



Our year in review, our year ahead

**An update for members, partners
and supporters**

Annual Report 2016

What is the CDAC Network?

- ▶ Humanitarian and protection experts
- ▶ Journalists in print and radio from disaster-prone countries
- ▶ Translators
- ▶ Filmmakers who help make community voices heard
- ▶ Participatory video makers engaging communities in evaluations
- ▶ Radio broadcasters
- ▶ Managers and coordinators of international shortwave broadcasting databases
- ▶ Trainers on ethical journalism in times of disaster
- ▶ Listeners who survey crisis-affected people to help decision-makers adjust programmes
- ▶ Specialists in communication in violence or armed conflict
- ▶ Information and communication experts from small, medium and large humanitarian agencies
- ▶ Innovators finding new ways of using new products and digital technologies in programmes
- ▶ Providers of vital voice and internet connectivity in emergencies.

Purpose

The CDAC Network brings together diverse local, regional and global actors to catalyse communities' ability to access information and have a voice in humanitarian emergencies.

*All reports and briefs mentioned herein can be found at:
<http://www.cdacnetwork.org/>*

You say you want a revolution...

Communication and community engagement saw a sea change in 2016. Despite still too often being seen as 'nice to have' in humanitarian responses, the World Humanitarian Summit and Grand Bargain set new imperatives for a 'Participation Revolution', local action and a significant switch of funding to national organisations.

The CDAC Network, a unique collective of UN, INGOs, media and technology organisations and others, welcomes this; indeed, it is what its members have been advocating for a decade. The proof, though, will be in the real, on-the-ground commitments and action from responding agents.

Without communication and community engagement, participation cannot occur. As aid actors, we need to be smarter when engaging with the myriad communication channels now available to us; new and traditional, digital and analogue, one-to-one and mass media.

While meaningful face-to-face communication can greatly improve decision-making in a response, greater connectivity is allowing help from networks of friends, family and diaspora to flow in as word spreads through restored mobile and other networks.

CDAC Network members are engaged in activities from translation to satellite connectivity, from social media to opinion surveys.

The Secretariat is directly involved in country level projects in Bangladesh and South Sudan. 2016 saw the membership grow as more agencies recognised the need to gain and share knowledge.

New questions, challenges and ethical issues are coming up almost every day, and will continue to do so. This year, once again, demonstrated the necessity of having the ability to counter rumours when people are moving en masse.

Engaging with the complexities at the heart of communication and engagement for people in times of disaster is where the CDAC Network will continue to question, learn and advocate.

The activities in this annual report should be seen in the context of a Network that has eight years of experience, and is determined to advance a true 'Participation Revolution'.



Brendan Gormley

Sir Brendan Gormley,
Chair, CDAC Network



Marian Casey

Marian Casey-Maslen,
Director, CDAC Network

“Without communication and community engagement, participation cannot occur”



The CDAC Network 2016 - 2021: Leading communication and community engagement in crisis now and into the future

Network members had an open and frank reflection in 2016 on achievements towards raising the profile of communication and community engagement. This culminated in a six-year strategy, approved by the Members Council in June 2016, with three strategic aims:

1. Strengthen collaboration

- a. **Convening and collaboration** At local, regional and global level, organise and facilitate new fora, communities of practice, cross-sector connections; showcase good practice, mainstream inclusive technology and build capacity.
- b. **Support common services** Invest in country-level and inter-agency multi-stakeholder platforms and common services.

2. Advocate for systemic change

- a. **Community voices** Directly and through better and more inclusive feedback systems, amplify the voices, communication needs and feedback of communities affected by or at risk of crisis to improve policy and practice.
- b. **Information** Strengthen the business and ethical case for providing timely and accurate information, utilizing evidence-based advocacy approaches.
- c. **Operational change** Through evidence-based advocacy to donors and other gatekeepers, and capacity-building to implementers, support adaptive programming and innovation.

3. Strengthen learning and support the production of evidence

- a. **Build an evidence base** on the role of communication in crisis, appropriate use of communication technology and effective institutional and policy change.
- b. **Guidance, tools and good practice** Develop, synthesise and curate evidence-based strategic and operational guidance.
- c. **Library of resources** Create a searchable, curated library featuring case studies, best practice, and tools in diverse languages.
- d. **Capacity development** at individual and agency level, ensuring training and peer-to-peer learning around the world, and maintaining an expert roster.

The next five years are critical to harnessing the momentum around the Network's core issues, translating it into concrete action and lasting change to the power structures, communication imbalances and assumptions embedded in the DNA of global humanitarian response.

Towards a common operating model for communication and community engagement

Communication and community engagement activities are more likely to be taken up by decision-makers if they are part of an arrangement common to all humanitarian responders.

From 2013, the Network’s Secretariat has convened members to discuss a “common service” model in support of organisations and clusters, with the dual purpose of collectively improving information flows to, from and among affected people, whilst also collecting, aggregating and analysing community feedback to influence decision-making. A workshop, held in Geneva in April 2016 and hosted by UNICEF and IFRC, emphasised the importance of:

- (i) empowering affected people through the provision of life-saving information, essential for affected people to make informed decisions and gain control over their lives; and
- (ii) ensuring collective and systematic participation of affected communities in shaping aid priorities and programme design to ensure that the assistance is accountable, relevant and adapted to needs.

Participatory needs assessments, monitoring and evaluation are important means to this end.

Convening for better coordination in emergencies

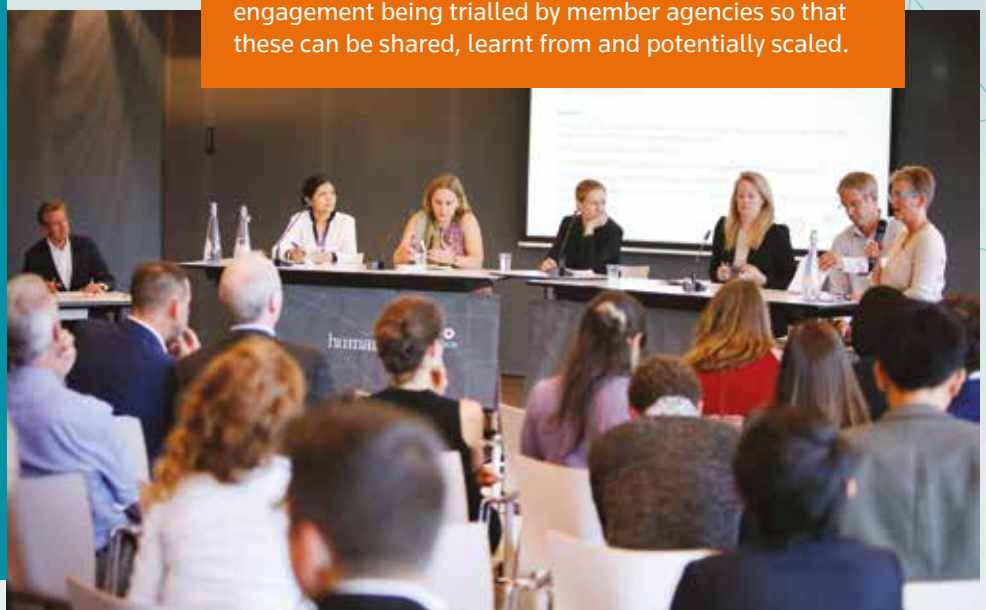
The Field Response Community of Practice, convened by the Secretariat and chaired by UNOCHA, met quarterly in 2016 to coordinate on communication and community engagement issues on the ground. Country-specific communities of practice were convened around Hurricane Matthew in Haiti, where there were significant blockages to coordinated community engagement, and the possibility of a common service in Chad.

In 2016, a consultant was commissioned to synthesise five years of Network field research into a policy brief: *‘The Role of Collective Platforms, Services and Tools in Communication and Community Engagement in Disaster Preparedness and Response’*, published in April 2017.

The brief makes actionable recommendations toward communication and community engagement becoming an integral part of future humanitarian response. It will guide CDAC Network discussions and advocacy on making common services a predictable, coordinated and resourced component of response, and be used by the multi-stakeholder ‘Communication and Community Engagement Initiative’, convened by CDAC Network and co-chaired by UNICEF and UNOCHA, to support implementation of the Grand Bargain commitments.

A new community of practice for innovation

From data management tools to improving connectivity among affected populations, innovation is critical to improving participation and community engagement in emergencies. Last year saw the establishment of a new community of practice (CoP) on innovation, chaired by UNHCR. The new CoP aims to harness the wealth of innovative approaches to communication and community engagement being trialled by member agencies so that these can be shared, learnt from and potentially scaled.



Unpacking rumour management in emergencies

Rumours abound in emergencies. Their identification, analysis and management is critical to a comprehensive community engagement approach. In January 2017, with funding from the Humanitarian Leadership Academy, the CDAC Network commissioned research on rumours and has produced a practice brief on working with rumours in humanitarian response, due for release in June 2017 to help guide approaches to rumours in future emergencies.

Local leadership and local action: The project has created incentives for stronger relationships between diverse actors, such as through the availability of a flexible funding mechanism for locally-led capacity strengthening that draws on expertise of local, national and international actors.

Participation as a fundamental principle: The platforms influence the way humanitarian organisations and governments work to achieve the Grand Bargain commitment on the ‘Participation Revolution’ to put the voices of communities at the heart of decision-making in humanitarian preparedness and response.

Innovation where it counts: START and CDAC Network launch four national labs

A collaboration between the CDAC and START networks, the DEPP innovation window was launched at the end of 2016. The £10m project aims to flip the narrative on humanitarian preparedness by ensuring that innovation in disaster-prone countries happens where it should: at the community level.

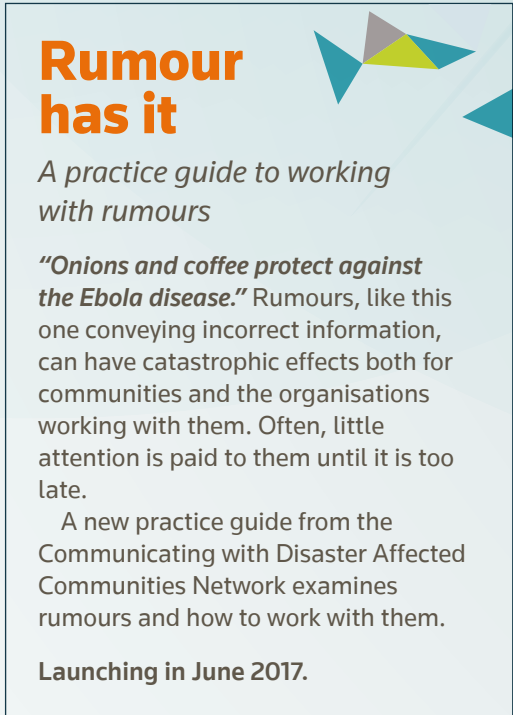
Innovations labs are being established in Jordan, the Philippines, Kenya and Bangladesh to identify, scale-up and scale-out improvements in disaster preparedness, each managed by different consortia, and operational for 18 months.

CDAC Network’s role in the DEPP Board, management and core project team is ensuring that the process involves meaningful community engagement – from problem identification to innovations processes and monitoring and evaluation. This will provide lessons across both networks about community-led innovation in disasters and how it can be supported.

The humanitarian communications roster

Recognising skills and knowledge gaps in humanitarian communication and community engagement, the CDAC Network has been working with NORCAP on a roster to enable the rapid deployment of expert personnel, funded by the Department for International Development and the Norwegian Ministry of Foreign Affairs. In late 2015 into 2016 the first team of specialists was deployed to support UNHCR’s operation in Greece. Over the next year, the talent pool will be expanded so that more deployment requests can be met.

“Innovations labs are being established in Jordan, the Philippines, Kenya and Bangladesh”



Rumour has it

A practice guide to working with rumours

“Onions and coffee protect against the Ebola disease.” Rumours, like this one conveying incorrect information, can have catastrophic effects both for communities and the organisations working with them. Often, little attention is paid to them until it is too late.

A new practice guide from the Communicating with Disaster Affected Communities Network examines rumours and how to work with them.

Launching in June 2017.

The Disasters and Emergencies Preparedness Programme – a model for testing ideas

Since 2014 the CDAC Network has been working under the Department for International Development’s Disasters and Emergencies Preparedness Programme (DEPP), seeking to build response capacity in high risk countries. The project is testing and scaling approaches to better meet the communication needs of those affected by disaster, in three areas:

Preparedness: The project has pre-positioned and strengthened platforms and relationships for coordinated action on information, communication and community engagement in Bangladesh, South Sudan and the Philippines, linking to national and international structures.

Beyond training: building and strengthening capacities across the globe

Improving communication and community engagement in emergencies requires involvement from people at all levels of emergency response, from affected communities to humanitarian coordinators and donors.

Over the last year, the CDAC Network continued to develop capacity at individual and agency level by providing training and peer-to-peer learning opportunities around the world. Foundation Training on Communication and Community Engagement was provided to 85 people in four countries. The Network has also continued to develop and curate evidence-based strategic and operational guidance.



NORCAP's first team deployment: the refugee crisis in Greece

To meet information and communication needs among communities affected by the refugee crisis in Europe, a specialised team was deployed to UNHCR. Arwen Kidd, deployed to Greece, said: "It can be simple signs or audio messages, or a place to charge mobile phones.

Because this is a humanitarian emergency like no other, we have to be constantly aware of changing needs.

Our finances, our donors

The CDAC Network's total income for 2016 was £1,216,096. The largest portion of grant income (£1,040,321) was linked to the 3-year DEPP, £3 million from April 2014 to March 2018, funded by the UK Department for International Development (DFID).

Most of this funding (£823,388) was managed by World Vision on behalf of CDAC Network, focusing on preparedness in Bangladesh, South Sudan and the Philippines.

The CDAC Network directly managed total income of £392,708 through its hosting arrangement with Internews, disaggregated as follows: £216,933 (strategic oversight and technical management of the DEPP); £36,879 DFID Discretionary Grant; £118,750 from membership fees; additional member contributions of £15,000 (BBC Media Action and UNICEF).

The projected level of funds (reserves) to be carried forward at the end of 2016 is £19,305. The CDAC Network seeks to expand its donor base in 2017 to enable it to scale up its activities.

Lessons from Nepal

In May 2016, CDAC enabled a report on community perceptions on communication activities during the Nepal earthquake response, which was launched at London City University.

Podcasts give Voice

New in 2016 were podcasts, or audio social media. Aimed primarily at practitioners, they have proved to be a way of 'passing the word' and allowing CDAC to give added value. They have also proven to be a useful way to speak to experts and researchers outside the network, but whose work is relevant to our advocacy for better communication and engagement. The podcasts can be heard on the 'Aid Drops' Soundcloud site.



CDAC expertise at Wilton Park

In September, CDAC led a session at the Wilton Park UK Foreign Office centre as part of a dialogue with experts and metrological professionals from the Horn of Africa on building and improving early warning systems for weather events. The scenarios conducted by CDAC, with BBC Media Action and World Vision, aimed at advocating for more spending and better communication with communities in emergency planning.

CDAC as a Thought-Leader

2016 was a year that saw the CDAC Network's focus on communicating and engaging with communities achieve greater prominence and the Network being sought as a thought leader.

Together with its work on the World Humanitarian Summit, a report on community perceptions on communication activities carried out during the Nepal earthquake was launched at an event at London City University (available <http://www.cdacnetwork.org/tools-and-resources/i/20160811085949-qjzug>).

The CDAC Network secretariat has also been an active member of the Emergency

Telecommunication Cluster (ETC) and provided technical support to the strategy review that has now included communicating with communities as a focus area for ETC interventions.

Opportunities were taken at a number of these events to produce material and social media for communication about communication and engagement with affected communities as well as the value of the Network approach.

A video produced by BBC Media Action on the Network value added included images and interviews from the WHS and can be seen here: <https://youtu.be/KjXlIICeZlY>

Putting communities first at the World Humanitarian Summit

The CDAC Network, at secretariat level and through members, was heavily involved in the World Humanitarian Summit in May 2016.

The Secretariat along with UNICEF, Red Cross societies and UNHCR organised a well-attended side event on new opportunities for 'Putting People at the Centre'. It was opened by Jamie McGoldrick, the UN Humanitarian Coordinator for the 2015 Nepal earthquake and later posted to Yemen, who noted the need for humanitarians to move away from any sense that they know what is best, instead making more effort to leverage the skills, knowledge and experience of affected people. CDAC also contributed to various events and submissions in the consultation period ahead of the summit.

Hear more about the session: <https://soundcloud.com/listener1984/innovation-and-communication-in-disasters-podcast>).

Stepping up to the challenge of community engagement in a digital age: Creating dialogue and 'virtual safety nets'

On the 26 September 2016 CDAC held a special event in Geneva, in cooperation with the ICRC and DFID, on how to meet the challenge of community engagement in a digital age. The number of themes prevailed:

1. Balancing the new with the traditional ways of communicating

Technology has enabled more efficient and widespread two-way communication in humanitarian settings. These advances have increased humanitarians' awareness of affected people's needs, preferences and provided greater opportunity for them to give feedback. Information technology has been especially important in settings where proximity to affected people is limited. There are certain challenges however, which include reinforcing power imbalances within families and communities, as well as the potential for rumours and misinformation to spread.

2. Using information in decision making

Overwhelming amounts of data are potentially now available to decision makers from numerous sources. The challenge lies in ensuring that data is analysed quickly and used to inform decisions. This will require creating greater incentives for managers and decision makers to take the voices of affected people into consideration and adapt programmes accordingly. In particular, there was a call for donors to put greater pressure on humanitarian actors to demonstrate how they have used input from affected people to inform programme decisions.

3. Documentation of engagement practice in different contexts

Documenting what we do, what works, what doesn't and why, is an essential part of reflection and learning and particularly with those in critical and complex environments such as situation of armed conflict. It must be planned and budgeted for if lessons are to be learned, and practitioners do not waste resources, use inappropriate systems or

conduct activities that are not properly thought through. There should also be recording of the consideration given to ethics, data protection and how engagement was undertaken in ways to counter inequalities such as those affecting women and children who may have limited access to media or feedback channels.

4. Partnerships with private sector

Mutual understanding and partnerships between the private and humanitarian sectors are needed to further bring digital and information technology into humanitarian programming. This includes understanding each other's motivations, drivers but also constraints. For partnerships to be successful and sustainable, private sector contributions must be part of a larger corporate benefit.

As more private sector actors become involved in humanitarian work, many noted the need for stricter policies around data protection and privacy. In addition, as social media companies have more influence on the actions of people affected by crisis, they must acknowledge the significant responsibility that comes with this power.

This creates opportunities for our sectors to work together. Finally, identifying and creating agreements with external actors (including the private sector and media) are essential to being prepared to meet the immediate information needs of communities.

5. Local voices must be at the decision-making table

Panellists called for greater localisation of aid and a recognition that the humanitarian sector plays only a small part of the work done to help communities recover during and after crisis. Communities themselves are always first responders, playing an important role when it comes to protection and resilience. Diaspora groups also provide significant inputs – both through financial but also with moral and technical support. The international role should be one that facilitates these connections, and supports them in creating the networks they need to survive while ensuring there is full participation in developing response.

Extract: CDAC Report on Special Event on Community Engagement, 26 September 2016

Our Members in 2016

CDAC has 32 full and affiliate members:

Full Members

1. Action Aid International
2. BBC Media Action
3. DAHLIA
4. First Response Radio
5. Ground Truth Solutions
6. The International Committee of the Red Cross (ICRC)
7. International Media Support
8. InsightShare
9. Internews
10. International Organisation for Migration (IOM)
11. NORCAP
12. PECOJON - the Peace and Conflict Journalism Network Asia
13. Plan International
14. Save the Children
15. SIMLab (Social Impact Lab Foundation)
16. Thomson Reuters Foundation (TRF)
17. Translators Without Borders
18. United Methodist Communications (UMCOM)

19. United Nations Population Fund (UNFPA)
20. United Nations High Commissioner for Refugees (UNHCR)
21. United Nations Children's Fund (UNICEF)
22. United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)
23. World Association for Christian Communication (WACC)
24. World Vision International
25. World Food Programme (WFP)
26. World Health Organization (WHO)

Affiliate Members

27. Development Media International
28. Freeplay Energy
29. Lifeline Energy
30. Fdl Development
31. Film Aid
32. High Frequency Co-ordination Conference (HFCC)

Our members make us

In 2016 the CDAC Network welcomed new member Development Media International, bringing the number of member and affiliate organisations to 32. The Network's membership base continues to expand and diversify, convening skill sets from various facets of communications in humanitarian action, increasing CDAC's ability to advocate for, and improve, participation in emergencies.

For membership enquiries, please contact Marian.Casey-Maslen@cdacnetwork.org

Our board

Sir Brendan Gormley, Chair, Independent
Cait Winter, Treasurer, Independent
Caroline Nursey, Executive Director, BBC Media Action
Daniel Bruce, CEO (Europe), Internews
Gwi-Yeop Son, Director of Corporate Programs, UNOCHA
Jamo Huddle, Director Humanitarian Design, Monitoring, Evaluation and Accountability, World Vision International
Jonathan Mitchell, Director of International Programmes, Plan International
Leonard Doyle, Director, Media and Communication Division, IOM

Secretariat staff 2016

Angela Rouse, Senior Programme Manager
Martin Dawes, External Communications and Advocacy Advisor
Sarah Mace, Capacity Development Advisor
Marian Casey-Maslen, Director (incoming)

New recruitment

Meg Sattler, Innovation Specialist, to begin work early 2017

Outgoing

Rachel Houghton, Director
Apoorva Mishra, Programme Associate
Nicki Bailey, Research and Learning Officer
John Warnes, Technology Officer

“ Many innovations processes lend themselves naturally to stronger community engagement ”

The year ahead

With a new strategy and staffing structure, the Network is now focusing on growing with its partners, traditional and new, to better understand and support the complex communications environments that help or hinder community decision-making in times of crisis.

CDAC Network's capacity strengthening work will expand. In addition to Foundation Training in Jordan and East Africa, tools and resources (including online training materials and a 'how to' guide) will be developed to assist blended learning pathways for humanitarian colleagues working on communications and community engagement to support better programming and ensure the best outcomes for affected communities. Shorter training for programme managers and proposal development colleagues are planned in London and Geneva.

Support will also be provided to the talent development stream of the DEPP through working with trainees from Bangladesh and South Sudan to help them better understand the role of community engagement in humanitarian response. The roster will be strengthened, through work with partners, to ensure that it is a go-to resource for organisations looking for technical expertise.

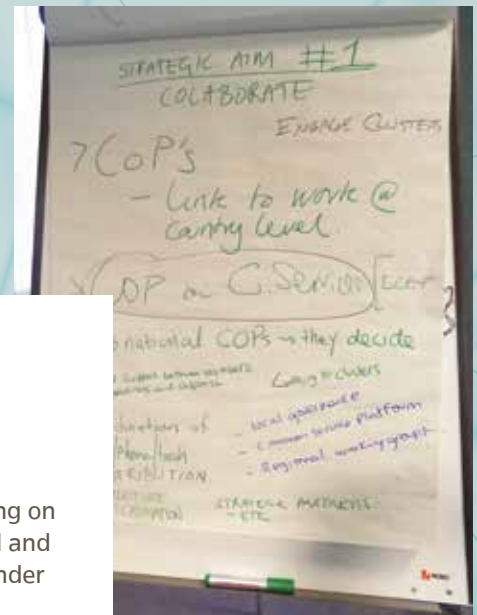
The establishment of innovations labs in four high-risk countries will test and stretch the application of human-centered design methodologies, taking them beyond basic consultation to increase and document greater community ownership in humanitarian preparedness.

A private sector engagement strategy will see the Network working with, and learning from, the local, national and global businesses that have such crucial roles to play in emergency communication and community engagement.

The Network will work more closely with the ICT sector to bolster knowledge, capacity and strategic partnerships, striving for more inclusive technology access in disasters. It will continue to support the implementation of the connectivity and satellite charters, and other relevant industry-driven initiatives.

A full-time innovations specialist, now on board, will support projects, strategy and capacity building to ensure that the current sector-wide trend of humanitarian innovation empowers, not excludes, affected communities. Many innovations processes lend themselves naturally to stronger community engagement.

The Network will advocate, convene, and provide tools and resources to ensure that this opportunity to further a 'participation revolution' is not lost.



Introducing our new director:

Marian Casey-Maslen

In June 2016, the CDAC Network welcomed Marian Casey-Maslen as its new director.

Marian brings more than 20 years' experience in humanitarian response and development, having worked with donors and NGOs in Sudan, South Sudan, Ethiopia and Kenya.

In 2007, she joined the ACT Alliance in Geneva, working on policy issues including accountability, climate change, disaster risk reduction, gender equality, security and psychosocial support.

In her most recent role, as Executive Director of HAP International, she contributed to the development of the Core Humanitarian Standard and CHS Alliance. Marian has Masters degrees in Development Studies and International Law in Armed Conflict.



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“ We don’t communicate with people outside the camp as we don’t have enough money to buy credit. But we hear about other people outside [from] refugees around us. I can’t reach my family back home, except occasionally I speak with a friend and she sometimes talks with my mother... I feel disconnected all the time. ”

Iraqi woman, Idomeni camp, Greece, in Voices of Refugees Report, BBC Media Action 2016

Acknowledgements

“We would like to thank our board, members, partners and supporters for their generosity of time, expertise, and resources. A special word of thanks to: our outgoing Director, Rachel Houghton for her wonderful dedication and accomplishments in guiding, brokering and shaping CDAC; DFID for its generous financial support; our members for their annual fee contributions; and, BBC Media Action and UNICEF for their additional funding contributions for 2016. All of your contributions have allowed CDAC Network to carry out its mission.

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 through communication and information exchange.

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