Ogero Telecom Emergency Plan
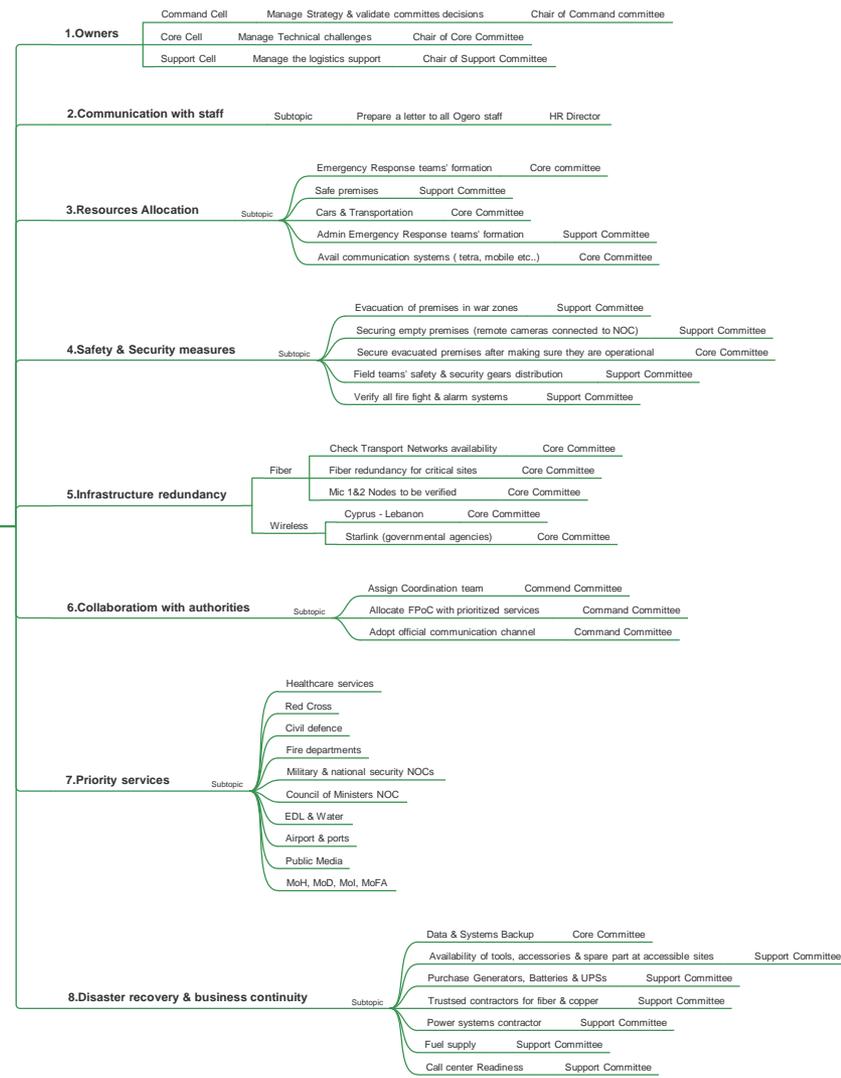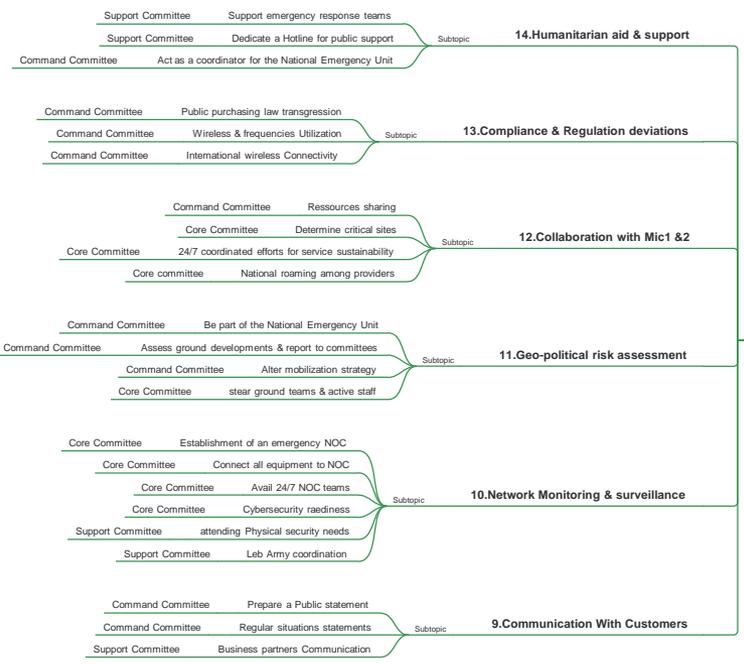
Imad Kreidieh

ogero°
it all starts here

Preamble

In times of a possible military conflict & while Lebanon is facing an unprecedented economic & financial crisis, Ogero telecom may face unique challenges due to the potential disruption of infrastructure, safety and security concerns, and increased demand for communication services. Perfectly aware of the operational limitations Ogero is suffering from, It is our ultimate responsibility to support the Lebanese constituents & their administration face the looming crisis. This document contains a series of action aimed at mitigating war risks from connectivity perspective.

Consolidated actions

Ogero Telecom Emergency plan

1.Owners
- Command Cell — Manage Strategy & validate committes decisions — Chair of Command committee
- Core Cell — Manage Technical challenges — Chair of Core Committee
- Support Cell — Manage the logistics support — Chair of Support Committee

2.Communication with staff
- Subtopic — Prepare a letter to all Ogero staff — HR Director

3.Resources Allocation
- Subtopic
  - Emergency Response teams' formation — Core committee
  - Safe premises — Support Committee
  - Cars & Transportation — Core Committee
  - Admin Emergency Response teams' formation — Support Committee
  - Avail communication systems (tetra, mobile etc..) — Core Committee

4.Safety & Security measures
- Subtopic
  - Evacuation of premises in war zones — Support Committee
  - Securing empty premises (remote cameras connected to NOC) — Support Committee
  - Secure evacuated premises after making sure they are operational — Core Committee
  - Field teams' safety & security gears distribution — Support Committee
  - Verify all fire fight & alarm systems — Support Committee

5.Infrastructure redundancy
- Fiber
  - Check Transport Networks availability — Core Committee
  - Fiber redundancy for critical sites — Core Committee
  - Mic 1&2 Nodes to be verified — Core Committee
- Wireless
  - Cyprus - Lebanon — Core Committee
  - Starlink (governmental agencies) — Core Committee

6.Collaboratiom with authorities
- Subtopic
  - Assign Coordination team — Commend Committee
  - Allocate FPoC with prioritized services — Command Committee
  - Adopt official communication channel — Command Committee

7.Priority services
- Subtopic
  - Healthcare services
  - Red Cross
  - Civil defence
  - Fire departments
  - Military & national security NOCs
  - Council of Ministers NOC
  - EDL & Water
  - Airport & ports
  - Public Media
  - MoH, MoD, MoI, MoFA

8.Disaster recovery & business continuity
- Subtopic
  - Data & Systems Backup — Core Committee
  - Availability of tools, accessories & spare part at accessible sites — Support Committee
  - Purchase Generators, Batteries & UPSs — Support Committee
  - Trustsed contractors for fiber & copper — Support Committee
  - Power systems contractor — Support Committee
  - Fuel supply — Support Committee
  - Call center Readiness — Support Committee

9.Communication With Customers
- Subtopic
  - Command Committee — Prepare a Public statement
  - Command Committee — Regular situations statements
  - Support Committee — Business partners Communication

10.Network Monitoring & surveillance
- Subtopic
  - Core Committee — Establishment of an emergency NOC
  - Core Committee — Connect all equipment to NOC
  - Core Committee — Avail 24/7 NOC teams
  - Core Committee — Cybersecurity raediness
  - Support Committee — attending Physical security needs
  - Support Committee — Leb Army coordination

11.Geo-political risk assessment
- Subtopic
  - Command Committee — Be part of the National Emergency Unit
  - Command Committee — Assess ground developments & report to committees
  - Command Committee — Alter mobilization strategy
  - Core Committee — stear ground teams & active staff

12.Collaboration with Mic1 &2
- Subtopic
  - Command Committee — Ressources sharing
  - Core Committee — Determine critical sites
  - Core Committee — 24/7 coordinated efforts for service sustainability
  - Core committee — National roaming among providers

13.Compliance & Regulation deviations
- Subtopic
  - Command Committee — Public purchasing law transgression
  - Command Committee — Wireless & frequencies Utilization
  - Command Committee — International wireless Connectivity

14.Humanitarian aid & support
- Subtopic
  - Support Committee — Support emergency response teams
  - Support Committee — Dedicate a Hotline for public support
  - Command Committee — Act as a coordinator for the National Emergency Unit

Detailed actions

1. OT Emergency Champions

1. **Command cell,** shall be responsible for the strategic decisions & the ratifications of the decisions of the Core & Support cells. The members are T. Chebaro, D. Khoury, H. Taki & Imad Kreidieh. **This team is headed by the CDG**.

2. **Core cell**, groups all technical directors who will ensure service sustainability across the nation in the best-case scenario &/or keeping prioritized public services up and running. **This team is headed by Dr. T. Chebaro**.

3. **Support cell,** is responsible for providing logistical support for the core cell in matters of resources allocation**,** be it HR, material, transportation & communications. The swift actions of this cell is paramount serving the purpose of this plan. **This team is headed by Miss D. Khoury**. The members are H. saad, H. Ibrahim, Pierre Khoury, H. Mosleh, B. Jradi & Ahmad Remlawi

3. Resources allocation

It is essential to prioritize resources such as personnel, equipment, premises & network capacity, to support critical services & areas to be affected by the conflict.

Required Actions:

1. Evacuate "critical" premises & identify safer ones to be utilized by operational teams.
2. Emergency response teams' formation (fiber & Power)
3. Collect all OT cars from nontechnical, non field teams & working from home staff members (except directors), Core Cell chair shall redistribute vehicles on need basis only. Priority is to be given to emergency response teams.
4. Activate Tetra communication systems & devices for internal communication & integrate with other public services using the same
5. Make sure all technical vehicles are usable & properly equipped with tools & parts.
6. Assess bandwidth for emergency allocation

4. Safety & Security

OT most valuable asset remains its staff. The rest is expandable. Consequently, our duty is to always keep our personnel safe. Premises & equipment are to be safeguarded on best efforts basis.

Required Actions:

1. Evacuate "critical" premises & deploy team members to "safer" premises. Work from home is to be planned and encouraged.
2. Secure evacuated premises through the installation & connection of high-definition CCTV systems
3. Make sure equipment are remotely accessible, powered and in good operational status.
4. Activate Tetra communication systems & devices for internal communication & integrate with other public services using the same
5. Field teams to be equipped with security gears, Ogero fluorescent vests, trackable communication devices, etc..
6. Make sure all fire fight systems are operational & ready

5. Infrastructure redundancy

OT, In times of crisis and as part of national security, has the obligation to ensure the country is connected to the rest of the world. It has also the responsibility to keep the country decision making bodies, armed forces, health authorities & emergency response bodies connected.

Required Actions:

1. Urgently assess the availability of all OT transport networks. 100% shall be the required mark.
2. Critical sites identified by Core cell, shall be connected via at least 2 routes.
3. MIC 1&2 nodes must remain connected as long as possible. The use of redundant routes is highly advisable.
4. Wireless connections through friendly countries to be explored immediately using at least 2 sites. (MW links, Vsats)
5. Star link kits to be acquired and distributed to government agencies & emergency response teams.

6. Collaboration with authorities

Ogero Telecom is to urgently establish communication protocols with relevant government authorities, Armed forces, law enforcement agencies, civil defense & fire brigades to ensure exchange of information and guidance with the aim of protecting field teams & sensible premises.

Required Actions

1. Assign a coordination team & a team leader
2. Identify a single focal point of contact in the national emergency unit
3. Adopt official communication channels

7. Priority services

Ogero Telecom aspires to maintain connectivity for all in crisis times. Unfortunately, this option might not be exercisable during armed conflicts. OT shall provide for the most relevant public services while striving to keep a reasonable majority of the constituents connected.

Priority list

1. Prime Minister's office
2. MoH, MoD, MoI, MoFA,
3. Lebanese Army NOC
4. Law enforcement NOC
5. Airport & Ports
6. Hospitals
7. Civil defense
8. Red cross
9. Fire brigades
10. Utility companies (EDL, Water)
11. Public Media

8. Disaster recovery & business continuity

Ogero Telecom shall immediately adopt measures ensuring a robust disaster recovery & business continuity plan to insure swift service restoration for the prioritized services in case of disruption.

Required Actions

1. Timely data & systems backups
2. Tools, essential parts, fiber cables & accessories to be available with field teams &/or at accessible sites
3. New generators in OT critical sites along with the needed batteries & UPSs
4. Engage with trusted & capable CW contractors
5. Engage with trusted fiber cable repair & maintenance contractors
6. Ensure proper fuel supply via a trusted & capable suppliers
7. Train more Customer care agents & immediately avail "work from home" tools & means.

10. Network monitoring & surveillance

It is crucial for OT to maintain visibility on all network elements availability, performance, security & traffic patterns. It is the only way to quickly identify abnormalities & suspicious activities and act upon them.

Required Actions

1. Urgently equip & activate the Jounieh NOC
2. Connect **all systems & solutions** including CCTV cameras to the NOC
3. Core cell to assign a 24/7 shifts attending the NOC
4. Demand from our cybersecurity partner a 24/7 monitoring
5. Safety & Security unit to enforce around the clock physical security of the critical sites
6. Request the Lebanese army to always attend to the critical sites

11. Situational assessment

Command cell at Ogero telecom has the duty of conducting ongoing risk assessment to understand the geopolitical situation and its potential impact on the operation. It can help OT management to take informed decisions regarding resources allocation & risks mitigation.

Required Actions

1. OT to be part of the national emergency unit
2. Report to Core & support cells the dynamics of the crisis
3. Develop agile field teams' extraction plans, staff evacuation & redeployment on safer grounds

12. Collaboration with MIC 1 & 2

Lebanese operators shall be invited to collaborate in times of crisis by sharing resources, information & maintaining essential communication services.

Required Actions

1. Share when possible physical & logical resources to maintain connectivity for the prioritized public services
2. OT to avail fiber connectivity for MIC's node sites
3. Allow national roaming among the 3 operators
4. Avail MICs NOCs monitoring premises & equipment to OT when needed
5. Avail CC premises & equipment to OT teams if & when needed

13. Compliance & regulations transgression

In case of emergencies, OT shall be concerned with service availability & sustainability. It goes without saying, time and swift actions shall become the operational norms. Consequently, the transgression of applicable laws & regulations is highly probable.

Required Actions

1. OT board resolution declaring state of emergency & transferring its powers to the CDG & his executive team

2. Issue a board resolution exempting OT from adhering to the Public Procurement law in accordance with PPL section "gre a gre", para #2

3. Expenditures **during the eruption and continuation of the conflict**, are to be **considered "receivable"** by MoT & MoF provided spending is substantiated.

4. MoT to authorize OT to use the needed frequencies for wireless connectivity & fiber deployment & utilization during the possible conflict. It is understood related paperwork shall be done "ex post"

14. Humanitarian aid & support

Being part of national security, Ogero Telecom has the moral & professional obligation to extend support for humanitarian efforts, including facilitating communications for relief organizations & coordinating with government agencies for emergency response efforts.

Required Actions

1. **Avail call center activities** to civil defense, fire brigades & red cross
2. **Dedicate a public HOTLINE** for conflict repercussions & casualties
3. **Act as coordinator** between field emergency response teams & hospitals &/or national armed forces.

Responsibility Matrix

	Level 2	Level 3	Level 4	Level 5
Ogero Telecom Emergency plan	Owners	Command Cell	Manage Strategy & validate committes decisions	Chair of Command committee
		Core Cell	Manage Technical challenges	Chair of Core Committee
		Support Cell	Manage the logistics support	Chair of Support Committee
	Communication with staff	Subtopic	Prepare a letter to all Ogero staff	HR Director
	Resources Allocation	Subtopic	Emergency Response teams formation	Core committee
			Safe premises	Support Committee
			Cars & Transportation	Core Committee
			Admin Emergency Response teams formation	Support Committee
			Avail communication systems (tetra, mobile etc..)	Core Committee
	Safety & Security measures	Subtopic	Evacuation of premises in war zones	Support Committee
			Securing empty premises (remote cameras connected to NOC)	Support Committee
			Secure evacuated premises after making sure they are operational	Core Committee
			Field teams safety & security gears distribution	Support Committee
			Verify all fire fight & alarm systems	Support Committee
	Infrastructure redundancy	Fiber	Check Transport Networks availability	Core Committee
			Fiber redundancy for critical sites	Core Committee
			Mic 1&2 Nodes to be verified	Core Committee
		Wireless	Cyprus - Lebanon	Core Committee
			Starlink (governmental agencies)	Core Committee
	Collaboratiom with authorities	Subtopic	Assign Coordination team	Commend Committee
			Allocate FPoC with prioritized services	Command Committee
			Adopt official communication channel	Command Committee
	Priority services	Subtopic	Healthcare services	
			Red Cross	
			Civil defence	
			Fire departments	
			Military & national security NOCs	
			Council of Ministers NOC	
			EDL & Water	
			Airport & ports	
			Public Media	
			MoH, MoD, MoI, MoFA	
	Disaster recovery & business continuity	Subtopic	Data & Systems Backup	Core Committee
			Availability of tools, accessories & spare part at accessible sites	Support Committee
			Purchase Generators, Batteries & UPSs	Support Committee
			Trustsed contractors for fiber & copper	Support Committee
			Power systems contractor	Support Committee
			Fuel supply	Support Committee
			Call center Readiness	Support Committee
	Communication With Customers	Subtopic	Prepare a Public statement	Command Committee
			Regular situations statements	Command Committee
			Business partners Communication	Support Committee
	Network Monitoring & surveillance	Subtopic	Establishment of an emergency NOC	Core Committee
			Connect all equipment to NOC	Core Committee
			Avail 24/7 NOC teams	Core Committee
			Cybersecurity raediness	Core Committee
			attending Physical security needs	Support Committee
			Leb Army coordination	Support Committee
	Geo-political risk assessment	Subtopic	Be part of the National Emergency Unit	Command Committee
			Assess ground developments & report to committees	Command Committee
			Alter mobilization strategy	Command Committee
			stear ground teams & active staff	Core Committee
	Collaboration with Mic1 &2	Subtopic	Ressources sharing	Command Committee
			Determine critical sites	Core Committee
			24/7 coordinated efforts for service sustainability	Core Committee
			National roaming among providers	Core committee
	Compliance & Regulation deviations	Subtopic	Public purchasing law transgression	Command Committee
			Wireless & frequencies Utilization	Command Committee
			International wireless Connectivity	Command Committee
	Humanitarian aid & support	Subtopic	Support emergency response teams	Support Committee
			Dedicate a Hotline for public support	Support Committee
			Act as a coordinator for the National Emergency Unit	Command Committee