



ETC2020

Implementation Roadmap

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Introduction

It has been 18 months since we started asking ourselves the question "Where do we want the Emergency Telecommunications Cluster to be in 5 years?". A lot changed around us in the meantime. This roadmap is being launched in a moment when Refugees in Europe tell the world how important it is for them to stay in touch with their families while they seek a safer life, or people in Nepal gather around a hospital to find power to be able to charge their mobile phones.

There never has been a better time for the Emergency Telecommunications Cluster. The strategy is being validated by pictures and stories in the news every day. We have new members joining our vision and actively contributing their time and ideas, while long-time members augment that with their experience, expertise and resources. This road map is the key to realising the ETC 2020 Vision, and a tool to help members identify where and how they can make it come true.

Purpose of Document

The ETC community generated a lot of [ideas](#) for implementing ETC2020 throughout the envisioning and strategy development process, especially the six thematic work streams. These ideas have been consolidated into a high level ETC2020 Roadmap that will guide implementation work in the next 2 years. Progress will be reviewed in late 2016 and further planning developed for delivering the strategy in subsequent years.

Guiding Principles

The following guiding principles have been adopted in drafting the roadmap:





- The roadmap is a guidance document for implementing ETC2020, and not a detailed project plan or work plan. As such, it captures projects and deliverables at a high level, acknowledging that further work will be required in defining the details at the project level. This also acknowledges that the roadmap is subject to continuous review, informed by learning from pilots and projects that have been delivered and an understanding that requirements may evolve based on lessons learned and changes to the humanitarian environment.
- While it is a high level guidance document, it also needs to be defined in a way that deliverables are clear, success can be measured, progress can be tracked and responsibilities and accountabilities are assigned.
- Foundational work has been prioritised and scheduled to be delivered in 2015-2016. This includes preparation of guidance, models and frameworks informed by the initial field pilots. This foundational work includes understanding our baseline and will develop further as we understand needs and priorities for new domains.
- Underlying the overall strategy and roadmap is reinforcing and building our capacity to be able to respond effectively and to 9 emergencies, 6 of which simultaneous (per revised IASC planning assumptions).






Programme & Project Management














The Global ETC Support Cell will take responsibility for overall programme management - providing oversight, guidance and coordination in implementation of the roadmap. The ETC network is expected to take responsibility for delivering specific projects and tasks. This could be accomplished through individual organisations taking a coordinating role and being supported by the rest of the network or through the tactical working groups. We expect that as the implementation of the strategy through this road map takes shape, we may need to revisit how we more formally incorporate the project governance role currently residing with the tactical planning team.









Roadmap

Key:















-  Project/Task Completed
-  Project/Task Initiated
-  Project/Task With Coordinator
-  Help/Support Required

ETC2020 STRATEGIC PRIORITIES	BIG GOALS	2015 DELIVERABLES	2016 DELIVERABLES
Enhanced communications and energy	Communications solutions to support coordination of humanitarian assistance and enabling digital aid delivery.	  Satellite Connectivity Charter finalised and launched at the ETC plenary.	  <i>Solutions tactical working group launched</i> , and involved in supporting implementation of pilots and projects in domain of expertise.
			 Initiate development or adoption of new solutions informed by revised service catalogue. This could include; charging stations, phone booths and internet cafes to serve affected populations, call centres, backhaul for digital aid, solutions to support broadcast, etc.

ETC2020 STRATEGIC PRIORITIES	BIG GOALS	2015 DELIVERABLES	2016 DELIVERABLES
Improved and decentralised response readiness	Readiness and capability (<i>human capacity, technical solutions, partnerships, procedures and funds</i>) to initiate coordinated response to multiple and concurrent disasters.	<p>  A list of key high risk countries will have been defined and adopted by the ETC plenary.</p>	<p> Contingency planning for high-risk countries with a likelihood to experience a disaster event within a 6 month's timeframe. This would include establishing a baseline of available infrastructure, capacity, key stakeholders, policies, regulatory environment, communications resilience, partner mapping, and CwC landscape mapping. Gaps will be identified and contingency plans put in place in partnership with local stakeholders. Output to determine future projects.</p>
		<p>  A guidance note on how to incorporate ETC2020-like concepts into new emergencies (<i>ETC2020 - If there is an emergency tomorrow</i>) is developed and circulated within the ETC network.</p>	<p> <i>Training tactical working group launched</i>, and involved in supporting implementation of pilots and projects in domain of expertise.</p>
		<p>  <i>Response readiness tactical working group launched</i>, and involved in supporting implementation of pilots and projects in domain of expertise.</p>	<p> Review of existing ETC trainings undertaken to ensure better alignment to support service delivery in emergency operations. Training strategy in place to inform future capacity building.</p>
		<p> Develop a pilot global inter-agency roster of personnel from the ETC network who can be called upon to respond in emergencies, prioritising existing profiles and leveraging already trained expertise. Tools and processes for managing roster is put in place.</p>	<p> ETC awareness training module developed and shared within ETC network for inclusion in organisational learning management systems.</p>
		<p> Clear process for emergency operational support put in place.</p>	<p> A better mechanism to coordinate assets in support of ETC operations put in place.</p>

ETC2020 STRATEGIC PRIORITIES	BIG GOALS	2015 DELIVERABLES	2016 DELIVERABLES
			<p> A detailed review of current ETC operating model would have been conducted, including processes, services, technologies, capacity, trainings and SOPs. Determine whether fit for purpose and where improvements are required (key recommendations). Recommendations from the review of the current ETC operating model will be prioritised for implementation to ensure greater efficiencies and effectiveness in our emergency operations.</p>
Increased communications resilience to disasters	Governments in high risk countries are empowered to safeguard their communications infrastructure, and restore services in the event of their destruction or damage.	<p>  Initiate a pilot on government resilience in Haiti. The goal of the pilot is to enable the government to coordinate its own disaster relief efforts.</p>	<p> Establish the ETC focal point in high risk countries where contingency planning took place, and initiate formation of local ICT working groups.</p> <p> <i>Resilience tactical working group launched</i>, and involved in supporting implementation of pilots and projects in domain of expertise.</p>
		<p>  Initiate a pilot on mobile network operator (MNO) operational resilience in the Philippines. The goal of the pilot is to ensure mobile communications services are safeguarded or restored following a disaster.</p>	<p> Develop a country communications resilience framework, including tools and templates. This will prioritise establishing relationships, assessing existing efforts, policies and capacities, compiling and sharing good practises, drafting resilience policies and building local capacity.</p>

ETC2020 STRATEGIC PRIORITIES	BIG GOALS	2015 DELIVERABLES	2016 DELIVERABLES
Communications as aid	Communications needs of affected populations in emergencies are supported.	<p>✔ C H <i>Communications with Communities (CwC) tactical working group launched</i>, and involved in supporting implementation of pilots and projects in domain of expertise.</p>	<p>H Initiate a pilot on Communications with Communities (CwC) in a conflict environment (potentially a refugee environment). If a refugee environment, pilot to be coordinated closely with UNHCR.</p>
		<p>▶ C H Initiate a pilot on Communications with Communities (CwC) in Nepal. The goal of the pilot is to enable affected populations to communicate in emergencies.</p>	<p>H C Initiate community communications mapping in identified high-risk countries, including community ICT use, key actors, response capacities and available resources.</p>
		<p>▶ C H Communication with Communities cluster coordination guidance, tools and templates will be developed for use within the Emergency Telecommunications Cluster.</p>	<p>H C Secure partner commitments for a list of deployable CwC technologies from the ETC network, with associated agreements regarding their rapid deployment in emergencies and guidance for implementation.</p>
		<p>▶ C H Through advocacy, the ETC will establish itself as a key actor on CwC through partnering with existing players and complementing ongoing efforts. The ETC will play a leading role in the review of overall CwC coordination to include the tech element.</p>	<p>C Conduct training for ETC network in CwC assessment, intervention, reporting and coordination.</p>
Cross cutting deliverables	Applies to all 4 strategic priorities	<p>✔ C Awareness and branding tactical working group (Joint ETC Communications Team) launched, and involved in supporting implementation of pilots and projects in domain of expertise.</p>	<p>H Partnership programme will be developed - including tools, guidance, code of conduct, rules of engagement, expectations, and opportunities - for the management of mutually-beneficial and committed partnerships.</p>
		<p>▶ C The ETC2020 Implementation Roadmap is defined and adopted by the ETC plenary.</p>	<p>H Evaluation of all 2015 pilots would have been conducted. Lessons learnt to inform strategy and roadmap, and an action plan for the way forward.</p>

ETC2020 STRATEGIC PRIORITIES	BIG GOALS	2015 DELIVERABLES	2016 DELIVERABLES
		<p>   Capacity and expertise in new domains would have been incorporated into the Global ETC Support Cell, and specifically includes: CwC, partner management, and communications & advocacy. New capacity can reside directly with the Global ETC Support Cell or within the ETC network and made available to the cluster cell.</p>	<p> The service catalogue will be revised to ensure delivery of customer-focussed services, including to affected populations and governments using existing and new solutions. Standard tools and systems will be developed to assess requirements for services. A mechanism will be established to assess and validate new services. The service delivery model will be reviewed, reflecting local level and committed partnership approach.</p>
		<p>  Partnership and resource strategy for ETC2020 developed, including commitments from members and the broader ETC network. Mechanism to receive funding support within the ETC network defined.</p>	<p> Profile of ETC members and partners developed and shared within the network. This would include organisational strategies and focus, capacity, activities, operational countries, etc.</p>
		<p>  Communications and advocacy on ETC2020 within the ETC network. ETC 'elevator pitch' developed and shared within the ETC network.</p>	<p> Additional capacity and expertise in new domains would have been incorporated into the ETC network, and specifically includes: government engagement, communications resilience, and innovation management.</p>
		<p>  Initiate a process to develop and adopt a governance model for management of ETC2020 projects. This includes executive board, steering committee, processes, etc.</p>	<p> Initiate development or adoption of technology platforms for coordination work. This includes systems for roster management, crowdfunding, assessments, knowledge management, partner management, equipment tracking, country profile management, etc).</p>
			<p> Undertake strategy and roadmap deliverables review.</p>

2017 – 2020

A review of the roadmap and strategy in late 2016 will provide the basis for development of a new operating model for the ETC, informed by learning and tools developed from ETC2020 work undertaken in 2015-2016. This will provide the basis to scale ETC2020 work from 2017 and in future, based on the new business model. It is expected that new initiatives, pilots and projects will be defined based on the consolidated lessons learnt.

Risks

The following risks have been identified and mitigation strategies proposed to counter them.

RISK	MITIGATION STRATEGY
The ETC funds will be inadequate to implement the roadmap and realise the 2020 strategy.	<ul style="list-style-type: none"> • Adopt a partnership approach to implementing plan, which should include variety of resources (in-kind, cash). • Demonstrate to donors that ETC2020 projects will deliver value and impact in high risk countries and to affected populations.
Large scale disaster events that demand deployment of personnel assigned to projects.	<ul style="list-style-type: none"> • Staff assigned to projects should be a mixture of emergency and non-emergency staff.
Lack of capacity in key thematic areas.	<ul style="list-style-type: none"> • Include relevant staff from existing members and partners with skill sets in new areas of work. • Reach out to new partners to bring in new skill sets in government engagement, work with affected populations, etc.
Lack of buy-in, ownership and commitment from the ETC network.	<ul style="list-style-type: none"> • Sustained communications and advocacy within the ETC network. • Clear deliverables and tasks defined that can be taken on by members and partners. • Aligning deliverables to organisational strategies and priorities.
Managing project delivery through multiple partners (quality control).	<ul style="list-style-type: none"> • Putting in place an effective due diligence mechanism to vet member and partner's ability to deliver projects. • Partner code of conduct to ensure alignment with humanitarian principles.
Failed projects may negatively impact ETC credibility and therefore ability to work with member organisations and partnership ecosystem to respond to emerging disasters and implement the 2020 strategy	<ul style="list-style-type: none"> • Effective planning of the pilots to improve the likelihood of successful delivery. • Limited scope of pilots to reduce on complexity of projects. • Effective and accountable monitoring and reporting on projects, to learn constructive lessons for future work and build credibility with partners and donors.

Appendix 1: Status Update – September 2015

PROJECT / TASK	COORDINATOR	SUPPORTING ORGANISATIONS	STATUS
Satellite Connectivity Charter finalised and launched at the ETC plenary.	Antoine Bertout, Global ETC Support Cell	Government of Luxembourg, GVF, ESOA, OCHA, WFP	Charter being finalised, with objective to launch as part of WHS Geneva in Oct 2015
A list of key high risk countries will have been defined and adopted by the ETC plenary.	Brent Carbno, Ericsson Response	Yahsat, WFP	Selection criteria developed and draft list prepared for presentation at plenary meeting
A guidance note on how to incorporate ETC2020-like concepts into new emergencies (<i>ETC2020 - If there is an emergency tomorrow</i>) is developed and circulated within the ETC network.	Eric Kiruhura, Global ETC Support Cell	WFP	Draft guidance note prepared for presentation at plenary meeting
Response readiness tactical working group launched, and involved in supporting implementation of pilots and projects in domain of expertise.	Brent Carbno, Ericsson Response	<i>Expressions of interest at Dubai plenary from:</i> CDAC Network, ITU, WFP, WVI, GSMA, Ericsson Response, MSB, FAO, UNICEF, Oxfam GB, GVF, Government of Luxembourg, SES, ICRC, UNHCR	Coordinator identified
Initiate a pilot on government resilience in Haiti. The goal of the pilot is to enable the government to coordinate its own disaster relief efforts.	Joseph Burton, US State Department or Isaac Kwamy, World Vision	US State Department, World Vision, WFP	Draft pilot concept prepared
Initiate a pilot on mobile network operator (MNO) operational resilience in the Philippines. The goal of the pilot is to ensure mobile communications services are safeguarded or restored following a disaster.	Brent Carbno, Ericsson Response	Ericsson Philippines, WFP	Draft pilot concept prepared

PROJECT / TASK	COORDINATOR	SUPPORTING ORGANISATIONS	STATUS
Communications with Communities (CwC) tactical working group launched, and involved in supporting implementation of pilots and projects in domain of expertise.	Meg Sattler, Global ETC Support Cell	BBC Media Action, ICRC, CDAC Network, Eutelsat, FAO, Keystone Accountability, Internews, IOM, Government of Luxembourg, NetHope, OCHA, Save the Children, SES, THW, UNICEF, World Vision International, Ericsson Response, Yahsat, UNHCR, IFRC, Plan International, WFP	Working group launched and monthly teleconferences initiated
Initiate a pilot on Communications with Communities (CwC) in Nepal. The goal of the pilot is to enable affected populations to communicate in emergencies.	Meg Sattler, Global ETC Support Cell	WFP	Draft pilot concept prepared and initial assessment undertaken in Nepal
Communication with Communities cluster coordination guidance, tools and templates will be developed for use within the Emergency Telecommunications Cluster.	Meg Sattler, Global ETC Support Cell	CwC Working Group	In progress. Assessment and cluster coordination guidance due for completion by end 2015.
Through advocacy, the ETC will establish itself as a key actor on CwC through partnering with existing players and complementing ongoing efforts. The ETC will play a leading role in the review of overall CwC coordination to include the tech element.	Meg Sattler, Global ETC Support Cell	OCHA, UNICEF media development agencies, donors, CwC Working Group and CDAC Network	ETC established as key global actor in interagency CwC, participating in key global processes, discussions and projects. More work to be done to define role in refugee situations.
Awareness and branding tactical working group (Joint ETC Communications Team) launched, and involved in supporting implementation of pilots and projects in domain of expertise.	Mariko Hall, Global ETC Support Cell	TSF, Oxfam GB, NetHope, Ericsson Response, Government of Luxembourg, GSMA, WFP.	Working group launched and monthly teleconferences initiated.
The ETC2020 Implementation Roadmap is defined and adopted by the ETC plenary.	Eric Kiruhura, Global ETC Support Cell	Ericsson Response, Yahsat, Plan International, NetHope, World Vision, WFP	Planning workshop held, draft roadmap document prepared for presentation at ETC plenary

PROJECT / TASK	COORDINATOR	SUPPORTING ORGANISATIONS	STATUS
Capacity and expertise in new domains would have been incorporated into the Global ETC Support Cell, and specifically includes: CwC, partner management, and communications & advocacy. New capacity can reside directly with the Global ETC Support Cell or within the ETC network and made available to the cluster cell.	Gianluca Bruni, Global ETC Support Cell	WFP	CwC expert deployed to Global ETC Support Cell from RedR Australia
Partnership and resource strategy for ETC2020 developed, including commitments from members and the broader ETC network. Mechanism to receive funding support within the ETC network defined.	Elizabeth Spencer, Global ETC Support Cell		Not started
Communications and advocacy on ETC2020 within the ETC network. ETC 'elevator pitch' developed and shared within the ETC network.	Mariko Hall, Global ETC Support Cell	Joint ETC Communications Team	Communications and advocacy on ETC2020 ongoing. 'Elevator pitch' not started.
Initiate a process to develop and adopt a governance model for management of ETC2020 projects. This includes executive board, steering committee, processes, etc.	Gianluca Bruni, Global ETC Support Cell		Not started
Solutions tactical working group launched, and involved in supporting implementation of pilots and projects in domain of expertise.	Jon Winder, Plan International	<i>Expressions of interest at Dubai plenary from: ITU, Save the Children, WFP, WVI, Ericsson Response, UNICEF, GVF, Government of Luxembourg, Plan International, SES, Oxfam GB, NetHope, Yahsat, ICRC, IFRC</i>	Coordinator identified

Appendix 2: List of High Risk Countries

Selection Criteria

- PRIMARY CRITERIA: INFORM Risk Index - 100 most vulnerable.** Countries at high risk from humanitarian crises and disasters that could overwhelm national response capacity. As such, we considered countries with high INFORM Risk Index (<http://www.inform-index.org/>). It is made up of three dimensions - hazards and exposure, vulnerability and lack of coping capacity. Hazards and exposure measures hazardous events that could occur and the people or assets potentially affected by them. Vulnerability measures the susceptibility of people to potential hazards. Lack of coping capacity measures the lack of resources that can help people cope with hazardous events.
- FILTER #1: Remove countries that would not be likely to request for international assistance.** For example, this excluded China, India, Russian Federation, Japan, United States of America, New Zealand, Canada, etc.

Additional Considerations

- Diverse geographical representation (this does not have to be 'equal' – i.e. it should still be need-driven – but must be considered if we are to properly decentralize our operations and build capacity locally)
- Type of disasters - natural, conflict, etc

Top 30 High Risk Countries

It is accepted that this list may not be perfect and different agencies may want to see changes, however, it is simply a starting point and appropriate list of countries from which to select for ETC2020 pilots and projects. The list is likely to change over time as circumstances change and can be reviewed regularly.

AFRICA(8)	SOUTH ASIA AND ASIA PACIFIC (9)	MIDDLE EAST (7)	AMERICAS (6)
Somalia	Afghanistan	Yemen	Haiti
CAR	Myanmar	Iraq	Colombia
South Sudan	Pakistan	Syria	Peru
Sudan	Bangladesh	Palestine	Dominican Republic
Congo DR	Nepal	Iran	Mexico
Chad	Philippines	Lebanon	Chile
Mali	PNG	Jordan	
Nigeria	Vietnam		
	Indonesia		

Colour Coding Key:
Human disaster
Natural disaster
Both



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