DISASTER COMMUNICATION
FIT FOR THE FUTURE: DRIVING INNOVATION FOR STRONG LOCAL LINKS
A decade ago, communication in humanitarian action meant marketing; the voices of affected populations, when they were heard, were plastered on billboards, on television adverts, and occasionally on the news. But for those working with communities, communication always meant more than talking to the world: it meant collaborating with communities, exchanging ideas, benefiting from local knowledge to find the best solutions, listening, providing opportunities for feedback, giving communities more leadership and control over the projects that were designed to assist them.

When the founding of a network put the voices of communities at the heart of humanitarian action was first proposed in 2009, we didn’t even have the terminology — at least a terminology that was widely shared — to talk about communication with communities, and we certainly didn’t have any sense of what exactly this entailed, and by whom. We didn’t know what form it might take, and how it might be globally realised. At the beginning, we were far more focused on speaking to communities, than listening.

The launch, in February 2019, of the summation of the CDAC Network’s expertise and knowledge in the How to Guide on Collective Communication and Community Engagement; the dedication, that same month, of the Overseas Development Network’s Humanitarian Practice Network Magazine to collective communication and community engagement; the existence of 15 (and more in the pipeline) national platforms on communication and community engagement; and the fact that communication and community engagement is now a recognised pillar of humanitarian action demonstrates how much we have achieved by working together.

Local leadership — the empowerment of people to respond to challenges with the appropriate outside assistance — must be the goal of all humanitarian preparedness. And it is with this in mind that the CDAC Network and its members have spent the past 12 months bolstering national platforms in Bangladesh and South Sudan, Fiji and Vanuatu, and Syria, among others. While there is still much to be done in order to make each of them fully functional — the 2018 Real-Time Evaluation of Communicating with Communities Coordination in the Rohingya Response demonstrated such platforms still have great challenges — they are already far in advance of their prototype: the 2010 collective platform that the CDAC Network established in the aftermath of the earthquake in Haiti. The convening of the Communication and Community Engagement Initiative by UNICEF, OCHA, IFRC, and other partners under the auspices of the CDAC Network in 2017 is a significant step towards strengthening existing platforms, and replicating the model in other at-risk situations.

Local leadership also lies at the heart of the CDAC Network’s work on innovation. Working alongside the Start Network on innovation labs in Bangladesh, Philippines, Jordan and Kenya has firmly established not only that innovation in humanitarian action is the better utilisation of the knowledge, skills and ideas of communities, but that systematic ways to include such knowledge, skills and ideas are possible, desirable and effective. Gone are the days when the international humanitarian community has the answers: time and again this has been shown to be a fallacy. In today’s humanitarian landscape it is the communities than need to be emboldened to lead in humanitarian response.

That a sector’s understanding can be so transformed in just ten years is a testament to all those — especially the members of the CDAC Network — that have tirelessly worked to find ways to make local leadership a reality. That the membership is still growing strongly — in 2018 we welcomed Anthrologica, Community World Service Asia, Fondation Hirondelle and InWhatLanguage — demonstrates the desire to work together on communication and community engagement is undiminished. Crucially there remains a huge amount of work to be done. For me, however, this year marks an ending of sorts: in my seventh year as the Chair of the CDAC Network, it is time to step aside and pass the tiller onto someone new to drive on this vital vision and unique partnership.

As we enter the second decade of the CDAC Network, I look forward to seeing — though this time at a distance — the Network grow, collective platforms becoming the norm, and an increase in local effective leadership inside and outside the humanitarian system.

For all your support, drive and partnership these past ten years: thank you.

Sir Brendan Gormley
THE CDAC NETWORK: A TEN YEAR REVIEW

2008 Publication of BBC World Service Trust’s *Left in the Dark* launched at the Overseas Development Institute in London.

2009 Second launch of *Left in the Dark* at the UN in New York. Post launch discussion gave birth to the idea of Communication with Disaster Affected Communities Working Group.

Steering group formed, convened by British Red Cross and Save the Children, and draft strategy and work plan developed for an Inter-agency Working Group on Affected Populations Communication.

2010 Haiti: first CDAC Network collective platform on communicating with communities during earthquake response, funded by OCHA and WHO.

Further pilot in Pakistan in support of IOM and funded by Infoasaid.

2011 Strategic and governance review and planning process towards developing the first CDAC Network strategy.

2012 Philippines: Communicating with Communities (CaC) was established as an inter-Cluster communication support service and coordination mechanism.

Successful advocacy to IASC Sub-working Group on Accountability to Affected Populations resulted in inclusion of two-way communications in new Operational Framework for Accountability to Affected Populations.

Publication of CDAC Haiti Learning Review with recommendations for the sector.

Infoasaid project ends with its tools and resources transferred to the CDAC Network.

2013 Philippines: Communicating with Communities (and later with the inclusion of the Accountability to Affected Populations) field-level working group established.

Bangladesh: Establishment of a working group for Communication with Communities in Emergencies (CoCIE), chaired by Bangladesh government, linked to Rohingya refugee response.

The CDAC Network begins advocating for more predictable “common services” in 2013 following gaps in the response to Typhoon Bopha in the Philippines and subsequent disasters.

Infoasaid e-learning has wide uptake in the sector.

*Typhoon Bopha Learning Review* published with recommendations for responses in the future.

2014 Recruitment of Roster Manager to manage the development of the Humanitarian Communication & Media Roster.

CDAC Network joint deployment to Jordan with the Humanitarian Accountability Partnership.

Creation of a suite of Common Needs Assessment tools, in partnership with ACAPS.

*Typhoon Haiyan Learning Review* published with recommendations for the sector.

CDAC develops technical training modules on communicating with communities and delivers first training. Ground Truth Solutions perception studies gain ground.

Infoasaid Message Library translated into seven languages, in partnership with Translators Without Borders.

CDAC Network restructured together with Start Network to co-manage DFID’s Disasters and Emergencies Preparedness Programme (DEPP).

2015 Bangladesh: Evolution of the CoCIE to the Shongjong, a wider, national multi-stakeholder platform led by the Bangladesh Department of Disaster Management.

South Sudan: National communication with communities platform established in South Sudan.

Philippines: Support given to the Communicating with Communities Working Group.

Iraq: Launch of the internally displaced people nationwide call centre.

Nepal: First common service project for community engagement that operated across response, recovery and rehabilitation and development programming. Funded by DFID, the Nepal Inter-Agency Common Feedback Project (CFP) was established following the 2015 Nepal earthquakes, supported by CDAC Network Members and hosted by the Nepal Resident Coordinator’s Office on behalf of the broader humanitarian community. Through its adaptive modular design and with a strategic focus on community participation and the localisation of the analysis and follow-up action, the project helped break the mould on the apparent humanitarian-development nexus in Nepal.

CDAC Network coordinated communication and community engagement during the Nepal Earthquake response.

A CDAC Network meeting broadly agrees on a minimum viable model for national platforms coordinating communication and community engagement.

Voices of Refugees: Information and communication needs of refugees in Greece and Germany – a snapshot of refugees’ experiences regarding communication and information at different points on their journey – published by BBC Media Action in coordination with CDAC Network.


First regional workshop in Asia: Community engagement in humanitarian action: experiences from Asia, convened by OCHA in Bangkok, and roll out of actions across the region.

Workshop with over 40 organisations in Geneva to define how to collaborate on collective mechanisms and make them operational.

Publication of *Are You Listening Now? Community Perspectives on Communicating with Communities During the Nepal Earthquake Response.*

CDAC Network advocates for the participation revolution at the World Humanitarian Summit.

CDAC Network produces a series of podcasts exploring the challenges to be overcome in communication and community engagement.


Bangladesh: Sub-national Communicating with Communities Working Group established in Cox’s Bazaar to assist with the response to the Rohingya crisis.

Dominica: Communication and Community Engagement Working Group established to coordinate activities during the response following Hurricane Maria.

CDAC Network unit deployed to the island to facilitate this.


CDAC Network and the Start Network co-managed DEPP Innovation window, which facilitated the creation of four innovation labs in Kenya, Bangladesh, Jordan and the Philippines.

CDAC Network facilitated the social media panel at OCHA’s Humanitarian ITC Forum hosted at Google’s Headquarters in California.

Launch of *Rumour Has it: A practice guide to working with rumour*.

CDAC Global Forum held in Bangkok resulting in a report on the Authenticity Challenge to the Participation Revolution.

UNICEF, OCHA, IFRC and partners, under the auspices of CDAC Network, established the Communication and Community Engagement Initiative (CCEI).

Learning from experience: Shongjong’s journey to a multi-stakeholder platform influencing the adoption of communication and community engagement in Bangladesh published.

2018 Central African Republic: Efforts to put in place Inter-Agency collective service for community engagement begin.

Fiji and Vanuatu: Work begins on establishing national platforms on communication and community engagement in cooperation with national disaster management agencies.

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2019 Learning review of Communications and Community Engagement during the Hurricane Maria Response in Dominica published.

Real-Time Evaluation of Communicating with Communities Coordinator in the Rohingya Response published.

CDAC, working with its members revises Communication Is Aid e-learning and develops Advanced Training on Communication and Community Engagement.

CDAC Global Forum held in Nairobi on the theme of digital inclusion and community voices beyond the humanitarian-development divide.

Third regional workshop in Latin America: convened by the Communication and Community Engagement Initiative in Panama City, and roll out of actions across the region.

Establishment of CDAC CCE Expert Pool to support surge capacity.

CDAC Network undertakes assessment of the availability of surge capacity for communication and community engagement and rolls out recommendations.

CDAC Network convenes a discussion on the importance of radio communication in Geneva on World Radio Day.

Independent evaluation of the CDAC Network’s work under the Disasters and Emergencies Preparedness Programme (DEPP) published.

Lessons from platforms in Bangladesh, South Sudan and the Philippines, Preparing the ground for better dialogue, better information, better understanding for communities communicating with communities in emergencies published.

CDAC Global Forum held in Nairobi on the theme of digital inclusion and community voices beyond the humanitarian-development divide.

Learning review of Communications and Community Engagement during the Hurricane Maria Response in Dominica published.

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CDAC, working with its members revises Communication Is Aid e-learning and develops Advanced Training on Communication and Community Engagement.

We make sure that accurate and reliable information gets to people fast before, during and after a disaster; that networks and connectivity are restored or put in place; that people have a say in the aid they receive; and that they have the space to use their knowledge and capacities to shape the response and recovery.

We strive to use technology to ensure communities affected by crisis are the drivers of innovation, redressing the imbalance of power between those communities and the global and organisational systems created to support them.

Communication and community engagement is now a recognised pillar of humanitarian action made possible by our network of dedicated experts.

Join us to build momentum and deliver more equitable, relevant and targeted humanitarian assistance.
STRENGTHENING COLLABORATION THROUGH NATIONAL PLATFORMS

Over the past decade, the CDAC Network has sought to embed a systematic and coordinated approach to communicating and engaging with people affected by crises. CDAC and its multi-stakeholder communication and community engagement platforms that sit within the national humanitarian architecture and, where possible, are led by national actors.

As is demonstrated in the ten year timeline on page 4 in this report, CDAC has facilitated and continues to support platforms in a number of countries, including: Bangladesh, Central African Republic, Democratic Fiji, Haiti, India, Indonesia, Iraq, Nepal, Philippines, South Sudan, Syria, Vanuatu and Yemen.

The platforms seek to ensure:
- Affected communities are provided with timely, relevant and actionable life-saving and life-enhancing information to prepare for and in the event of a disaster.
- Humanitarian actions are informed by the constructive participation of communities throughout the humanitarian response.
- The most appropriate approaches are used to listen to communities’ needs, feedback and complaints, and assist with humour tracking and management.
- The collective service augments local capacities so that national responders are better prepared in future responses.
- That all humanitarian responders are held to account by affected people impacted by crises and to adapt their programming accordingly. It involves greater awareness of communication for the platform.

Bangladesh

The Bangladesh National Platform first came into being with the establishment in 2013 of a Working Group for Communication with Communities in Emergencies (CwC), chaired by the Bangladesh government’s Department of Disaster Management (DDM) and convened by the UN Children’s Fund (UNICEF) and BBC Media Action. It evolved into the Shongjog, a wider national, multi-stakeholder platform which was re-launched in 2014 with support from the CDAC Network Disasters and Emergencies Preparedness Programme, funded by UK Aid. See the full Terms of Reference for the platform.

Philippines

As part of post-typhoon Haiyan preparedness initiatives in 2014, a national platform, the Community of Practice (CoP) on Community Engagement (CE), was established by OCHA to support the Humanitarian Country Team (HCT) and Inter-Cluster Coordination Group (ICCG) to mainstream two-way communication in the event of a major disaster.

With more than 50 members, the CoP provides strategic direction and technical support on community engagement in preparedness and response to sub-national working groups. Members include UN agencies, international non-government organisations, faith-based groups, private sector, civil society organisations, media networks, academics, government agencies and humanitarian member organisations of the CDAC Network.

Capabilities and resources provided include improvement of two-way communication platforms, feedback avenues, accountability pathways, closing-the-communication-loop mechanisms, partnerships and the use of various technologies for communicating with the affected population. The CoP also provides recommendations, updates and relevant technical assistance to the HCT, ICCG, government agencies (including local government) and other thematic working groups in preparedness and response.

To date, the CoP has successfully managed to initiate interventions in the following humanitarian responses, largely delivered through sub-national platforms:
- Armed-conflict in Marawi (2017-Present)
- Typhoon Koppu (2017) and Mayon Volcano eruption (2018)

The CDAC Network became involved with the platform in 2016, and was able to support the platform’s activities with funds from the Network’s Disasters and Emergencies Preparedness Programme, funded by UK Aid. See the full Terms of Reference for the platform.

Fiji and Vanuatu

The new Fiji and Vanuatu national platforms seek to achieve two key outcomes:

1. Building on existing structures, two platforms for communication and community engagement are pre-positioned and lead to better preparedness and response. It will involve the creation of a communication and community engagement platform in Fiji, which will have the potential for regional influence, and one in Vanuatu with a national and local focus.
2. National and local responders are better prepared to systematically listen and respond to the perceptions of people impacted by crisis and to adapt programming accordingly. It involves capacity development on systematic collection, analysis and sense-making of feedback from affected communities on key dimensions of humanitarian performance, aimed at national and local organisations in both Fiji and Vanuatu.

A scoping mission report was undertaken for each country in early 2018. Read the Vanuatu Scoping Mission Report. The Fiji scoping mission report is also available.
THE ROLE OF A PLATFORM IN AN EMERGENCY RESPONSE: THE CASE OF DOMINICA

On 18 September 2017, Hurricane Maria, a category 5 storm, hit the Caribbean island of Dominica, the worst in its history. Communications, connectivity and power were severely impacted, as vital infrastructure was destroyed. The government was quick to set up feedback channels under its Emergency Operation Centre (EOC) with high-level leadership involvement. Channels included a three-phone hotline, an email address and a help desk in Roseau. The hotlines were designed for the emergency response with the intention that a more robust system would be developed in the future, and embedded within the formal government emergency telecommunications system. The first communication from communities was facilitated by the Dominica Amateur Radio Club (DARC). The Government worked through the Emergency Telecoms Cluster (ETC) to establish some communication in the days following the hurricane.

DFID funded CDAC, Ground Truth Solutions (GTS), ACAPS and IRIN via the Humanitarian to Humanitarian (H2H) Network to respond. CDAC undertook a Dominica rapid assessment in September. In October 2017, it facilitated the establishment of a CCE working group (the national platform) and organised weekly meetings to support individual and collective agency efforts. To support longer-term capacity, three ham radio kits were procured in collaboration with DARC and after training were handed over to three disaster management committees in Bagatelle, Pounville and Laplaine.

The initiative worked closely with the Government Information Services, the Office of the Prime Minister and the Emergency Operation Centre, and more specifically with the team that managed the hotline. Later in the recovery phase this extended to the Office of Disaster Management. Government engagement was further achieved through sectoral coordination with close collaboration with the Ministry of Health and Environment (WASH), Ministry of Planning, Investment and Economic Development, Ministry of Housing (both through the housing and settlement sector), Division of Local Government and the Ministry of Information and Telecommunication (both on CCE coordination).

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National and international agencies were engaged in the platform at various response and recovery stages, including: Dominica Red Cross, Caritas Antilles, Samaritans Purse, IsraAid, West Dominica Children’s Federation, Lifeline Ministries, DARC, Dominica Association of Persons with Disabilities, UNOCHA, UNDP, IOM, UNICEF, WFP and UNFPA.

From October 2017 to April 2018, CDAC Secretariat deployed platform coordinators to assist with the work. In May 2018, an independent learning review recommended that: “the CCE working group should remain a key part of the coordination system. It should consider expanding its membership and linkages, including to the media association and ham radio associations. A local counterpart should be sought to work alongside the lead agency and ensure longer-term continuity and to support localisation for future handover.”

In June 2018, Habitat for Humanity took over leadership of the platform.

THE COMMUNICATION AND COMMUNITY ENGAGEMENT INITIATIVE

UNICEF, OCHA, IFRC, and other partners, under the auspices of CDAC Network, established the Communication and Community Engagement Initiative in 2017. It aims to organise a collective service to address the need for a more systematic and coordinated approach to communications and community engagement with affected people.

The goal of the initiative is to help improve the quality and effectiveness of humanitarian and health emergency responses through a harmonised, timely, systematic and predictable collective service for communication and community engagement with affected communities throughout all phases of the humanitarian programme cycle.

POLICY PAPER ON THE ROLE OF COLLECTIVE PLATFORMS: NOW AVAILABLE IN MULTIPLE LANGUAGES

In 2018 the Policy Paper: The Role of Collective Platforms, Services and Tools to support Communication and Community Engagement in Humanitarian Action was translated and published in Arabic, English, French and Spanish. The paper outlines different examples of good practice and lessons learned from multi-agency initiatives, including the establishment of collective platforms in a range of contexts, the establishment of preparedness activities, the development of guidance, and the use of standard formats and templates for gathering feedback.

“... we need to reflect on how we can do things differently and put community at the heart of everything we do”

ZAHIRA MIRGHANI, SENIOR REGIONAL PROTECTION OFFICER, UNHCR

Devastation caused by Hurricane Maria in Dominica.
LATEST LEARNING ON COLLECTIVE COMMUNICATION AND COMMUNITY ENGAGEMENT

The Rohingya response, Bangladesh

The Rohingya response was one of the first to integrate communicating with Communities at the outset of the crisis. But it also proved one of the most challenging environments for communications that humanitarian agencies and workers had encountered.

Coordination in the Rohingya Response assesses how coherently, competently and adequately communication and community engagement was embedded in the response through inter-agency coordination structures. In summary, the report found that:

- there is now an expectation among agencies for communication and community engagement to play a central role in humanitarian response;
- however, while the desire to engage in communication and community engagement structures is strong, the leadership was often weak and sometimes unaccountable;
- coordination mechanisms for communication and community engagement need to be more inclusive; and
- communication and community engagement works best when instituted before a crisis.

The report also contains a number of key recommendations for those organisations engaging in the Rohingya response today. This report was undertaken by the Communication and Community Engagement Initiative (CCEI). UNICEF, OCHA, IFRC, and other partners, under the auspices of CDAC Network, established the CCEI. Its aims are to organise a collective service to address the need for a more systematic and coordinated approach to communications and community engagement with affected people.

Hurricane Maria Response, Dominica

On 18 September 2017, Hurricane Maria evolved from a category one storm to a category five storm in less than 18 hours, just before it slammed into the Caribbean island of Dominica. Communications, connectivity and power were severely impacted, as vital infrastructure was destroyed. Six months after Hurricane Maria, the government and humanitarian actors continued to work together to address the needs of the most affected, but there remained an overwhelming need for information on shelter support from the affected communities. This report was undertaken by the CDAC Network in partnership with the Real-Time Evaluation of Communication and Community Engagement (RTE CCEI). It aims to organise a collective service to address the need for a more systematic and coordinated approach to communications and community engagement during such a response.
How to guide on collective communication and community engagement

The CDAC Network’s latest publication, and arguably its most important, Collective Communication and Community Engagement in humanitarian action: How to guide for leaders and responders was launched on the afternoon of Tuesday 5 February 2019 during the Humanitarian Networks and Partnerships Week in Geneva.

The guide brings together more than a decade of experience and analysis and describes the framework, minimum actions and services for communication and community engagement, and the vision for a collective approach. It provides practical guidance on implementing the minimum actions and services, setting up national, multi-stakeholder platforms and providing leadership, championing and advocacy for change in this area.

The guide was written by a team of consultants and staff with inputs from close to 40 contributors, reviewers and interviewees and guided by a steering group of nine communication and community engagement experts from across the humanitarian sector. It is intended primarily for practitioners and leaders working in national and international humanitarian and media development organisations as well as other entities involved in preparedness, response and recovery. The content is illustrated by numerous case studies, in order to contextualise the challenges.

This How to Guide is currently available in English, French and Spanish. This guide will soon also be available in Arabic and Portuguese.

Participants represented the UN, Red Cross, NGOs, media development agencies, CBOs and governments.

The workshop was organised by the Communication and Community Engagement Initiative (CCEI) with the aim of ensuring a more collective and systematic communication and community engagement approach in humanitarian response.

“It was agreed that communications and community engagement (CCE) should be at the core of everything we do as humanitarians – that no longer can we get away with imposing on people what ‘we’ think is best for ‘them’. Especially with more and more responses being protracted crises or conflict, ‘no time’ to engage communities is unacceptable (but advocacy with donors needs to take place to ensure time is built in to engage communities properly). Changing ‘our’ systems to better accommodate community participation is imperative, but we should equally consider opportunities for various communities to build response capacity on culture, traditions and challenges.”

→ Download ‘From Words To Action’: Communication & Community Engagement In Humanitarian Action

From Words To Action: Communication & Community Engagement In Humanitarian Action – regional learning event, Panama November 2018

From 30 October to 1 November 2018, the third in a series of communication and community engagement workshops was held Panama. It brought together over 75 representatives from across Latin America from different governments, UN agencies, NGOs and other organisations to share experiences, good practices and strategies to support more effective humanitarian action. It also looked at improving accountability to affected people by systematically integrating Communication for Development (C4D) and communication and community engagement (CCE) into the response to crises. The report will be available soon.

“No longer can we get away with imposing on people what ‘we’ think is best for ‘them””

From Words To Action: Community Engagement In Humanitarian Action

Rumour has it: A practice guide to working with rumours published in June 2017 in English draws on the experience of humanitarian agencies and others, documenting approaches, practices and tools to working with rumours. It is aimed primarily at humanitarian programme managers and field staff to provide practical tips on how to work with rumours in response programmes in a way that is achievable amid competing demands. In October 2018, the document was translated and published in Arabic and French.

→ Download Rumour has it: A practice guide to working with rumours in Arabic, English or French
The CDAC 2018 Annual Forum was held in Nairobi from 31 May to 1 June, convening a wide range of colleagues from both the humanitarian and development sector to discuss digital exclusion and tenuous humanitarian-development links. Participants acknowledged the communication environment is now one where hierarchical ‘business as usual’ approaches are demonstrably less effective and on the wrong side of history. The resounding sentiment in the room was that if humanitarian and development agencies are to be relevant in a world where a woman drawing water at a well has a device that enables a conversation with the world, there has to be wide, systemic change. Moreover, harnessing the power of digital means significant reform in terms of organisational and funding structures. Achieving humanitarian and development environments that are targeted, cost-effective, connected and ‘client’-oriented will mean environments that are targeted, cost-effective, connected and ‘client’-oriented.

In summarising insights from the forum, Dr Sharath Srinivasan of Africa’s Voices Foundation identified the following key points:

- A nexus between community and citizen engagement, and communication, technology and data needs to be further established, in order to clearly define the linkages and opportunities for adoption in humanitarian action.
- It is important to define ‘who’ will be engaged by organisations in the drive to achieve accountability to affected communities or undertake communication and community engagement activities. This is necessary owing to different programmatic scope that might target either populations at risk or citizens in the affected community or governments.
- Overloading communities in the drive to improve engagement, especially through application of technology and other diverse innovations, is a growing concern especially where expectations may be raised but remain unattainable.
- This will impact and erode trust in communities. A ‘cautious balance’ should be maintained in the adoption of new and existing approaches to communication and community engagement (CCE). It is the catalyst that is driving the communication revolution in humanitarian and development contexts, as well as influencing private sector partnerships, which have bolstered information platforms, data flows, wider connectivity and livelihood initiatives within communities.
- Digital technologies are enabling affected communities to be heard, hence moving them from being victims to mobilisers and responders in crisis situations.

The limitations of technology for data collection were highlighted at the Annual Global Forum by Andrea Suley, Deputy Representative, UNICEF South Sudan, who noted: “Tech is not a solution, it’s an enabler. In South Sudan less than 30% of the population has access to telecommunications.” Reliance on traditional mechanisms such as community mobilisers becomes the only alternative in generating quantitative and qualitative data. Getting data fast enough using this mode is a concern, but so is the idea of equipping community mobilisers in a conflict area with technology where they could be targets of criminality and their safety could be at risk. In this context “paper and pencil is safe,” said Suley.

The renewed focus on greater humanitarian-development connectivity was welcomed by Matteo Frontini, UNDP Programme Coordinator Specialist, Great Lakes Regional, Frontini felt it has been the strongest leadership push in 30 years, ignited by the UN Secretary-General’s call at the World Humanitarian Summit. Drawing on its peacebuilding and community engagement expertise, UNDP has been using a number of data collection methodologies and reporting, but acknowledges some of the tools need to be better adapted for the digital age. Methodologies are adapted depending on the ‘community’, be it combatants, refugees or host communities. Efforts are now leaning towards developing a humanitarian-development approach to move beyond country offices to border areas, so as to collect vital data to support peacebuilding programmes.
INCLUSIVE APPROACHES TO FOSTERING INNOVATION WITH COMMUNITIES

Innovation is an inevitable force driving progress, helping humanitarians, development professionals and those affected by disaster respond and adapt to increasingly volatile environments and growing threats.

The CDAC Network is looking to build a more inclusive future and involve people in crisis in the design and delivery of supportive services and systems that help them gain greater control over their lives.

We’re seeking to tip the balance and create supportive environments for disaster-affected people to access and participate in humanitarian technology and innovation funds or programmes and ensure people have a say in aid-related decisions and can hold aid providers to account. We’re striving for a bottom-up, locally rooted approach to innovating in disaster contexts - people in crisis taking part in shaping solutions.

Along with Start Network, we’re leading UK Aid’s two-year Disasters and Emergencies Preparedness Programme (DEPP) Innovation Labs - four community-driven innovation hubs in Bangladesh, Kenya, Jordan and Philippines. The labs seek to find and grow local, scalable solutions to protect communities living in disaster-prone environments and advance innovation in the sector by involving people in crisis at all stages of the process. Each lab follows a human- or user-centred design approach to innovation - now a recognised viable model to reshaping action, which is giving rise to a ‘client’ focused approach to aid. Undoubtedly, this approach is driving progress in the sector by involving people in crisis at all stages of the process.

In 2019, CDAC will share the learning of the DEPP Innovation Labs at events in London and in addition will host a public event entitled: Accidental and Intentional Humanitarian Innovation: Valuing What’s There.

ON THE CREST OF A SURGE

Surge capacity is most effective when it is able to link with appropriate local, regional or international mechanisms and/or fit within preparedness initiatives such as OCHA’s RAPID approach.

Since 2014, the Norwegian Refugee Council’s (NRC) standby roster, NORCAP, in collaboration with the CDAC Network, has managed the Humanitarian Communications (HumCom) roster, recruiting against Terms of Reference (ToRs) defined by the CDAC Network for secondment into CDAC Member and non-Member agencies, including United Nations (UN) agencies.

The number of requests for technical support for communication and community engagement has risen faster than the supply of experts with the required level of expertise. In 2018, the CDAC Network commissioned an assessment of the level and quality of surge capacity available for communication and community engagement deployment in the humanitarian sector.

The consultancy report – published in June 2018 – looked at whether roster profiles matched the sector’s need for communication and community engagement. It also provides recommendations for improving overall surge capacity.

The report noted that surge capacity is most effective when it is able to link with appropriate local, regional or international mechanisms and/or fit within preparedness initiatives such as OCHA’s RAPID approach. Expanded and continued support by the CDAC Network to organisations to mainstream Communication, Community Engagement and Accountability (CCEA) within their response means that local staff can manage the response, supported, if necessary, by regional and international staff.

UDHVABANI, BANGLADESH: The lab is focused on examining and improving the built environment in areas most vulnerable to disasters in Bangladesh, particularly Korail - a densely populated, informal settlement area of Dhaka. The lab prioritises and supports local solutions and community leadership.

MAARIFA KONA, KENYA: Adeso, iHub and Mastercard have created two community spaces in the rural counties of Marsabit and Garissa in northeast Kenya so communities can explore and develop better innovative mechanisms to build resilience and preparedness in the face of drought.

TUKLAS, PHILIPPINES: The lab seeks to discover and support home-grown solutions to disaster risk reduction and management. It is managed by a consortium of INGOs (Plan, CARE, Action Against Hunger and the Citizens’ Disaster Response Center) that have a strong connection with communities across the country.

MAHALI, JORDAN: Led by International Rescue Committee’s Airefl Center in Jordan, Mahali is a community-driven innovation lab focused on fostering community engagement in identifying and solving challenges posed by long-term displacement and supporting people to take forward viable and scalable solutions that benefit refugees and host communities.

The lab prioritises and supports local solutions and community leadership.

Pierre Peron/OCHA
COORDINATED COMMUNITY ENGAGEMENT: ‘PEOPLE AT THE CENTRE’ - FROM PAPER TO PRACTICE

Community engagement was a standout CHANGE IN 2018

Field Staff Tell It Like It Is
Organised by OCHA, UNICEF, IFRC and the CDAC Network, partners of the Communication and Community Engagement Initiative, gathered for a session moderated by the Executive Director of the CDAC Network to hear field staff openly share successes and challenges in coordinated community engagement with global colleagues, standby partners and donors. Orhan Hacimehmet of the Turkish Red Crescent presented multi-channel community engagement in a major cash programme, including a very active Facebook response service. Access OHRAN’S PRESENTATION. Bronwyn Russell of the Inter-agency Common Feedback Project in Nepal highlighted the need for heavy advocacy up-front if a common approach is to be sustainable. Parys Kouta of UNICEF discussed the challenging but critical role of the CovC Working Group in assisting Rohingya refugees in Cox’s Bazar, supported by a video of frank reflections by consultant and field coordinator Jon Bugge. Jon’s comment, “we didn’t do it well enough, and we didn’t do it fast enough”, was followed by a call for better systems to deploy qualified staff, better delineation between coordination and technical work and more predictable structures for preparedness. Watch JON’S VIDEO.

The CDAC Network presented an independent review of surge capacity, which led to discussions on key actions for donors, surge agencies and other service providers. A recurring theme was the need for faster and more predictable human and financial resources to support collective efforts.

Five key take-aways from participants
• Agencies squabbling over who ‘owns’ community engagement coordination cuts into precious response time. We need to do this work together, and coordinators should be chosen based upon expertise on the ground.
• Collaborative community engagement approaches should be embedded in, or fully linked to, existing coordination architecture. They should never be ad-hoc.
• Proposals for common service approaches should not be vague descriptions of ‘doing everything’. They should have clear, costed activities which are designated to specific actors. A few committed and resourced agencies making clear contributions will go further and faster, than a model where consensus from every operational agency is required for every decision.
• Surge capacity should come from more diverse sources, but the profiles, experience required and capacity should be much more streamlined and clearly-defined, with both coordination and technical expertise improved. This should support, and never replace, local capacity.
• Common community engagement mechanisms take a long time to get buy-in. They need to be set up ahead of time, and in ongoing emergencies (not just large ones categorised as ‘L3’).

Visit the CDAC dedicated webpage for more on the discussions relating to communication and community engagement at the Humanitarian Networks and Partnerships Week. Videos from Jon Bugge and the Kenyan Red Cross can be found on our YouTube channel. Read the official #HNPW18 report.

DISASTER RADIO - PUSHING THE ENVELOPE ON WORLD RADIO DAY
“Many of us carry a radio in our pockets each day without realising it - in the form of our mobile phone.” Opening CDAC Network’s World Radio Day event in Geneva on 13 February 2018, Leonard Doyle, Spokesperson and Head of Media and Communications for the International Organization for Migration (IOM) reinforced radio’s expensive global reach and the vital role it plays as an enduring disaster response tool.

The panel discussion, Radio - a beacon of progress in today’s tech-led communication landscape, brought together CDAC Network members from humanitarian media and communication services and UN agencies to explore radio’s legacy in disasters and look at ways to integrate this medium to improve support for affected communities.

From survival to recovery
Setting the scene for the first session, Evidence of the link between use of radio and the health of disaster-affected communities, Kate Hart, Director of Development for Internews recalled that during Typhoon Haiyan in 2013 all 15 radio stations were knocked off the air in Tacloban City in the Philippines when the typhoon devastated the city of more than 220,000 people. First Response Radio (FRR), a not-for-profit, managed to get an emergency station on the air in the first week of the response.

According to Karen Hugelius, a researcher at Oreb, Sweden, FRR’s station manager, recalls that after Typhoon Haiyan struck the international media that descended on Tacloban City were focused on sending information to the outside world but no one was providing information to the people affected. “Rumours were flying out and they [people affected] don’t know what’s happening to them. Communication is also aid,” she said. “Radio was the only local mass means for the survivors to get information they needed.”

Life-saving information and messages of encouragement Magnolia Yrasuegui, FRR’s station manager, recalled that after Typhoon Haiyan struck the international media that descended on Tacloban City were focused on sending information to the outside world but no one was providing information to the people affected. “Rumours were flying out and they [people affected] don’t know what’s happening to them. Communication is also aid,” she said. “Radio was the only local mass means for the survivors to get information they needed.”

Coordinating humanitarian efforts on World Humanitarian Day
“Some people say ‘isn’t radio old-fashioned if not dead? Of course it’s not, it’s very much alive in Somalia! Radio Ergo’s latest audience survey indicates the radio is listened to by as many as 6 out of 10 people in the country.”

LOUISE TUNBRIDGE, PROGRAMME MANAGER AT INTERNATIONAL MEDIA SUPPORT

Watch FRR's video: 72 hours in 72 seconds

Sense of normality
Opening the session, Radio’s vital role for communities on the move and in conflict, Meg Sattler, OCHA’s Community Engagement Global Advisor, pointed to radio’s essential role in keeping open channels for information and communication in situations of population movement.

Caroline Vuillemin, head of Fondation Hirondelle, spoke about radio’s enduring legacy and vital role in conflict countries like Central African Republic. For the past 17 years, Hirondelle has supported the humanitarian news service, Radio Ndileka. She noted people in Bangui often recommend patients suffering trauma listen to the radio and follow regular programmes, she added.

Reaching those cut off from aid
“Some people say ‘isn’t radio old-fashioned if not dead? Of course it’s not, it’s very much alive in Somalia! Radio Ergo’s latest audience survey indicates the radio is listened to by as many as 6 out of 10 people in the country,” said Louise Tunbridge, Programme Manager at International Media Support, highlighting radio’s ability to reach communities living in areas inaccessible to aid workers.

Radio Ergo, she says, has aired in Somalia since 2011 on shortwave covering the entire country, even remote rural areas. One of the gaps that existed was that despite the large number of local FM radio stations and other media outlets there is no other Somali-speaking media that has national coverage and few broadcast content covering humanitarian issues, she noted. For communities in remote areas suffering bouts of prolonged drought, outbreaks of measles and cholera, and those cut off from aid agencies by conflict, shortwave radio, like Radio Ergo, can be the only means of contact with humanitarian agencies.

Connecting communities on the move
Jean-Luc Mootosamy, IOM Consultant and Director of Media Expertise drew attention to IOM’s campaigns ‘Aware Migrants’, in West Africa, Senegal and Niger in particular, which publicises the risks of irregular migration, especially among young people through peer-to-peer communications.

For this project, IOM worked directly with community and private radio to share information on irregular migration using multiple media. IOM found radio especially valuable, not least because it can amplify the voices of the most trusted messengers: returning migrants.

He said listeners had reported that the campaign helped them make responsible decisions about migration. Using the actual voices and stories of those who have been exploited by smugglers, the campaign informs and collects feedback from potential migrants on the risks and realities of the journey. Mootosamy also outlined new training techniques IOM uses with community and private radio to amplify the voices of the most trusted messengers: returning migrants.

“The key to success
Mike Adams, FRR’s International Coordinator, spoke about the willingness of volunteers to work in radio to make sure people have the information they need to make decisions and protect themselves and their families when disaster strikes. ‘Radio in Suitcase’, a kit providing everything needed to set up a radio station, is part of a package of support FRR offers to get radio back on the air rapidly after a disaster.

Read the IOM blog ‘Radio Programmes Where Migrants Are Messengers’

THE YEAR AHEAD – 2019

019 looks set to be a critical year for the CDAC Network as it consolidates its work on national platforms on communication and community engagement. Kicking off with the launch of the How to Guide on Collective Communication and Community Engagement – a compendium of everything we know about how to work together to ensure local leadership in humanitarian response – the launch at the Humanitarian Networks and Partnerships Week in February 2019 was a milestone in providing guidance and support to those working on this issue.

Indeed, it is the national platforms – of which there are currently more than 15 – that will be the focus of much of the work of the CDAC Network secretariat, not only in terms of growing the number, but also in terms of putting more resources into creating synergies between them, so that they can collectively learn and grow from common experiences. A key aspect of the work ahead will be embedding, where possible, the national platforms into national disaster management organisations to ensure that they work in tandem with national-level emergency response. One area which requires better understanding and guidance is the role of national platforms on communication and community engagement in conflict zones.

We will be reflecting on research undertaken in 2018 and putting recommendations from our independent DEPP evaluation and surge capacity assessment into action. In May 2019, we look forward to holding our members’ General Assembly, and our public event on Accidental and Intentional Humanitarian Innovation: Valuing What’s There. Our work on the DEPP Innovations Lab will come to a crescendo on 8 May 2019, during the Global Demonstration Day, supported by Mastercard. This event will see innovators chosen by the labs in Bangladesh, Kenya, Jordan and the Philippines presenting their solutions to potential investors and partners at an event in London.

In 2019, a big focus will be on formalising Communication and Community Engagement (CCE) within in the Inter-Agency Standing Committee (IASC) structure as one approach to improving CCE in humanitarian action. We will work with our Communication and Community Engagement Initiative (CCEI) partners, CHS Alliance, SCHIR and the IASC Results and Accountability Workstream, among other key actors, and consider our role within a future common service.

We look forward to continuing our partnership with the Humanitarian to Humanitarian (H2H) Network, and the Emergency Telecommunications Cluster (ETC). We thank all of our members and partners for their continued support of the Network, and we look forward to working with you all in the months and years ahead.

#COMMISAID WWW.CDACNETWORK.ORG CDAC NETWORK ANNUAL REPORT 2018

CDACN
CDAC Network’s total income for 2018 was £814,119.33. The largest portion of income (£509,636) was managed by CDAC Network as a new legal entity. The remaining £304,483.33 was managed by CDAC members World Vision and Internews through hosting arrangements as part of the overall DEPP Programme and the DEPP Innovation window. 2018 was the CDAC Network’s first year operating as an independent entity since its establishment as a UK Company Limited by Guarantee in January 2017 and a UK Charity in April 2018. Independent Accountants Sayer Vincent were engaged to provide accounts in April 2018. Independent Accountants Sayer Vincent were engaged to provide accounts in April 2018. The CDAC Network’s work was made possible in 2018 was the CDAC Network’s first year ending 31 December 2018 and for subsequent years. 2018 was the CDAC Network’s first year ending 31 December 2018 and for subsequent years. The financial results and balance sheet set out on pages 25 and 26 are extracts from the full statutory accounts. They are subject to final approval from the CDAC Network Limited trustees and the independent examiner.

### OUR DONORS

Our donors include:
- UK Department for International Development
- CDAC member annual fees and project years.
- Ending 31 December 2018 and for subsequent years.
- Vincent were engaged to provide accounts in April 2018. Independent Accountants Sayer
- Guarantee in January 2017 and a UK Charity
- operating as an independent entity since its establishment as a UK Company Limited by Guarantee in January 2017 and a UK Charity
- in April 2018. Independent Accountants Sayer
- The CDAC Network’s work was made possible in 2018 was the CDAC Network’s first year ending 31 December 2018 and for subsequent years.
- The financial results and balance sheet set out on pages 25 and 26 are extracts from the full statutory accounts. They are subject to final approval from the CDAC Network Limited trustees and the independent examiner.

### OUR FINANCES

The CDAC Network’s total income for 2018 was £814,119.33. The largest portion of income (£509,636) was managed by CDAC Network as a new legal entity. The remaining £304,483.33 was managed by CDAC members World Vision and Internews through hosting arrangements as part of the overall DEPP Programme and the DEPP Innovation window. 2018 was the CDAC Network’s first year operating as an independent entity since its establishment as a UK Company Limited by Guarantee in January 2017 and a UK Charity in April 2018. Independent Accountants Sayer Vincent were engaged to provide accounts in April 2018.

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### Statement of financial activities

**Incorporating an income and expenditure account**

**For the year ended 31 December 2018**

<table>
<thead>
<tr>
<th>Note</th>
<th>Unrestricted £</th>
<th>Restricted £</th>
<th>2018 Total £</th>
</tr>
</thead>
</table>
| Income from:
  Donations and grants | 2 | 57,489 | - | 57,489 |
  Charitable activities | 3 | - | 141,663 | 141,663 |
  Membership | - | - | 141,663 | - |
  DFAT - Fiji and Vanuatu | - | 199,415 | 199,415 | - |
  H2N Dominica | - | 62,943 | 62,943 | - |
  Special initiatives | - | 13,285 | 13,285 | - |
  Other income | - | 33,841 | 33,841 | 13,294 |
| Total income | - | 232,993 | 276,643 | 509,636 |
| Expenditure on:
  Charitable activities | 4 | 160,826 | - | 20,803 |
  Membership | - | - | 160,826 | - |
  DFAT - Fiji and Vanuatu | - | 146,043 | 146,043 | - |
  H2N Dominica | - | 82,071 | 82,071 | - |
  Special initiatives | - | 13,285 | 13,285 | - |
  Other expenditure | - | - | 33,841 | - |
| Total expenditure | - | 194,667 | 241,399 | 436,066 |
| Net income for the year | 5 | 38,326 | 35,244 | 73,570 |
  (7,509) | 18,128 | 10,619 |
| Transfers between funds | - | - | - | - |
| Net movement in funds | 12 | 38,326 | 35,244 | 73,570 |
  Total funds brought forward | (7,509) | 18,128 | 10,619 |
| Total funds carried forward | 30,817 | 53,172 | 84,189 | (7,509) |
| 2017 Total £ | - | - | - | - |

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 14 to the financial statements.
CDAC Network Limited
Balance sheet
As at 31 December 2018

<table>
<thead>
<tr>
<th>Note</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Current assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>10</td>
<td>126,805</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>125,992</td>
<td>97,950</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>252,797</strong></td>
<td><strong>223,510</strong></td>
</tr>
<tr>
<td>Liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors: amounts falling due within one year</td>
<td>11</td>
<td>(168,608)</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td><strong>84,189</strong></td>
<td><strong>10,619</strong></td>
</tr>
<tr>
<td><strong>Total assets less current liabilities</strong></td>
<td><strong>84,189</strong></td>
<td><strong>10,619</strong></td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>84,189</strong></td>
<td><strong>10,619</strong></td>
</tr>
<tr>
<td>The funds of the charity:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted income funds</td>
<td>14</td>
<td>53,372</td>
</tr>
<tr>
<td>Unrestricted income funds:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General funds</td>
<td>30,817</td>
<td>(7,509)</td>
</tr>
<tr>
<td><strong>Total unrestricted funds</strong></td>
<td><strong>30,817</strong></td>
<td><strong>(7,509)</strong></td>
</tr>
<tr>
<td><strong>Total charity funds</strong></td>
<td><strong>84,189</strong></td>
<td><strong>10,619</strong></td>
</tr>
</tbody>
</table>

The opinion of the directors is that the company is entitled to the exemptions conferred by Section 477 of the Companies Act 2006 relating to small companies.

The directors acknowledge the following responsibilities:

(i) The members have not required the company to obtain an audit of its accounts for the year in question according to section 476,
(ii) The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the special provisions applicable to small companies subject to the small companies’ regime.

The financial statements were approved by the Board of Directors on DATE and signed on behalf of the Board of Directors:

Sir Brendan Gormley, Chair
Laura Collier-Keywood, Treasurer

The financial statements were approved by the Board of Directors on DATE and signed on behalf of the Board of Directors:

Sir Brendan Gormley, Chair
Laura Collier-Keywood, Treasurer

Full Members
1. Action Aid International
2. Anthrologica
3. BBC Media Action
4. Community World Service Asia
5. DAHLIA
6. First Response Radio
7. Fondation Hirondelle
8. Ground Truth Solutions
9. The International Committee of the Red Cross (ICRC)
10. International Media Support
11. InsightShare
12. Internews
13. International Organisation for Migration (IOM)
14. NORCAP
15. The Peace and Conflict Journalism Network Asia (PECOJON)
16. Plan International
17. Smile Again Africa Development Organisation (SAADO)
18. Save the Children
19. Thomson Reuters Foundation (TRF)
20. Translators without Borders
21. United Methodist Communications (UMCOM)
22. United Nations Population Fund (UNFPA)
23. United Nations High Commissioner for Refugees (UNHCR)
25. United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)
26. World Association for Christian Communication (WACC)
27. World Vision International
28. World Food Programme (WFP)
29. World Health Organization (WHO)

Affiliate Members
30. Development Media International
31. EarthX
32. Film Aid
33. InWhatLanguage
34. LineLife Energy

Our Board
Sir Brendan Gormley, Chair, Independent
Marina Srirat Prodhanov, Chief, System-wide Approaches and Practices Section, UNOCHA, Geneva
Leonard Doyle, Director of Media and Communication Division, IOM
Caroline Nurse, Executive Director, BBC Media Action
Daniel Bruce, CEO (Europe), Internews
Jamo Huddle, Director of Humanitarian Design, M&E and Accountability, World Vision International
Jonathan Mitchell, Independent (Treasurer)
Ledrolen Manriquez (Len), PECOJON Philippines/Asia
Laura Walker McDonald, Director of Innovation, Global Alliance for Humanitarian Innovation

Secretariat in 2018
Marian Casey-Maslen, Executive Director
Chris Ford, DEPP Programme Manager (until mid-2018)
Murray Garrard, Communications Adviser
Sarah Mace, Capacity Development Adviser (until mid-2018)
Hannah Murphy, Communication & Community Engagement Adviser
Mirna Patel, Admin and Finance Support
Stephan Povey, Finance Adviser (outsourced)
Angela Rouse, Senior Programme Manager

In addition to secretariat staff, the CDAC Network would like to thank the many CDAC Network Expert Pool consultants supporting CDAC projects in a number of regions.
Acknowledgements

2018 was a busy year, and we are grateful for the unflagging support from our board, members, partners and supporters. It has been their generosity of time, expertise, resources and finance that has helped ensure that the CDAC Network remains resourced and able to help organisations put communities in control of the assistance they receive in humanitarian response. Particular thanks to the following donors for their generous financial support for programmes: UK Department For International Development (DFID) for the DEPP Programme; the Australian Department of Foreign Affairs and Trade (DFAT) for the Fiji and Vanuatu localisation programme; H2H Network for the Dominica hurricane response; and our members for their additional project contributions: Save International, Save Norway and the World Association for Christian Communication towards design, layout and printing of the How to Guide and UNICEF towards publication of the Real-Time Evaluation of the Rohingya Response. Thanks also to World Vision International for hosting the CDAC DEPP Programme between 2014 and 2018.

CDAC Network is a growing platform of more than 30 humanitarian, media development, social innovation, technology, and telecommunication organisations, dedicated to saving lives and making aid more effective by strengthening communication and community engagement.

Hyperlinks: if you are reading a hard copy of this Annual Report, please note that links to all of the articles, papers and documents referred to can be found in the online version at www.cdacnetwork.org/who-we-are/annual-report/

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