Roadmap Report

ETC2020 Implementation, 2015 - 2016

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Foreword

2015 was a year of transformation for the Emergency Telecommunications Cluster (ETC). For a decade, the network of partners had been providing reliable, effective and timely communications services to the humanitarian community in emergencies. The world in 2015 though, was very different to 2005 when the ETC was first established. It was evident that not only were the services provided by the ETC no longer sufficient for the world's unprecedented reliance on technology, but the audience who needed cluster connectivity was far greater than those currently served.

In this environment, the ETC envisioned that it would advance from being just a provider of services, to become an enabler, a broker between humanitarians, private industry, governments, and communities. That its role and scope of services would evolve to enable innovative and more effective humanitarian assistance. And so the ETC2020 vision and strategy were born, radically expanding the clusters' vision, scope and approach.

ETC2020 seeks to ensure that by 2020, all those responding to humanitarian emergencies, including disaster affected people, have access to vital communications services. Through ETC2020, for the first time, the ETC is engaging in Communications as Aid, leveraging its network and expertise to provide disaster affected people with the ability to communicate and supporting their leadership in a more accountable humanitarian environment.

Developed in close collaboration with over 40 organisations, ETC2020 has seen a fundamental shift in the way the ETC works; from traditionally providing emergency communications services to the humanitarian community, to serving a wider range of responders, including governments and affected populations. The ETC2020 strategy transformed the ETC and with it, the ETC is transforming humanitarian emergency response operations.

The first ETC2020 Implementation Roadmap was developed soon after adoption of ETC2020 as a guidance document to support the cluster in realising its new vision. The 2015 – 2016 Implementation Roadmap captured projects and deliverables generated throughout the envisioning and strategy development process at a high level, while acknowledging that further work would be required to define details at the project level.

To test new operational models before scaling up, ETC2020 Pilot Projects were developed and rolled out in specific contexts, each focusing on different pillars of the strategy. Projects ranged from developing preparedness plans for better disaster communication among communities in Nepal, to developing a profile of ICT actors, policies, capacities in Haiti.

Six Tactical Working Groups were launched, with participation from across the ETC network, to support implementation of ETC2020 through providing domain expertise on Preparedness, Governance, Solutions, Communication with Communities (CwC), Training, and Visibility & Branding. The Tactical Working Groups served their purpose for the first two years of the ETC2020 implementation, and were then transitioned to a more consultative group to guide the next phase.

This report documents the level of completion of deliverables included in the 2015 – 2016 Roadmap, highlighting the status and providing an overview of activities. As the strategy is implemented, lessons are learnt from experiences and the humanitarian operating environment evolves, the activities were adapted to better fit the new reality and ensure the cluster remains on track to achieve its 2020 vision.

Roadmap Deliverables

ETC2020 Pillar: Enhanced Communications and Energy

Communications solutions to support coordination of humanitarian assistance and enabling digital aid delivery.

2015

Satellite Connectivity Charter finalised and launched at the ETC Plenary Meeting.

ACHIEVED: The Crisis Connectivity Charter is a set of commitments by the satellite community to enhance connectivity in times of crises, facilitating communications between –to –from –and across all those responding to humanitarian emergencies, including affected communities.

Established by the EMEA Satellite Operator's Association (ESOA) and Global VSAT Forum, the Charter was launched at the World Humanitarian Summit (WHS) Global Consultation in Geneva, 14 October 2015, signed on behalf of the humanitarian community by the World Food Programme (WFP), as global lead of the ETC, and UN Office for the Coordination of Humanitarian Affairs (OCHA).

The Crisis Connectivity Charter is a direct outcome of a WHS Business Consultation hosted by the Government of Luxembourg and ETC. The Crisis Connectivity Charter is now in the implementation phase.

2016

Solutions Tactical Working Group launched, and involved in supporting implementation of pilots and projects in domain of expertise.

DISCONTINUED: The Solutions Tactical Working Group was launched in May 2016 to support identification, development, testing and implementation of innovative IT solutions in support of ETC2020 strategy. The group had limited results due to its dependency on other working groups. To define solutions, there is a need for clear requirements on the Communications as Aid, Preparedness and Training Working Groups. To make the interrelation efficient, a strong governance body needs to be put in place. It was agreed by the membership that the Solutions Working Group will be discontinued in this form but the discussion around solutions shall be carried over into the ETC2020 2017 – 2018 Roadmap.

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.

TO CARRY OVER: This needs to be carried on with at first revising the services of the ETC service catalogue prior to look into solutions. Review of the services and solutions is an activity that needs to be conducted regularly.

ETC2020 Pillar: Improved and Decentralised Response Readiness

Readiness and capability (human capacity, technical solutions, partnerships, procedures and funds) to initiate coordinated response to multiple and concurrent disasters.

2015

A list of key high risk countries will have been defined and adopted by the ETC plenary.

ACHIEVED: a list of 30 High Risk countries were identified and adopted by the ETC membership. High risk countries identified by the ETC are:

AFRICA(8)	SOUTH ASIA & 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

A guidance note on how to incorporate ETC2020-like concepts into new emergencies (ETC2020 - If there is an emergency tomorrow) is developed and circulated within the ETC network.

ACHIEVED: A "What if an emergency happens tomorrow" document was developed to incorporate ETC2020-like concepts into new emergencies. Guidance is being updated and taking into consideration new ETC2020 services.

Response Readiness Tactical Working Group launched and involved in supporting implementation of pilots and projects in domain of expertise.

ACHIEVED: The Response Readiness Tactical Working Group was merged with the Resilience Working Group under the title, "Preparedness Working Group", which was launched in 2016 to support ETC network efforts in assisting the response community and governments to be better prepared to respond to, and recover from, emergencies.

A work plan of activities was established that grouped activities under the following focus areas and sub-categories to delegate to different organizations:

- ETC Operational Capacity (Operational procedures and guidelines, Local ICT WG and partners engagement etc.)

- Human Capacity (Roster of personnel)
- Community Resilience (Country profile and resilience activities)
- Solutions (ETC Services)

All ETC2020 Working Groups have since transitioned into a more 'consultative' type role, carrying forward activities that emerged from discussions. Further commitment from members is required to move preparedness activities forward.

Led by Ericsson Response, organisations which participated in the Preparedness Working Group included: Action Contre la Faim, Global VSAT Forum, Government of Luxembourg, GSMA, Save the Children, SES TechCom, Swedish Civil Contingencies Agency (MSB), US Department of State, and World Food Programme (WFP), supported by the Global ETC.

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.

DISCONTINUED: ETC members agreed that an inter-agency roster is not the right approach. It was proposed though to have a way to track certified trained ETC staff that could be available for emergencies.

Clear process for emergency operational support put in place.

TO BE REDEFINED: This is a goal, not an activity. This needs to be reworked for the next roadmap.

2016

Contingency planning for high-risk countries with a likelihood to experience a disaster event within a six 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.

TO BE REDEFINED: While work in this area has commenced, it was agreed by the membership that this activity is too large and needs to be broken down in several activities in order to be effectively delivered. Activities such as the ETC2020 Pilot Project in Haiti contributed to this activity.

Training Tactical Working Group launched, and involved in supporting implementation of pilots and projects in domain of expertise.

ACHIEVED: The Training Working Group was launched in December 2015 to advise and support the ETC network in building capacity and expertise that will drive implementation of ETC2020 strategy.

A two-day workshop was hosted by the German Federal Agency for Technical Relief (THW) in Germany to identify key training gaps, explore training case studies and agree on a format for a work plan. The delivery of training cuts across all thematic areas of the ETC2020 strategy with all other Working Groups identifying training requirements.

The task of mapping courses and qualifications, keeping the training directory up-to-date and ensuring that all other agreed work plan outputs will require a full time person in the Global ETC to keep things on track. The desired outcome is to establish a permanent training committee to provide training oversight and to provider general direction to this new training role.

As with all ETC2020 Tactical Working Groups, activities and outcomes will be carried over and the group itself discontinued in this form.

Led by Save the Children, organisations that contributed to the Training Tactical Working Group included: Action Contre La Faim (ACF), CDAC Network, German Federal Agency for Technical Relief (THW), Global VSAT Forum, Government of Luxembourg, Swedish Civil Contingencies Agency (MSB), UN Refugee Agency (UNHCR) and WFP's FITTEST Training Services, supported by the Global ETC.

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.

WORK IN PROGRESS: Lack of resources hampered full completion of this deliverable during the intended timeframe, and activities will be carried over into the next Roadmap.

ETC awareness training module developed and shared within ETC network for inclusion in organisational learning management systems.

TO CARRY OVER: This activity is to be simplified and, referring to "ETC induction training material"- to be carried over.

A better mechanism to coordinate assets in support of ETC operations put in place.

TO CARRY OVER: This activity will be revised to "A better process to coordinate assets in support of ETC operations put in place", addressing processes, protocols, forms and conditions, and carried over for 2017 – 2018 delivery.

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.

TO BE REDEFINED: This activity needs to be broken down and carried over.

Establish ETC focal points in high risk countries where contingency planning took place, and initiate formation of local ICT working groups.

WORK IN PROGRESS: This was started in the pilot project countries, namely Haiti, Philippines and Nepal, but needs to be established for all remaining countries identified.

ETC2020 Pillar: 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.

2015

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.

WORK IN PROGRESS: The ETC2020 Pilot Project in Haiti was launched in December 2015 to look at supporting "Improved and Decentralized Response Readiness" and "Increased Communications Resilience to Disasters" by:

- Developing a country ICT profile to be used as a template for consideration of the Preparedness Working Group for other high risk priority countries

- Identifying any potential gaps where support might be required in communications resilience.

Led by US Department of State and World Vision International, the project included mapping policies, regulations, actors, contacts, capacities, networks and initiatives to develop a re-usable framework/model that could be applied in other high risk countries. It also sought to develop a platform to store, share, publicise and update data, including data access and attribution. Gaps identified from the country profile mapping exercise were to be addressed, in partnership with the government and other key stakeholders, in support of building better communications resilience.

A mission was conducted in Haiti in July 2016 to collect information about the communication landscape, validate information collected for the ICT profile, start engaging with local partners and government stakeholders, and gauge partner and stakeholder commitment to owning or supporting resilience efforts. The mission also helped to identify gaps or already existing areas that could be further supported by the ETC.

It was proposed to look at refining the concept note in support of potential new resilience activities and compile lessons learned in 2017.

Organisations which contributed to development of the ETC2020 Haiti Project include: GSMA, IFRC, Plan International, NetHope, U.S. Department of State, World Food Programme (WFP) and World Vision International, supported by the Global ETC.

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.

WORK IN PROGRESS: The ETC2020 Pilot Project in the Philippines focused on "Increased Communications Resilience to Disasters", "Improved and Decentralised Response Readiness" and "Enhanced Communications and Energy", with the aim of empowering MNOs in the Philippines with the ability to recover connectivity and communication services as quickly as possible to serve affected populations, government and the humanitarian response community, especially after a disaster.

The objectives of the ETC2020 Philippines project were:

- To raise awareness regarding the international humanitarian system, principles and standards (including ETC2020 strategy)
- To assess the preparedness / operational resilience of service providers to ensure quick and efficient network recovery
- To open the ETC partnership ecosystem to enable the mobile network operators strengthen their response readiness
- To develop a replicable model of building communications resilience with telecommunications service providers
- To demonstrate the ability of local operators to support the humanitarian community
- To build relationships and learn from each other.

The project started with an initial mission to Manila to meet the local actors. Initial phase results include preparedness recommendations with reviving the local ETC (or ICT working group) to meet regularly to ensure the involvement of all sectors – government, private sector, humanitarians - as well as a detailed country profile and lessons learned. This information as well as an ICT Preparedness Document have been shared with local contacts to collect information on the Philippines.

Final conclusions and project completion are expected by mid-year 2017. The final report will list recommendations, lessons learned and projections for building best practices to present to other vulnerable countries. The concept needs to be updated as per the assessment results and an exit strategy developed.

Led by Ericsson Response, with the support from the Government of Luxembourg and Global ETC, organisations which contributed to development of the ETC2020 Philippines Project include: Globe Telecom, GSMA, National Disaster Risk Reduction and Management Council (NDRRMC), Philippine Disaster Recovery Foundation (PDRF), SMART Communications and WFP Regional Bureau Asia and Philippines Country Office.

2016

Resilience Tactical Working Group launched, and involved in supporting implementation of pilots and projects in domain of expertise.

ACHIEVED: The Resilience Tactical Working Group was merged with the Response Readiness Working Group under a "Preparedness" Working Group. All ETC2020 Working Groups have since transitioned into a more 'consultative' type role, carrying forward activities that emerged from discussions. Further commitment from members is required to move forward preparedness activities forward.

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.

TO BE REDEFINED: This deliverable was intended to be the foundation for national level ETC engagement, however was not completed because of lack of ownership and resources. Some other activities are linked to this, such as the country ICT profile and the Haiti pilot, which have been started and at least partially achieved. This deliverable will be redefined and included in the 2017 – 2018 Roadmap.

ETC 2020 Pillar: Communications as Aid

Communications needs of affected populations in emergencies are supported.

2015

Communications with Communities (CwC) Tactical Working Group launched, and involved in supporting implementation of pilots and projects in domain of expertise.

ACHIEVED: The CwC Tactical Working Group was launched in July 2015 to drive the ETC's strategic expansion into this area, ensuring that the cluster plays an incremental, tangible role in humanitarian CwC coordination from now until 2020.

The Working Group became more of a network - focusing on using partnerships, advocacy and pilot projects. Like all ETC2020 Working Groups, the working group structure was revised to serve more as a contact list/informal network, with relevant members meeting on a project-by-project basis.

The group raised awareness ETC2020 strategy and new priorities, expanding the ETC 'network' to include many new non-traditional ETC partners and participating in key multi-agency initiatives (common services; training; joint proposals for HIF; crisis innovations initiative; CDAC strategy). A deployment profile and ETC 'Services for Communities' training were developed with content from various organisations, for membership and network capacity building.

A strategic decision was taken in May 2016 to stop calling this work 'CwC'. It is more accurate to describe the ETC work in this area as *services for communities*, under the umbrellas of 'CwC', 'Community Engagement', and 'Accountability to Affected Populations'.

Led by the Global ETC, organisations that participated in the CwC Tactical Working Group included: CDAC Network, World Vision International.

Initiate a pilot on Communications with Communities (CwC) in Nepal. The goal of the pilot is to enable affected populations to communicate in emergencies.

ACHIEVED: The ETC2020 Pilot Project in Nepal started in September 2015 with the aim of supporting government, humanitarian, media and private sector actors in Nepal to be better prepared for an ICT response to future disasters, with a specific focus on enabling faster and better communication among communities, and between communities and relevant aid actors, in times of disaster.

Two missions were conducted in Nepal to 1) assess requirements, 2) launch the in-country project.

The project team worked with the Nepal Government and WFP Nepal on ICT capacity mapping with a focus on community communication infrastructure. The project, and new ETC focus on communities, were launched at a Nepal ICT lessons learned event 'INET' in Kathmandu in March 2016.

A community communication events was held to highlight local initiatives (technology for community disaster communication) and support the implementation of selected projects via World Vision Nepal's humanitarian response innovations lab in Kathmandu. The event was facilitated by an external innovations consultancy firm ('What if'), which also aimed to build the capacity of local innovators in Nepal.

Led by the Global ETC and World Vision, with support from the Government of Luxembourg, organisations that contributed to the ETC2020 Pilot Project in Nepal included:

- *Media/ Media Development:* Association of Community Radio Broadcasters Nepal (ACORAB), BBC Media Action, Internews, Local radio stations
- *Humanitarian:* WFP, World Vision, OCHA, Nepal Red Cross Society, community based organisations
- *Private Sector:* Ncell, Nepal Telecom (NTC), Subisu
- *Government:* Ministry, National Society for Earthquake Technology (NSET)

Communication with Communities cluster coordination guidance, tools and templates will be developed for use within the Emergency Telecommunications Cluster.

WORK IN PROGRESS: Some guidance has been partially developed and needs to be integrated or linked to existing other guidance.

Through advocacy, partnering with existing players and complementing ongoing efforts, the ETC will establish itself as a key actor on CwC. The ETC will play a leading role in the review of overall CwC coordination to include the tech element.

WORK IN PROGRESS: This activity needs to be revised to be carried over. A strategy with measurable milestone and evidence on benefits for local communities would help to accomplish this.

2016

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.

DISCONTINUED: Due to lack of capacity, this pilot was not initiated. Although it remains of interest, the ETC members no longer see this as a priority.

Initiate community communications mapping in identified high-risk countries, including community ICT use, key actors, response capacities and available resources.

WORK IN PROGRESS: Due to a lack of focal points at country level, community communications mapping has been carried out in ETC2020 pilot projects Haiti and Nepal only. This activity will be carried over into the 2017 – 2018 Roadmap as part of the Country ICT profile.

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.

WORK IN PROGRESS: Technologies and services made available to the ETC network through the satellite community Crisis Connectivity Charter can be used to support CwC in emergencies. In 2017 – 2018 Implementation Roadmap, the ETC will agree on which technologies are required as well as map out existing solutions.

Conduct training for ETC network in CwC assessment, intervention, reporting and coordination.

WORK IN PROGRESS: ETC Services for Communities training modules are being developed for delivery to the ETC network. This training will feature in the mapping exercise to be carried out by the former Training Working Group.

Cross Cutting Deliverables

Applies to all 4 strategic priorities

2015

Awareness and branding Tactical Working Group (known as 'Joint ETC Communication Team') launched, and involved in supporting implementation of pilots and projects in domain of expertise.

ACHIEVED: The Joint Communications Team was launched in July 2015 with the aim of leveraging capacity and expertise within ETC member organisations, to enhance visibility of the cluster in support of ETC2020. The concept of a joint team to support communications for the ETC precedes development of the ETC2020 strategy and as such, activities also included those not strictly ETC2020 focused.

All ETC2020 Working Groups have since transitioned into a more 'consultative' type role, carrying forward activities that emerged from discussions. Participants from the Joint ETC Communications Team continue to consult and provide input on ETC communication and advocacy activities when required.

Led by the Global ETC, organisations that participated in the Joint Communications Team included: Ericsson Response, Luxembourg Ministry of Foreign Affairs, NetHope, Oxfam GB and Télécoms Sans Frontières (TSF).

The ETC2020 Implementation Roadmap is defined and adopted by the ETC plenary.

ACHIEVED: The ETC2020 Implementation Roadmap for 2015 – 2016 was defined and adopted at the Spring 2015 ETC Plenary Meeting.

Capacity and expertise in new domains would have been incorporated into the Global ETC Support Cell, and specifically includes: CwC, partner management, and communications and advocacy. New capacity can reside directly with the Global ETC Support Cell or within the ETC network and made available to the cluster cell.

WORK IN PROGRESS: A CwC Expert and additional communications staff were brought to the Global ETC. Following the ETC2020 implementation process, this activity needs to be revisited regularly.

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.

TO CARRY OVER: At the end of 2016, no partnership and resource strategy had been adopted and no mechanism established to receive funding support within ETC network. A session focusing on the way forward for ETC Partnerships was held as a side-event to the Autumn 2016 ETC Plenary Meeting, gathering information to form the basis of a concept note on the proposed restructuring of the ETC membership model.

The need for review of the ETC partnership model persists. This deliverable will be reworked and included in the ETC2020 Roadmap for 2017 – 2018.

Communications and advocacy on ETC2020 within the ETC network. ETC 'elevator pitch' developed and shared within the ETC network.

ACHIEVED: The ETC "elevator pitch" along with key advocacy messages was developed and shared. This will continue to be updated as needed.

Initiate a process to develop and adopt a governance model for management of ETC2020 projects. This includes executive board, steering committee, processes, etc.

DISCONTINUED: A Governance Tactical Working Group was launched in December 2015 to support open and transparent decision making for projects developed under the ETC 2020 strategy. The group was to ensure that the projects and activities outlined under the strategy and the implementation plan developed in 2015 are properly monitored, reviewed and supported. In addition, the Governance Working Group was tasked with developing a range of short-term to long-term strategies and actions designed to remove impediments to the execution of the ETC 2020 strategy and build capacity for its execution.

All ETC2020 Working Groups have since transitioned into a more 'consultative' type role, carrying forward activities that emerged from discussions. ETC members expressed the need though to have a type of governance or steering committee to support ETC2020 implementation.

Led by the Global ETC, organisations that participated in the Governance Working Group include: Ericsson Response, Government of Luxembourg, NetHope, Plan International and World Vision International.

2016

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.

TO CARRY OVER: This activity is being supported through plenary discussion and will be carried over into 2017.

Evaluation of all 2015 pilots would have been conducted. Lessons learnt to inform strategy and roadmap, and an action plan for the way forward.

WORK IN PROGRESS: Pilots are being reviewed and lessons captured, but are not yet complete. This will be carried over into 2017.

The service catalogue will be revised to ensure delivery of customer-focused 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.

TO CARRY OVER: This activity has not commenced due to lack of resources and uncertainty of new services need to be identified. This activity will be carried forward into 2017.

Profile of ETC members and partners developed and shared within the network. This would include organisational strategies and focus, capacity, activities, operational countries, etc.

DISCONTINUED: It was agreed by the membership to discontinue this activity as it is no longer needed or considered a priority. ETC members and partners have all their own websites where the information can be found.

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.

WORK IN PROGRESS: This is a process that needs to continue, in line with the revised partnership model.

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.).

WORK IN PROGRESS: This activity has been commenced, however due to lack of resources is only partially complete. There is a need to look at using existing tools and better understand what is already available across the ETC membership.

Undertake strategy and roadmap deliverables review.

WORK IN PROGRESS: At the Autumn 2016 Plenary Meeting, the membership reviewed the ETC2020 2015 - 2016 Implementation Roadmap, identifying what had been completed, what should be discontinued and what should be carried forward, as well as outlining new elements for the next roadmap. It was suggested during this meeting that to improve implementation and review, a governance structure should be in place, members have a clearer picture of what is required and tasks to take on, and each task lead should be empowered with the freedom to conduct activities on behalf of the ETC.

Way Forward

If 2015 was a year of transformation for the ETC, then 2016 was a year of realisation. Realisation of the constantly evolving operating context, realisation of what can be delivered with a supportive, committed, dedicated network of partners and realisation of the next steps to achieve our shared vision.

In carrying out the deliverables outlined in the first ETC2020 Implementation Roadmap, the ETC learnt a great number of lessons that will help the cluster direct activities as we continue to strive towards 2020.

The next roadmap, being developed for 2017 – 2018, will focus on operationalising and mainstreaming ETC2020. Building capacity of national governments and disaster management organisations, and brokering services for disaster affected communities are no longer 'ETC2020' activities, they will become just the way we do business as we seek to ensure all those responding to humanitarian emergencies have access to vital communications services, and digital aid.

Acknowledgements

The Emergency Telecommunications Cluster (ETC) wishes to acknowledge the contributions of its members, partners and subject matter experts for their efforts in delivering activities in the ETC2020 Implementation Roadmap for 2015 – 2016.

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