat in Field Offices).
- Provide redundant voice and data connectivity to each office through options such as MINUSTAH VSAT network, ISPs and Iridium satellite services.
- Ensure MOSS compliance through provision of:
 - satellite phones for staff requiring it
 - VHF handhelds for all staff requiring it
- Install and configure LAN, WAN and PABX systems at each office, with sufficient ports for the planned number of users at each site.
Install and configure file and mail servers to required standards, including backup components.

Equip Logistics Cluster Vehicles to ensure MOSS Compliance

Under this project, WFP'S IT will:

- Install equipment (specifically HF and VHF radio, Iridium satellite phone and GPS receiver) according to MOSS standards on all WFP field vehicles in country. At this time there is not a CMOSS (Country specific MOSS document).

Vehicles' installations will be implemented in these locations:

- GVLP base in Dubai, UAE prior to shipment
- Port au Prince, Haiti
- Santo Domingo, Dominican Republic

Project Budget

The overall project cost is estimated at **US\$ 4 million**

Project III: Establish and support IT services for WFP operations in Haiti and Dominican Republic

IT services will be established / upgraded / maintained / provided as applicable in:

Country	Location	Comment
Haiti	Airport Port au Prince	Temporary used as CO
Haiti	Port au Prince	New Country Office
Haiti	Cap Haitien	Sub Office
Haiti	Jacmel	Sub Office
Haiti	Gonaives	Sub Office
Dominican Republic	Santo Domingo	Country office

The Country Office is likely to be moved during the project duration. At this point it is operated in the MINUSTAH Log Base in a tent / prefab setup. In parallel, WFP will construct a semi-permanent office and accommodation compound, likely to be ready in 6 months. Services provided will not change.

Under this project, the WFP'S IT will:

- Ensure sufficient electrical power back-up capacity at all offices.
- Ensure redundant power generation capacity that will be sufficient for keeping key services such as the radio room and server room running.
- Ensure reliable voice and data connectivity through VSAT (FoodSat in Port au Prince main office and in Field Offices) with sufficient bandwidth to meet operational needs.
- Provide redundant voice and data connectivity to each office through options such as MINUSTAH VSAT / terrestrial link network, local ISPs and Iridium satellite services.
- Ensure MOSS compliance through provision of:
 - satellite phones for each head of office
 - VHF handhelds for all staff requiring it
- Install and configure LAN, WAN and PABX systems at each office, with sufficient ports for the planned number of users at each site.
- Install and configure file and mail servers to required standards, including backup components.

Equip WFP Vehicles to ensure MOSS Compliance

Under this project, WFP'S IT will:

- Install equipment (specifically HF and VHF radio, Iridium satellite phone and GPS receiver) according to MOSS standards on all WFP field vehicles in country. At this time there is not a CMOSS (Country specific MOSS document).

Vehicles' installations will be implemented in these locations in order of preference:

- GVLP base in Dubai, UAE prior to shipment
- Santo Domingo, Dominican Republic
- Port au Prince, Haiti

Project Budget

The overall project cost is estimated at **US\$ 3.0 million**

Project Management Plan

Project Governance

The following Governance structure will apply to the three projects:

- the Humanitarian Coordinator will provide overall oversight and facilitation for the ETC Project;
- the Logistic Cluster Coordinator / Head will request and accept services, together with providing the necessary funding, and highlight any issue to the Project Manager;
- the WFP Country Director will be the ultimate decision-making authority for the WFP project

The Country Director of WFP in Haiti will act as the project funds manager. The WFP Finance Officer will be the allotment administrator and the TCO will act as a Project Manager.

Technical oversight and monitoring of the project implementation will be provided by WFP'S IT, in the person of the Deputy Director, IT Division, through the local TCO. Field Project Managers will ensure proper coordination and regular reporting to the WFP Office and Regional Bureau management for the WFP projects and the Humanitarian Coordinator, Humanitarian Country Team, UNDSS for the ETC project.

Responsibility of WFP/WFP'S IT

WFP will be responsible for:

- procurement of all equipment needed to provide the services covered by this proposal;
- shipment of all the equipment destined for the various projects to Haiti and Dominican Republic as well as for storage in these locations;
- establishing the described services, ensuring their availability and supporting them;
- providing user training where and when required to ensure proper operation of the deployed services and facilities;

WFP logistics will assist with customs clearances and secure storage of the equipment prior to distribution and shipping in the country. The transportation and insurance costs highlighted in the budget also include provision for customs and clearing agents' charges.

In-country, Logistics Cluster will assist with shipping the equipment to its final destination by the most appropriate means available. The same applies to the movement of staffing and tools. Some equipment and personnel may travel on UN chartered aircraft to some destinations, however ground vehicles will be utilised wherever possible.

Internal freight and transportation cost has been included in the budget.

Responsibility of Key Partners

For a successful and effective project implementation, the key partners will be required to provide the following:

UNDSS: Assist the ETC in identifying suitable and secured locations for installing repeater equipment and negotiation for the use of the premises if such assistance will be required;

ETC Members and partners: actively participate in ETC operations, local and global teleconferences, share information on operations and IT services, provide feedback on services' quality and requirements, pool resources to the extent possible;

Private sector partners: actively participate in ETC operations, provide technical expertise if and when required;

Logistics Cluster: assist with shipments, customs clearances and secure storage of the equipment prior to distribution and shipping in the country.

Communication Plan

The project timeframe is limited and decisions are required in many areas, thus project communication is of paramount importance.

The Project Manager will ensure that the Humanitarian Coordinator and the HCT, WFP management in Haiti and Dominican Republic are engaged and consulted whenever necessary during the project lifecycle. Additionally, regular status reports will be circulated.

The Project Manager needs to ensure that regular communication is maintained with the ETC WG, partner UN agencies and NGOs on the ground.

<i>Stakeholder</i>	<i>Information needs</i>	<i>Frequency</i>	<i>Format</i>	<i>Response from stakeholder within</i>
HC/RC, HCT, WFP CD	Status Report	Weekly	E-mail	2 days until local WG started, then following local ETC meetings

Change Management

Any substantial changes to the overall project scope, budget or duration will be subject to agreement of the respective project governance structure, highlighted above.

Duration

The project duration is 12 months and commenced on 14 Jan 2010 with completion by 13 Jan 2011.

Risk Management Plan

Risk	Category	Potential Impact	Risk Management	Contingency
Full description of the identified risk.	Categorise as Low, Medium or High significance	Details of possible impact	Action to be taken to reduce the risk	Action to be taken if the risk becomes an issue
Changing operational requirements (may lead to increased budget)	High	Change in project scope, cost and duration	Re-prioritise the deployment based on new scenario and prepare revised project proposal.	Limit the existing project implementation to the unchanged operational requirements. Create a new project to address the new operational requirements.
Equipment delivery delays lead to project not starting and completing on time	Medium/High	Change in project scope. Hampering humanitarian response. Shift in project duration. Increased cost.	Ensure IT team on the ground assess needs and prepare equipment list and place orders as soon as requirements are known.	Use alternative sources for equipment. Negotiate alternative routes and delivery times.
Local regulations issues resulting in frequency allocation and licensing delays or refusal.	Medium	Shift in project duration	Send request for frequency changes to the government before project start date.	Request the HC/RC to intervene / resolve the issue with the appropriate authorities on behalf of the UN system.
Customs / transit delays	Medium	Shift in project duration	IT response team ensure equipment is shipped on time and CO to start customs clearance procedure early.	Request the HC/RC to intervene / resolve the issue with the appropriate authorities on behalf of the UN system.
Staff mobilisation / recruitment delays	High/Medium	Project delays	Staff to be put on standby for immediate deployment as soon as project is approved.	Identify available staff from WFP and partners.

Deteriorating security situation impeding on staff travel (may lead to late completed date and increase in the budget)	Medium / High	Project delays. Change in project scope and duration.	Utilise waiting period to prepare equipment and personnel for rapid deployment when access is again granted.	Liaise and coordinate with MINUSTAH. Reduce project scope.
Project not fully funded	Medium	Change in project scope.	Implement according to prioritisation.	Seek additional funds from donors. Reduce the project scope.

Annex List

Annex A = Budget, staffing and equipment list

Annex B = Recurring costs after project end

Annex C = Staffing plan (organigram)

Annex D = Map showing area of operation, offices, locations of radio room (if not co-located) and repeaters

Annex E = Technical Documentation (HF and VHF frequency plan)

Annex F = Detailed COMCEN configuration

[List other annexes as required.]