12. Sector: ICT  |  Business owner(s): ITSS

**Procedures:** The below are identified as key actions to ensure a rapid and efficient emergency response in the area of ICT. Many of the outlined actions build on existing ICT emergency preparedness guidelines, as specified in the ITSS Emergency ICT Checklist (on IT-Explorer/Emergency Portal). *In situations where the country office installations and staff are directly affected by the emergency, primary responsibility for actions indicated as country office ICT responsibility below may be transferred to Regional Chief of ICT (RCICT).*

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<tr>
<th>First 24 hours</th>
<th>Action</th>
<th>Considerations</th>
<th>Responsibility</th>
<th>Consult/engage</th>
<th>Approval Clearance</th>
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<tr>
<td>1. <strong>Conduct a quick ICT assessment and share information with CMT, RCICT and ITSS emergency focal point</strong></td>
<td>• If access to emergency location is difficult, seek to obtain information about ICT status and gaps from non-ICT staff visiting area or from other agencies.</td>
<td>CO ICT manager</td>
<td>RCICT (Regional Chief of ICT)</td>
<td>CO Ops officer</td>
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**If UNICEF CO is directly affected, inaccessible or under threat:**

| 2. **Support office BCP plan** | • Initiate BCP and have relevant form signed by head of office. • May require contracting of local ISP and/or use of back-up communications tools such as BGAN, Thuraya IP or other satellite communications. | CO ICT manager | RCICT/HQ ITSS | CO Ops officer |
| 3. **Assess need for implementation of “shadow” office for hosting of essential CO ICT services** | • Shadow office can be UNICEF office in neighbouring country. | RC ICT | HQ ITSS | GEC |

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<th>Consult/engage</th>
<th>Approval Clearance</th>
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<tr>
<td><strong>First 48 hours (in addition to those listed above)</strong></td>
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| 4. Implement security communications procedures/ radio-check (HF/VHF radio communication system, satphones, etc.) | • In interagency radio networks, this task may be handled by lead agency.  
• Link Security SSOP #3 | CO security focal point/ officer | CO ICT manager | CO Ops officer |
| 5. Ensure incoming surge staff and personnel travelling to affected area have access to voice, data-connectivity and security-communication options | • Voice and data-connectivity options include local service providers (if operational), other UN agencies’ services, BGAN, Thuraya IP and other mobile satellite communications, etc.  
• Ensure newly recruited staff have access to laptops.  
• Provide surge and IRT staff with access to smartphone (if services available in emergency location).  
• Link to Supply SSOP #8 | CO ICT manager for in-country travel.  
RCICT for travel to country. | HQ ITSS | CO Ops officer |
| 6. Initiate regular ICT SitReps for sharing with CMT, RCICT and HQ ITSS | • SitRep typically daily in early phase of emergency, then bi-weekly or weekly as required. Simple format should be used: period covered; main actions taken (services, procurement, staffing); major gaps and constraints (services, procurement, staffing); immediate and longer term plans; interagency ICT activities; etc.  
• Sample SitReps available under the “Coordination” tab in the “Emergency Response Guidelines” page of ITSS Emergency Portal. | CO ICT manager | RCICT | CO Ops officer |
| 7. Alert UNICEF ICT service providers that emergency services may be required | • Alert global, regional and in-country suppliers and include possible scenarios, services required, estimated number of locations, timeframe, etc. | HQ ITSS Director  
RCICT / CO ICT manager (at respective levels) | CO ICT manager / RCICT / HQ ITSS | None |
| 8. Identify emergency ICT staff to lead and support UNICEF ICT response | • The IRT may include an ICT/telecoms expert.  
• Identify additional surge capacity needed (to be deployed by DHR).  
• Take advantage of ITSS and DHR roster of internal and external emergency ICT trained staff.  
• Link HR SSOP #9 | RCICT | HQ ITSS/ DHR | CO Ops officer |
<p>| 9. Initiate in-house and interagency ICT coordination teleconferences | • Teleconferences are typically held at least twice a week in the initial stage, then weekly or as required. The RCICT typically also holds weekly conference calls with ICT staff in surrounding countries, in order to keep them alert and informed of the situation, in case support is needed for the emergency country. | HQ ITSS Director | CO ICT manager / RCICT | CO Ops officer |</p>
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<td><strong>First week (in addition to those listed above)</strong></td>
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<td>10. Participate in local and global interagency ICT coordination meetings; seek to identify opportunities for interagency shared ICT services</td>
<td>• If local ICT working group does not exist, consider initiating (TOR for local ICT working group available on Oneresponse.info).</td>
<td>CO ICT manager</td>
<td>RCICT</td>
<td>CO ops officer</td>
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| 11. Prepare ICT Response plan and budget | • For quick delivery: order standard UNICEF equipment, preferably from Supply Division’s Emergency Supply List; use emergency SD option; order complete kits.  
• Consider requesting ITSS emergency kits pre-stocked in Copenhagen.  
• Link Supply SSOP #16 | CO ICT manager | RCICT/HQ ITSS | CO ops officer |
| 12. Implement file sharing solution | • File sharing solutions can be a local shared drive or MS OneDrive/Sharepoint for MS Office documents. In addition, an FTP or WeShare are recommended for pictures/videos. | CO ICT manager | RCICT/HQ ITSS | CO ops officer |
| 13. Ensure fast-track of requests for assignment of email and intranet access for new staff and consultants | • As appropriate, agree on higher priority ICT Service Level Agreement (SLA) for all other service requests by the affected CO.  
• E-saf (Standard Access Form) requests from emergency office to be immediately flagged and prioritized.  
• Emergency GHD numbers: Help Desk Officer: +1-917-605-1601 and Help Desk Manager: +1-917-605-1816 | HQ ITSS Director | RCICT/DHR | CO ops officer |
| **Following weeks (in addition to those listed above)** | | | | |
| 14. Determine additional ICT staffing requirements and initiate action to obtain necessary staff (second week) | • Take advantage of ITSS and DHR roster of internal and external emergency ICT trained staff as well as local ICT roster (if available).  
• Link HR SSOP #18 | RCICT | CO ICT manager/DHR | CO ops officer |
| 15. Provide key UNICEF users with corporate network access; implement core UNICEF information systems and associated infrastructure to support the operation. | • Consider requesting emergency telecoms response kit from ITSS in-house pre-stock. | CO ICT manager | RCICT/HQ ITSS | CO ops officer |
| 16. Perform follow-up ICT assessment to determine gaps in longer-term response | • Assessment tools available in ‘ICT emergency toolbox’ on ITSS Emergency Portal. | CO ICT manager | RCICT/HQ ITSS | CO ops officer |
### Related Procedures, Guidance, Rules, Policies and Regulations

The ITSS Simplified Standard Operating Procedures for Level 3 emergencies build on the ICT component of the CCCs as well as current ITSS policies and procedures related to emergency response and business continuity, including ICT Guidelines & checklist, ICT Assessment templates, ICT Budget tools, TOR for Interagency ICT working group, etc. Latest versions of the tools mentioned in the SSOP document are available in ITSS emergency portal (ref. Response page):

**ITSS Emergency Portal**

### Risk Management Strategy

The major risks have been identified as:

1. **Risk:** Lack of availability of trained and experienced ICT emergency response staff.  
   **Mitigation strategy:** UNICEF trained responder staff is available from various standby partners and can be used for support roles; however for ICT manager role, UNICEF staff will be required.

2. **Risk:** Local service providers affected by emergency/disaster and not able to provide services.  
   **Mitigation strategy:** Import UNICEF telecoms response kits to ensure back-up connectivity.

3. **Risk:** Delays in procurement of ICT equipment due to CO procurement being overwhelmed.  
   **Mitigation strategy:** Consider outsourcing procurement of ICT equipment and services to RO or ITSS.

4. **Risk:** Delays in importation and licensing of IT and telecoms equipment.  
   **Mitigation strategy:** Raise license and importation issues to interagency level and have local ICT working group/Emergency Telecoms Cluster group approach local Govt. telecom authorities with import/license requests.

5. **Risk:** Quantity of ICT equipment does not reflect actual needs based on office’s staffing.  
   **Mitigation strategy:** CO ICT Manager to work closely with CO Operations officer to ensure matching between expected staffing levels and ICT requirements. (There have been emergencies where CO ordered too much ICT equipment and it was left unused.)

6. **Risk:** Conflict or tension between surge responders and local staff.  
   **Mitigation strategy:** CO Ops Officer and RO ICT Chief to establish clear reporting lines and responsibilities.

7. **Risk:** ITSS pre-stock not replenished after shipment to CO.  
   **Mitigation strategy:** ITSS will only commit to ship from pre-stock after receiving adequate budget for reimbursement, alternatively written commitment from CO Rep or GEC.

### Exit Strategy

The main areas to consider in ICT exit strategy are:

- Ensure exit strategy is clear about ownership of ICT manager function when response staff exit and hand-over to longer-term staff.
- Ensure Office Profile and ICT inventories are updated with equipment imported as part of emergency response.
- Ensure equipment with recurring costs (such as satcoms) is incorporated in CO inventory and budget.
- Ensure office data-connectivity is resilient and adequate.
- Ensure local and global contracts for telecoms and ICT services are formalized and budgeted for.