Is technology tipping the balance of power in aid?

CDAC
NETWORK

2021

Annual report

Contents

Cover photo credit; Rui Silvestre/Unsplash

Foreword

If the Russian invasion of Ukraine in February 2022 proved conclusively that history had by no means ended, then the year 2021 might well be perceived in the future as the calm before the storm.

The year started in lockdown but was elevated with hope. Vaccinations, remarkable both by the rapidity of their development and their efficacy, were the light at the end of the tunnel of the pandemic. Despite the restrictions, the humanitarian system, resurgent with the prospect of pandemic-enforced localisation and the deepening influence of remote ways of working and coordinating, continued to strive to be better, do better and serve affected people more effectively.

With widespread acknowledgement that communication, community engagement and accountability (CCEA) is the bedrock of humanitarian action (as forcefully stated by the Emergency Relief Coordinator (ERC), Martin Griffith, at the 2021 CDAC Annual General Assembly (AGA)), CDAC's services were in great demand last year, and the network's influence grew.

The backbone of CDAC's work – advocating at the global level while informing practice locally through national platforms – continued apace in a number of key countries, including but not limited to Colombia, Fiji, Haiti, Papua New Guinea, Sudan and Vanuatu.

At the global level, CDAC's sphere of influence broadened, with another strong AGA and public forum that interrogated the impact of technology on power in aid and attracted another record audience and a cohort of impressive speakers. Leading sessions at the World Summit on the Information Society (WSIS) Forum, the ALNAP Meeting and the Humanitarian Networks and Partnerships Weeks (HNPW) last year continued to raise CDAC's visibility and give the Network a strong grip on global discussions around CCEA.

The launch of CDAC's new website, the development of a unified system of CDAC training and the partnership with the UK's leading gaming university to scope out the development of a simulation to strengthen

capacity have all demonstrated the power of partnership and digital development and have positioned the Network as one of the more digitally innovative actors in the humanitarian space.

Yet, for all this, the humanitarian outlook looks uncertain. At the time of writing, a month into Russia's invasion of Ukraine, more than 4 million Ukrainians have become refugees and 6.5 million have been internally displaced, often under siege. While conflicts evolve rapidly, and we cannot know what the future holds, the knock-on effects of this war could be catastrophic, not least in the Horn of Africa where food insecurity seems perilous. As worrying is climate change, which continues to drive an increase in the frequency of extreme weather events and their impact.

The world will continue to need a robust and diverse humanitarian system that is capable of responding ever more efficiently – and accountably – to increasing demand. It will also need a humanitarian system that prioritises local actors: the Ukraine response – like many crises that have come before it – is locally led and nationally organised, and international actors need to recognise, and fund, such grassroots movements.

And the humanitarian system will continue to require improvements in CCEA. We live in a time of parallel information systems and competing narratives, one in which disinformation can be as harmful as rockets and bombs. Information – the facts – are in short supply. Communication, now more than ever, is aid.

The CDAC Network, with members hailing from the media, the United Nations (UN), the Red Cross/Red Crescent (RCRC) movement and local, national and international NGOs, is the driving force behind the growth of CCEA capacity and expertise. Never has this expertise been more necessary.

Stay safe in 2022.

Geoff Loane
Chair, CDAC Network Board

CDAC Network: who we are

CDAC Network is the global alliance of many of the world's biggest humanitarian and media development organisations – including UN agencies, the RCRC Movement, NGOs, and media and specialist communications organisations – committed to putting the power in humanitarian action back into the hands of communities.

We believe that, when communities have the information and resources to make their own decisions, they have the capacity to find solutions to even the most challenging problems. We work to enable them to do this.

CDAC's main activities are:

1. Strengthening collaboration for more effective communication and community engagement.
2. Advocating for systemic change to put the voices of communities at the heart of humanitarian preparedness and response.
3. Strengthening learning and supporting the production of evidence about communication and community engagement.

A Venezuelan migrant uses the ICRC's services to get in touch with his family. Victor Moriyama/ICRC

Strengthening collaboration for more effective communication and community engagement

Aerial view of a village in Fiji. Alec Douglas/Unsplash

Systematically localising communication, community engagement and accountability

National platforms for communication and community engagement (CCE) are essential for making progress toward greater participation and accountability in humanitarian response. These platforms are innovative coordination mechanisms that bring together CCE activities and sit within, or influence, overall response leadership and ensure community engagement efforts are coordinated, systematic and locally led. They are led by governments (where possible), with participation from local NGOs, RCRC Societies, UN agencies, international NGOs, media development agencies, specialist communications entities and private sector companies. CDAC supports a network of more than 35 national platforms globally and facilitates the creation of new platforms as need arises. In 2021, we focused particularly on the following platforms.

Colombia

CDAC commissioned a scoping study in Colombia to analyse gaps and opportunities for more effective CCEA in-country. Following a similar structure to studies in Burkina Faso, Sudan and Fiji, this study focused on better understanding how the well-developed humanitarian structure in Colombia has evolved to reflect the nexus of different contexts. The study began in May 2021 and in October we published the *Assessment of communication, community engagement, and accountability in Colombia and recommendations for response-wide synergy*.

Read more

Assessment of communication, community engagement, and accountability in Colombia and recommendations for response-wide synergy

Food aid mission to an indigenous community in Chocó Department, Colombia. Ricardo Monsalve Gaviria/ICRC.

Fiji & Vanuatu

This Australian Department of Foreign Affairs and Trade (DFAT)-funded joint CDAC–Ground Truth Solutions project entered its fourth year on track, despite both countries being battered by a series of crises: the COVID-19 pandemic; ongoing recovery from the April 2020 Tropical Cyclone (TC) Harold and the Category 5 TC Yasa, which made landfall in Fiji in December 2020 and was one of the strongest cyclones ever recorded in the Pacific; and TC Ana, which hit at the end of January 2021.

Throughout the year, the work of the Vanuatu CCE Sub-Cluster and the Fiji CCE Working Group (WG) was strengthened through the practical implementation of systems, training and resources developed through ongoing preparedness work as part of national emergency responses. A CDAC National Coordinator continued to be hosted by the National Disaster Management Offices (NDMOs) in both countries.

In Fiji, work began on a study of the humanitarian–development CCEA interface (to be published in 2022), with the aim of informing future programme direction. In May we published the comprehensive *Fiji media, language and telecommunications landscape guide* to support and guide the work of the CCE WG under the Fiji Communications Cluster.

Haiti

With funding from the H2H Network for the Haiti earthquake response, CDAC implemented a programme to enable a more locally led CCEA response, with support from CDAC member CLEAR Global. The project built on CDAC experience in Haiti from the last decade and focused on enabling local actors to play a key role in the humanitarian relief and recovery efforts at all levels. This became increasingly important as the deterioration of conditions and security in Haiti made it difficult for international actors to operate. This work continues into the first quarter of 2022, while the assessment of CCEA in the 2021 earthquake response was published in early 2022.

Papua New Guinea

After a request for technical support from the Papua New Guinea Disaster Management Team, a 12–24-month programme of work with UN Development Programme (UNDP) and partners in Papua New Guinea began operations in October 2021. The two-person CCEA coordination team consists of a Senior National Coordinator and a CDAC international CCEA Expert, reflecting the success of this model in Burkina Faso, Sudan and Zimbabwe in 2020. The leadership of an effective CCEA coordination structure will be supported by at least two workshops, two trainings and an action review in 2022.

Sudan

The Khartoum-based CCE/AAP working group rapidly pivoted to support the Tigray refugee response in Sudan. Building on CDAC's previous H2H-funded CCEA project in Sudan, the H2H Network provided funding for surge support to assist in the set-up of emergency CCEA coordination for the refugee response in the east of the country. CDAC liaised with the UN Refugee Agency (UNHCR) on tools and approaches and leveraged CDAC's independent position to help establish effective collaboration among those involved, and a CDAC Coordinator was hosted by the Office for the Coordination of Humanitarian Affairs (OCHA) Sudan. We also translated our *How-to guide* into Arabic, which was widely disseminated among partners in order to facilitate a common approach to CCEA. In May 2021, we undertook a scoping study to review progress on collaboration and to better understand how to plan for and resource effective CCEA at a national level. The assessment of CCEA in Sudan was published towards the end of 2021.

Read more

Assessment of communication, community engagement and accountability in Sudan

How-to guide on collective communication and community engagement in humanitarian action

An Ethiopian refugee who has volunteered to teach refugee children from Tigray, Ethiopia at a camp in Sudan. UNHCR/Will Swanson

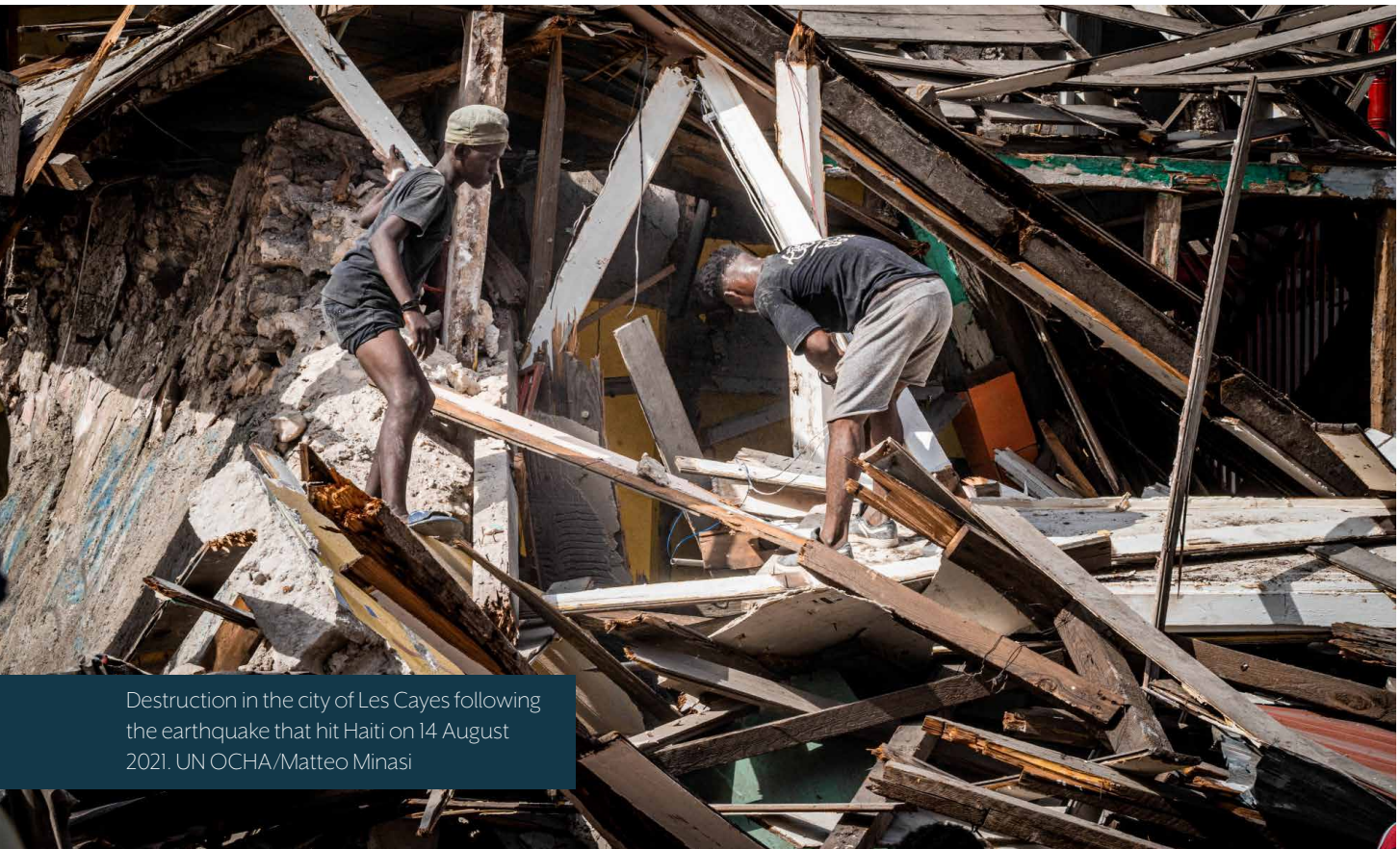Destruction in the city of Les Cayes following the earthquake that hit Haiti on 14 August 2021. UN OCHA/Matteo Minasi

Contributing to communities of practice on in-country coordination and collaboration

The CDAC Secretariat convened eight global community of practice (CoP) calls on in-country coordination and collaboration in 2021, with priority discussions determined by new or escalating crises. The number of CDAC members and the diversity of their staff attending increased incrementally throughout the year: more than half of the Network's members are now represented in the CoP calls. Calls convened in 2021 focused on the following priorities:

- **February 17**: Mozambique, Myanmar, Ethiopia (Tigray).
- **March 8**: Ethiopia (Tigray) and the role of the Sudan CEA/AAP Working Group and CEA surge support in the region.
- **May 20**: Myanmar, Mozambique and the Asia-Pacific Coordination Model.
- **August 18:** Haiti, following the earthquake on 14 August 2021.
- **August 25:** Follow-up coordination meeting on Haiti.
- **August, September, November:** A series of CoP calls were held on Afghanistan. These meetings were supported by OCHA while the in-country AAP core group was being formalised. CDAC supported a timebound regional exercise on scenario planning for cross-border movement, led by UNHCR, OCHA and the International Federation of Red Cross and Red Crescent Societies (IFRC) and including more than 10 agencies.

Advocating for systemic change to put the voices of communities at the heart of humanitarian preparedness and response

Emergency food distribution in Sanmatenga province, Burkina Faso. OCHA/Eve Sabbagh

ERC Martin Griffiths addresses the 2021 CDAC AGA.

Is technology tipping the balance of power in aid? The 2021 CDAC Annual General Assembly and Public Forum

The 2021 CDAC Public Forum in October explored the impact of digital technologies on structural power and accountability in humanitarian action (read the background paper here). Across the two days, we heard from 24 speakers from six continents, representing the diversity of the humanitarian ecosystem, with women experts in the majority. The Public Forum was attended by 148 people, engaging for an average of three hours with the six-hour event. The recordings of the session have since been viewed more than 355 times on CDAC's YouTube channel, and two forum reports were published at the end of November: *Start ups, trust and letting go: technology and power in aid* and *Relevance, capacity and remote localisation*.

The CDAC Annual General Assembly (AGA) was a productive and energising event during which our 2022–2027 strategy was formally endorsed by the membership and we benefited from engaging sessions on strategy implementation. We were thrilled to have 74 staff from 80% of CDAC's member organisations attend the two-day event. The Chair of the Board, Geoff Loane, welcomed ERC Martin Griffiths for opening remarks (recorded and made public on our YouTube channel), in which the ERC reaffirmed his commitment to CCEA across the humanitarian system and spoke of CDAC's critical role in supporting this.

Working towards common policy goals

CDAC response to the proposal for an Independent Commission for Voices in Crisis: In April 2021, Mark Lowcock, Under-Secretary General for Humanitarian Affairs, announced the proposal for an Independent Commission for Voices in Crisis (ICVIC). The published proposal followed a presentation made by Mr Lowcock in an interview with the Global Centre for Development. The CDAC Network response summarised a joint position welcoming the attention brought by this proposal to the limitations of existing AAP mechanisms. However, our response also highlighted the risk that another top-down mechanism may further distance communities and local actors from decision-making, and offered recommendations for consideration in future discussions. CDAC members will revisit the paper if the ICVIC proposal proceeds.

In a move towards **developing joint policies with Network members,** a series of Policy & Practice Briefs were planned on technical themes linked to intentional inclusion: CCEA and LGBTQI+ people; CCEA and gender; and CCEA in conflict situations. These briefs will be published in 2022.

At the end of 2021, CDAC summarised our key policy takeaways for the year in a two-minute film.

Speaking at key humanitarian events

In April, CDAC was invited to contribute a session to the 2021 **World Summit on the Information Society (WSIS) Forum**, which focused on the impact of digital technology on society. Held on 9 April, CDAC's session – Communication and aid in the digital age: how new technologies are transforming the way affected peoples interact with humanitarian responses – explored what the future of communication as aid could look like. Our expert panel included four CDAC member representatives: Andrew Bredenkamp (Technology Lead and Board Member, CLEAR Global); Tala Budziszewski (Associate Innovation Officer, UNHCR Innovation); Titilope Eluwa (Accountability and Gender Adviser, Save the Children International); and Mike Adams (International Coordinator, First Response Radio).

CDAC at WSIS Forum.

CDAC has long been involved in planning the **Humanitarian Networks and Partnership Weeks** (**HNPW**). In 2021, we participated in the HNPW Strategic Group and co-collaborated on the AAP priority topic, successfully advocating for AAP to be discussed within other priority topics in addition to a focused discussion. Our 2021 HNPW event – Peer pressure: how deepening digital access is transforming communication as aid – discussed the risks and opportunities presented by the digital transformation of humanitarian action. Our all-women panel included Anasuya Sengupta (Founder, Whose Knowledge); Connie Moon Sehat (Director, Hacks/Hackers; Senior Fellow, World Economic Forum); Nancy Groves (Chief of Digital Strategy, UN Environment Programme); and Irene Scott (Global Project Director, COVID-19 Rooted in Trust at Internews). More than 60 people joined the event live, with a further 120 watching the video on CDAC's YouTube channel. In addition, CDAC jointly planned the HNPW high-level panel on AAP, identifying a number of key panellists.

CDAC at HNPW.
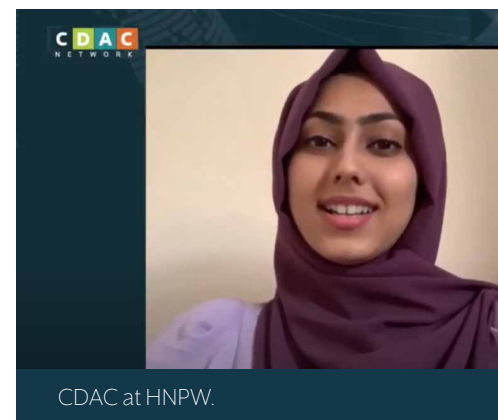
In October, we facilitated a session at the 2021 ALNAP meeting called 'Why aren't digital technologies revolutionising accountability in humanitarian action?' The session sought to understand the ways in which digital communication technologies have and have not disrupted traditional power structures in aid. The session was moderated by Meg Sattler, Director of Ground Truth Solutions, with Jim Fruchterman (Tech Matters), Fernanda Baumhardt-Grojean (OCHA Regional Office for Latin America and the Caribbean) and Gil Francis Arevalo (UN Children's Fund (UNICEF) Tajikistan) contributing as panellists.

Also in October, CDAC ran the 'Learning from our neighbours' session on our work in the Pacific at the Australian Disaster Resilience/AFAC21 conference. The CDAC Regional Programme & Insights Lead represented CDAC.

Read more

Common advocacy statements

Building a CDAC Member Advisory Group

In the third quarter of 2021 we launched the CDAC Member Advisory Group (MAG). The first technical meeting of these 22 individuals resulted in a comprehensive set of common advocacy statements for the CDAC Network. The four key statements are accompanied by four sets of priority actions to implement the 2022–2027 strategy, which were formally approved at the 2021 CDAC AGA. To facilitate member collaboration, three Action Groups were proposed and agreed by the MAG: Advocacy and Evidence; Accountability through Partners; and Digital and Tech for CCEA. All supporting documents for the MAG, including terms of reference and meeting minutes, are available to member focal points and Board members on request.

Free phone charging service following Typhoon Haima, Philippines. OCHA/T. Arao

A leader from a women's group raises awareness about Ebola in Mukuna, Democratic Republic of Congo in 2019. UN/Martine Perret

Advocating in key fora

As well as contributing the work of the wider Inter-Agency Standing Committee (IASC) Results Group 2 (RG2) on Accountability and Inclusion, CDAC also co-leads, together with UNHCR, one of the RG2 sub-working groups on increasing inclusivity in community-based complaints and feedback mechanisms. In 2021, CDAC and UNHCR led the development of a minimum set of questions and accompanying guidance for organisations to ensure an element of inclusivity and participation when setting up communication and feedback mechanisms during a response. In October, CDAC led a sub-working group session on global surge for AAP/CCE and delivered, alongside UNHCR, recommendations to increase participation in the design of common feedback mechanisms.

CDAC remains engaged in the Grand Bargain Participation Revolution workstream. During 2021, the workstream focused on ensuring that its priorities and planned activities were well represented in the Grand Bargain 2.0; CDAC fed into this process to ensure our members' priorities were reflected.

In 2021, CDAC also contributed CCE messaging and related advocacy as a participant and partner in the Risk Communications and Community Engagement (RCCE) Collective Service; with UNICEF, IFRC and the World Health Organization (WHO); the Emergency Telecommunications Cluster (ETC), where CDAC is a formal partner; and was actively engaged in the ETC's May 2021 Annual Plenary events and the WHO Learning Advisory Group, where the CDAC Executive Director sits as an expert.

A still from CDAC's video, Communication is aid: a call for responsible action.

Strengthening CDAC communications

Enhancing our digital communications was a key focus in 2021. After an eight-month rebuild and migration process, we soft-launched our new website at the end of the year, ensuring our digital presence continues to evolve and our wealth of resources remains accessible. The CDAC Message Library was overhauled and will be relaunched in the first quarter of 2022.

CDAC's social media continued to gain traction, helping us to build a community and brand visibility and to share CDAC and our members' content. Our Twitter handle grew at a steady pace, having close to 8,000 followers at the end of 2021. Our Facebook page had more than 2,500 followers, many of whom are working at the community level and in the regions we are most active; and our presence is also growing on LinkedIn.

Promoting our message through video

An updated 'Communication is aid' video was produced towards the end of 2021. Though the beloved original animated video carries a strong message about the importance of communication for providing information to people affected by crisis, it does not fully reflect the importance of communication in accountability beyond its use for gathering feedback. Our new animation – Communication is aid: a call for responsible action – preserves the original message while also advocating for communication as essential for the inclusion of local participation and accountability in humanitarian and development responses. The video is also available in French.

A second video, Facilitating pathways to a more accountable and inclusive future, was also produced in 2021 to help promote our 2022–2027 strategic plan. Both videos were developed with input from CDAC members.

Strengthening learning and supporting the production of evidence about communication and community engagement

New media landscape guides

In 2021, we developed a series of new and updated Media Landscape Guides for countries at risk of disaster or conflict. The guides, which map the media landscape in different countries, were produced by CDAC in cooperation with DW Akademie and supported by the German Federal Ministry for Economic Cooperation and Development as part of the global initiative 'Transparency and media freedom: crisis resilience in the pandemic'. The guides cover Afghanistan, Belarus, Burkina Faso, Colombia, Malawi, Morocco, Palestine, Pakistan and Ukraine, and will be published in 2022 in a variety of languages. Their development was led by a CDAC Expert working alongside in-country researchers.

We also published a comprehensive Fiji media, language and telecommunications landscape guide in May 2021. All media landscape guides can be found here.

Leading training of media workers in Africa in support of the COVID-19 response.

Training and developing capacity in 2021

We held three standardised advanced technical training sessions in communication and community engagement, in February, June and October 2021. This training enables organisations to improve the capacity of small numbers of trainees without needing to develop a full bespoke session. These trainings occurred remotely, and also helped us to develop and pilot techniques for future trainings.

This year we were also asked to undertake a review of the three technical assistance packages delivered by CDAC to NORCAP (CashCap, Lake Chad SCO and Climate Services programmes) to reinforce their experts' knowledge and skills in CCEA. This was at the request of NORCAP, who wished to learn from these different trainings to develop a baseline training to embed CCEA into the work of their teams. While a 'training of trainers' approach was originally requested, following the review NORCAP decided that they needed a more straightforward training for their Energy team. This was an adaptable training package, delivered in late September, which was repurposed to train NORCAP's other internal expert teams

CDAC member International Media Support approached us for assistance in supplying the community engagement training component of the project 'COVID-19 response in Africa: together for reliable information', the partners

in which include other CDAC members Fondation Hirondelle and DW Akademie. In the first half of 2021, we delivered community engagement training with 40 participants in 17 countries across Africa. In the second half of the year, 10 participants from this training were provided with extended mentoring and online materials to help put their learning into practice.

## Developing a unified CDAC training system

Using the experience of providing remote community engagement training and capacity bridging during the pandemic, we have been working to pull together lessons learned from the internal Advanced Technical Training, community engagement training for NORCAP and International Media Support and surge work funded by UNICEF to create a unified CDAC training system. This system will provide a pathway to bring remote training to everyone, from people needing basic knowledge of CCEA to those needing to understand technical CCEA provision and senior staff who need to understand high-level, in-country coordination of CCEA work.

We worked with iecah on the technological development of the learning system, which centres on using simulation to allow trainees to practise what they have learned during the training to accelerate understanding of the concepts and techniques being taught. This training is designed to take place once a week for 3–5 weeks and feedback from the pilot, which was completed in 2021, has been very positive, especially as the provision of three skill levels allows trainees to be grouped by need and ability. The learning package is now fully adaptable for any level of CCEA training, depending on the choice of modules and training approach. It can be used remotely, as in the pilot, or in person when circumstances allow.

Bridging local to global surge

CDAC was successful in its joint submission with CLEAR Global to the H2H Network for the project 'Building bridges in surge capacity for community engagement and accountability'. The CDAC component provided in-country surge expertise in CCEA through two key activities: first, training national staff to become potential national coordinators; second, piloting a programme to enable CCEA-focused, in-country companies to use their expertise in humanitarian response. Through high-level mentoring and training, we aimed to increase national leadership of community engagement activities and coordination that are linguistically and culturally

Remote CDAC CCEA Coordinator training.
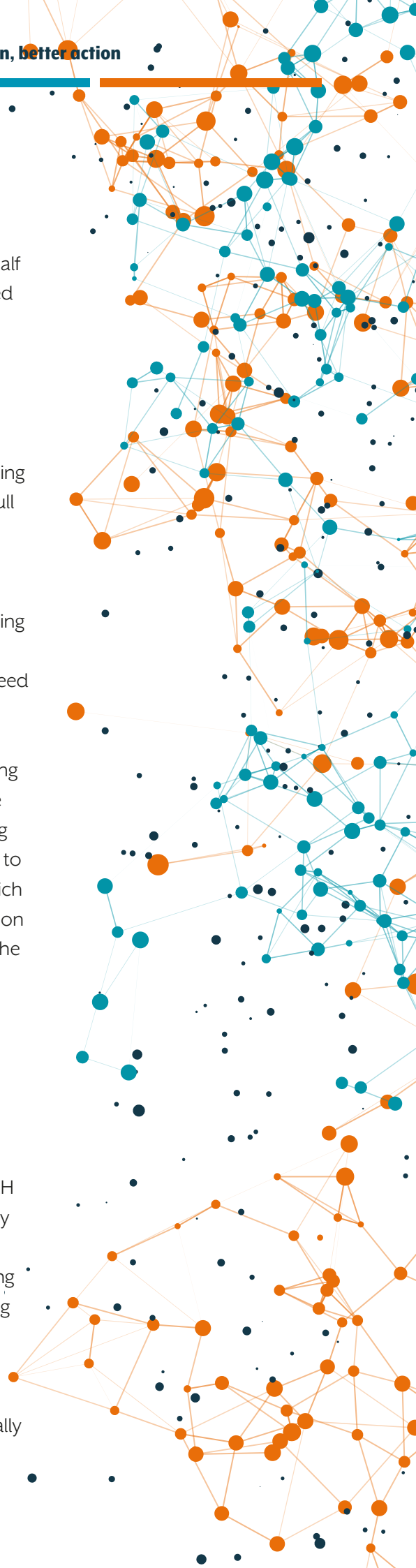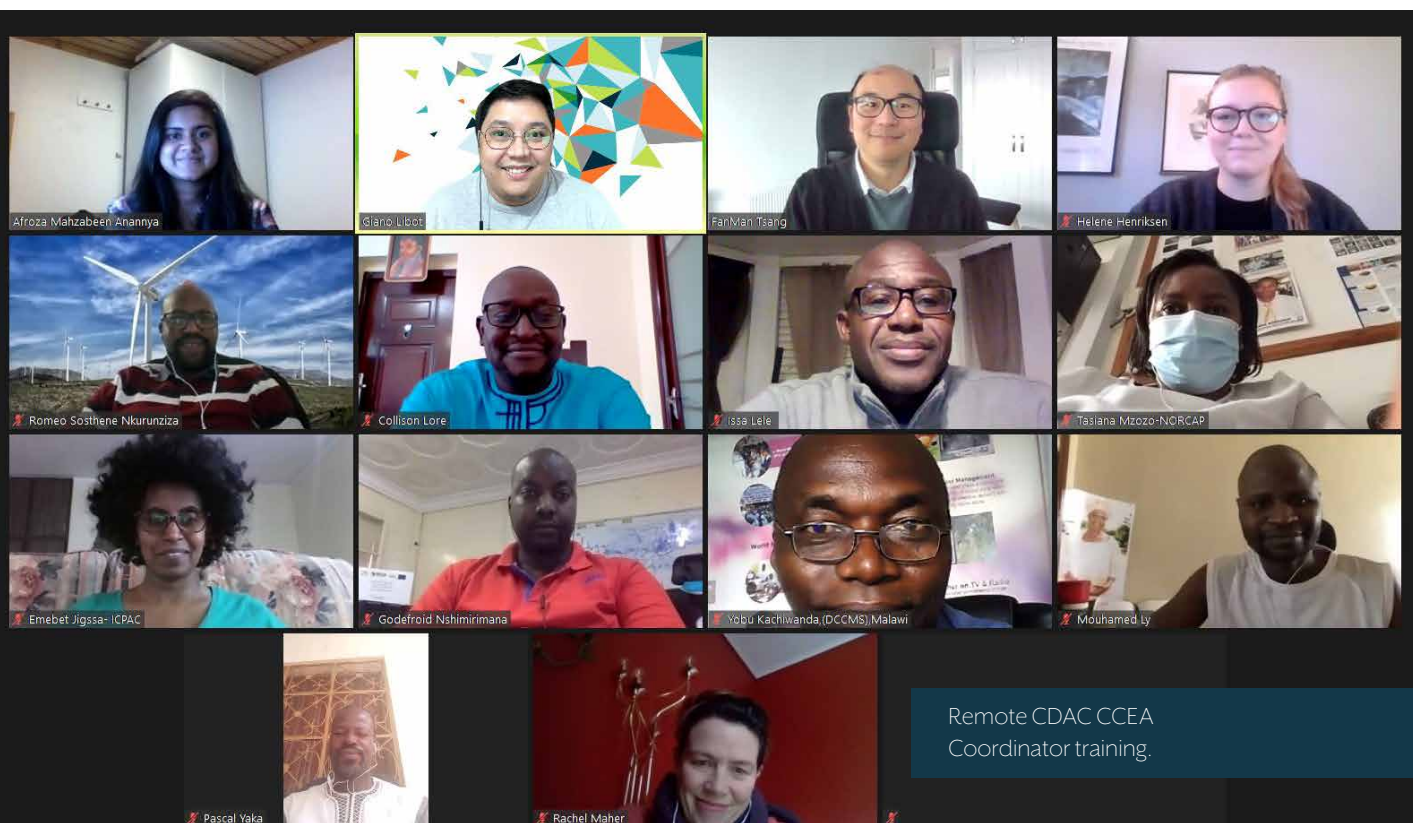
appropriate. After a competitive application process, potential national coordinators were selected from Bangladesh, Brazil, Burkina Faso, Sudan and Zimbabwe. The trainees have since become regional coordinators, senior technical advisers to national working groups and serve on the CDAC Network Board. FAMA Films – a media production concern based in Burkina Faso – was the pilot company undertaking community engagement training. Their training was completed in April 2021 and they are now a member of the CEA working group in Burkina Faso.

Following efforts in 2019 and 2020, CDAC led key members and other stakeholders in continuing to review and develop tools and processes for ensuring adequate capacity at response level. Two global meetings were held in May and June 2021, as well as one-to-one meetings with key stakeholders. We helped to develop the READY initiative, a toolkit for strengthening CCE capacity at a national level to respond to major disease outbreaks in humanitarian settings. The toolkit, which uses a blended and co-designed learning approach, was developed in close collaboration with the RCCE Collective Service to ensure coherence, and was piloted with colleagues in Haiti and Geneva.

Working with the gaming industry to reimagine training

We partnered with Abertay University to explore how modern computer game development could be used for future CCEA training in remote and hybrid contexts. This partnership explored the use of massive multiplayer online (MMO) and strategic simulation gaming. As an initial step, postgraduate students

developed a pilot game – or 'slice' – as part of their course design, to be tested internally by the CDAC team in early 2022. We are currently exploring the possibility of developing this with other partners.

Researching the impact of COVID-19, vaccinations and beyond

If 2020 was a year of inflection, then 2021 was the year to consider a new reality. The consequences of the pandemic and the restrictions imposed have had far-reaching consequences. We built on our 2020 COVID-19 CCEA research to consider what this new reality means for the way we implement and coordinate CCEA. The latest study, which seeks to understand whether and how COVID-19 has changed the landscape of communication, engagement and inclusion, was launched in 2021. The findings, made available in 2022, will add to the high-level discussion on future investment in AAP/CCE by examining the extent to which communities' priorities have been impacted.

Read more

Improving the response to COVID-19: lessons from the humanitarian sector around communication, community engagement and participation

The impact of COVID-19 on communication, community engagement and accountability: perspectives from stakeholders, communicators and audiences

Health workers at outside Mpilo Hospital, Bulawayo, Zimbabwe. KB Mpofu/ILO

Outlook for 2022

Our 2016–2021 Strategic Plan entered its final operational year in 2021, and much of the year was spent listening to members, humanitarian coordinators and practitioners and, most importantly, the communities we serve in order to understand how we could better support the implementation of measures to strengthen CCEA. We contracted an international strategic planning expert to assist with developing our new strategy. After consulting many hundreds of people across all regions, the following vision and strategy became apparent, and was approved at the 2021 CDAC AGA.

The world we want to see

Our vision is that communities will have the information and resources they need to determine their own solutions and be central stakeholders in humanitarian and development decision-making.

Using the collective clout of the network, CDAC seeks to reverse the focus of humanitarian and development decision-making – moving from global to local. This is done through deep engagement with local bodies to strengthen sustainable communication and engagement ecosystems. These national and sub-national platforms support universal access to decision-making apparatus and the intentional inclusion of marginalised voices.

A focus on intentional inclusion and accountability

CDAC is uniquely positioned to advance an approach to CCEA that contributes to greater inclusion of diverse people and entities in decision-making and practice. We can help ensure that national- and sub-national-level CCEA is championed in the global system and that inclusion is central to CCEA planning, advocacy, debate, decision-making and research.

Strategic aims

Strategic aim 1: enable local drivers of CCEA	Strategic aim 2: provide a strategic global voice for inclusive CCEA	Strategic aim 3: responsibly leverage CCEA digital technologies	Strategic aim 4: sustain and grow CDAC's impact
Support efforts to place national governments, local civil society, local communities and private sector actors at the centre of CCEA initiatives that empower local communities.	In the global system, champion a national- and sub-national-level approach to CCEA that ensures greater representation and inclusion of diverse people and organisations in decision-making policy and practice.	Identify, promote and guide efforts to responsibly leverage new digital technologies in CCEA efforts.	Assure that CDAC has a sustainable foundation of support to continue its efforts and expand its reach to more communities.
Context			
Crisis response will increasingly be led and delivered by a broad collaboration of national, community, civil society and private sector actors. This transformed approach to humanitarian action will build on informed communities that are empowered to guide their own actions and shape the overall crisis response.	Transformational changes in crisis response will require existing international aid sector actors to reshape their roles and strategies. Key to this transformation will be new policies and practices that leverage best-practice approaches to CCEA.	Over the next five years, technology advances and growing availability will make digital technology a transformative tool for advancing CCEA and enabling crisis response. These opportunities will come with challenges linked to accessibility, privacy and ethical use of technology.	The need for CCEA is not limited to a few geographies or contexts. There will be growing need for CCEA to be integrated into all areas of the world and across the humanitarian–development nexus.

In addition to implementing this new strategy, during 2022 we will continue to build CCEA capacity across the sector, and especially at the local level; advocate globally for CCEA; and support our members and partners. We have an exciting programme of research, a series of policy and practice briefs and a number of key events that we will be spearheading, and we look forward to seeing you there.

About CDAC Network

CDAC Members in 2021

- ActionAid International
- Amplifying Voices
- Anthrologica
- BBC Media Action
- CLEAR Global
- Community World Service Asia
- DAHLIA
- DW Akademie
- Development Media International
- EarthX
- FilmAid
- First Response Radio
- Fondation Hirondelle
- Freeplay Energy
- Ground Truth Solutions
- InsightShare
- International Committee of the Red Cross
- International Media Support
- International Organization for Migration
- Internews
- Lifeline Energy
- NORCAP
- The Peace and Conflict Journalism Network Asia
- Plan International
- Save the Children
- Smile Again Africa Development Organisation
- Thomson Reuters Foundation
- United Nations Children's Fund
- United Nations Office for the Coordination of Humanitarian Affairs
- United Nations Population Fund
- United Nations Refugee Agency
- World Association for Christian Communication
- World Food Programme
- World Health Organization
- World Vision International

CDAC Board of Trustees

How you can join the Network

You can become a part of the CDAC Network as a member, strategic ally or corporate partner. You can help systematically advance communication and community engagement to ensure people living in crisis situations have the information and resources they need to manage the challenges they face and access assistance.

Members of CDAC commit to deliver the Network's agenda by participating in Network activities. Through flexible collaboration, including and beyond our communities of practice, members' capacities are networked to incubate new approaches and ideas, dramatically magnifying the power and value of those efforts and building greater change than would be possible working alone. The Network also has secretariat capacity to support members' change agenda and contribute to delivery.

For more information on CDAC membership, visit: www.cdacnetwork.org/members or contact info@cdacntetwork.org.

CDAC Network: what we do

Capacity bridging

Technology & innovation

National Platforms for CCEA

Bringing people together for better communication, community engagement and accountability

Advocacy & evidence

Emergency tools
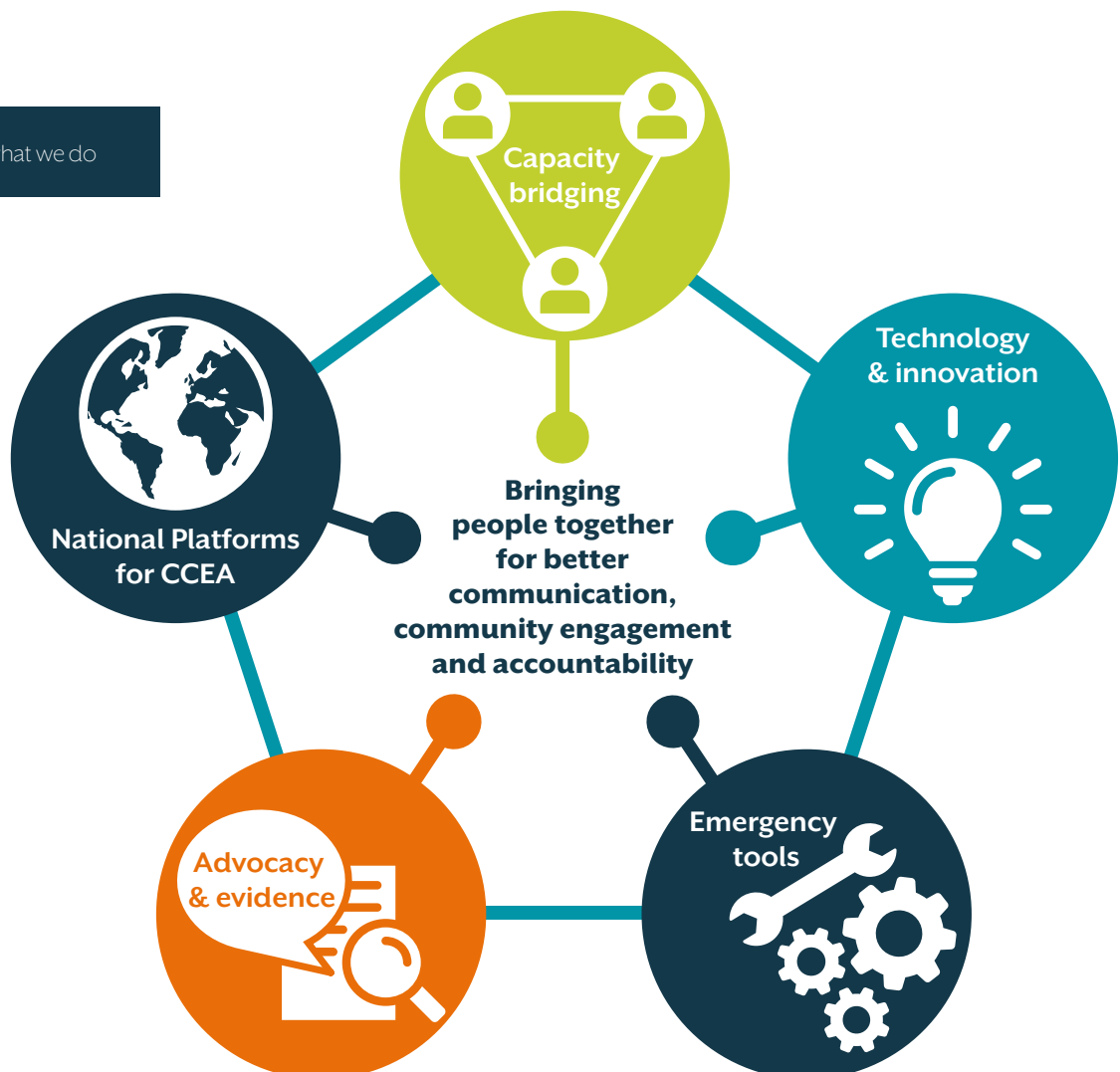
Financial statements

CDAC Network's total income for 2021 was £1,174,147. The year 2021 was the CDAC Network's fourth year operating as an independent entity. The financial activities and balance sheet (below) are extracts from the full financial statements.

In summary: the CDAC Network Ltd total income for 2021 was £1,174,147 (2020: £1,002,221) with a total expenditure of £1,031,122 (2020: £790,697). Income from charitable activities was £1,174,147 (2020: £998,621): £147,750 from Membership fees, £491,640 from the Australian Department of Foreign Affairs and Trade (DFAT) for Fiji and Vanuatu, £171,665 from Danish Refugee Council under the H2H Fund Mechanism, £33,508 from UNDP PNG and £329,584 from Members UNICEF, International Media Support, NORCAP and DW Akademie.

CDAC Network Ltd ended 2021 with total reserves of £563,663 (2020: £420,638): £153,609 unrestricted (from Membership) and £410,054 restricted (from charitable activities' funders).

Statement of financial activities

CDAC Network Limited

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2021

	Note	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Income from:							
Charitable activities							
Membership	2	147,750	–	**147,750**	145,000	–	145,000
DFAT – Fiji and Vanuatu	2	–	491,640	**491,640**	–	469,469	469,469
DRC (H2H)	2	–	171,665	**171,665**	–	299,881	299,881
UNDP – PNG	2	–	33,508	**33,508**	–	–	–
Member Initiatives	2	–	329,584	**329,584**	–	84,271	84,271
Other income		–	–	**–**	3,600	–	3,600
Total income		147,750	1,026,397	**1,174,147**	148,600	853,621	1,002,221
Expenditure on:							
Charitable activities							
Membership	3	104,056	–	**104,056**	84,144	–	84,144
DFAT – Fiji and Vanuatu	3	–	463,931	**463,931**	–	311,433	311,433
DRC (H2H)	3	–	125,837	**125,837**	–	327,225	327,225
UNDP – PNG	3	–	14	**14**	–	–	–
Member Initiatives	3	–	337,284	**337,284**	–	67,895	67,895
Other expenditure	3	–	–	**–**	–	–	–
Total expenditure		104,056	927,066	**1,031,122**	84,144	706,553	790,697
Net movement in funds		43,694	99,331	143,025	64,456	147,068	211,524
Reconciliation of funds:							
Total funds brought forward		109,915	310,723	**420,638**	45,459	163,655	209,114
Total funds carried forward		153,609	410,054	**563,663**	109,915	310,723	420,638

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 13a to the financial statements.

Balance sheet

CDAC Network Limited

Balance sheet

Company no. 10571501

As at 31 December 2021

	Note	2021 £	2021 £	2020 £	2020 £
Current assets:					
Debtors	9	188,345		98,810	
Cash at bank and in hand		573,308		522,935	
		761,653		621,745	
Liabilities:					
Creditors: amounts falling due within one year	10	(197,990)		(201,107)	
Net current assets			563,663		420,638
Total assets less current liabilities			563,663		420,638
Total net assets			563,663		420,638
The funds of the charity:	13a				
Restricted income funds			410,054		310,723
Unrestricted income funds:					
General funds		153,609		109,915	
Total unrestricted funds			153,609		109,915
Total charity funds			563,663		420,638

Approved by the trustees on 27 July 2022 and signed on their behalf by

Geoff Loane   Laura Collier-Keywood
Chair   Treasurer

CDAC is a network of more than 35 of the largest humanitarian, media development and social innovation actors – including UN agencies, RCRC, NGOs, media and communications actors – working together to shift the dial on humanitarian and development decision-making – moving from global to local.

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