



**DIGITAL INCLUSION,
BETTER CONNECTIONS,
OPEN TECH...
NO MORE EXCUSES**

TABLE OF CONTENTS

WHAT IS THE CDAC NETWORK?	3
OUR PURPOSE	4
CHAIR'S MESSAGE	6
HAS THE REVOLUTION REALLY TAKEN HOLD?	7
RESPONSIVE, ALIGNED PARTNERSHIPS FOR BETTER RESULTS	8
CHAMPIONING COLLECTIVE SERVICE	10
DOMINICA RESPONSE	11
INNOVATION: UK AID'S DISASTERS AND EMERGENCIES PREPAREDNESS PROGRAMME	12
THE REAL INNOVATORS? LOCAL COMMUNITIES	12
GROWING LOCAL INNOVATION	12
COUNTRY-LEVEL PLATFORMS	14
BUILDING THE MOVEMENT	16
ARE ORGANISATIONS EQUIPPED FOR SURGE CAPACITY?	16
OUR FINANCES, OUR DONORS	17
THE YEAR AHEAD - 2018	18
OUR MEMBERS	19



WHAT IS THE CDAC NETWORK?

CDAC NETWORK IS A UNIQUE COMMUNICATION-FOCUSED GLOBAL ALLIANCE DEDICATED TO PROVIDING INFORMATION AND RESOURCES FOR COMMUNITIES IN CRISIS TO HAVE A VOICE AND LEADERSHIP ROLE IN HUMANITARIAN ACTION.

The organisation brings together over 30 member agencies from international organisations and UN bodies and national and regional NGOs, all involved in the delivery of humanitarian aid. Others are thematically-focused or technologically specialist members in the areas of media and communication, translation, local radio and mobile and low-end technologies. Critically, members include organisations from low-income, low-infrastructure and risk-prone countries.

This extended network comes with

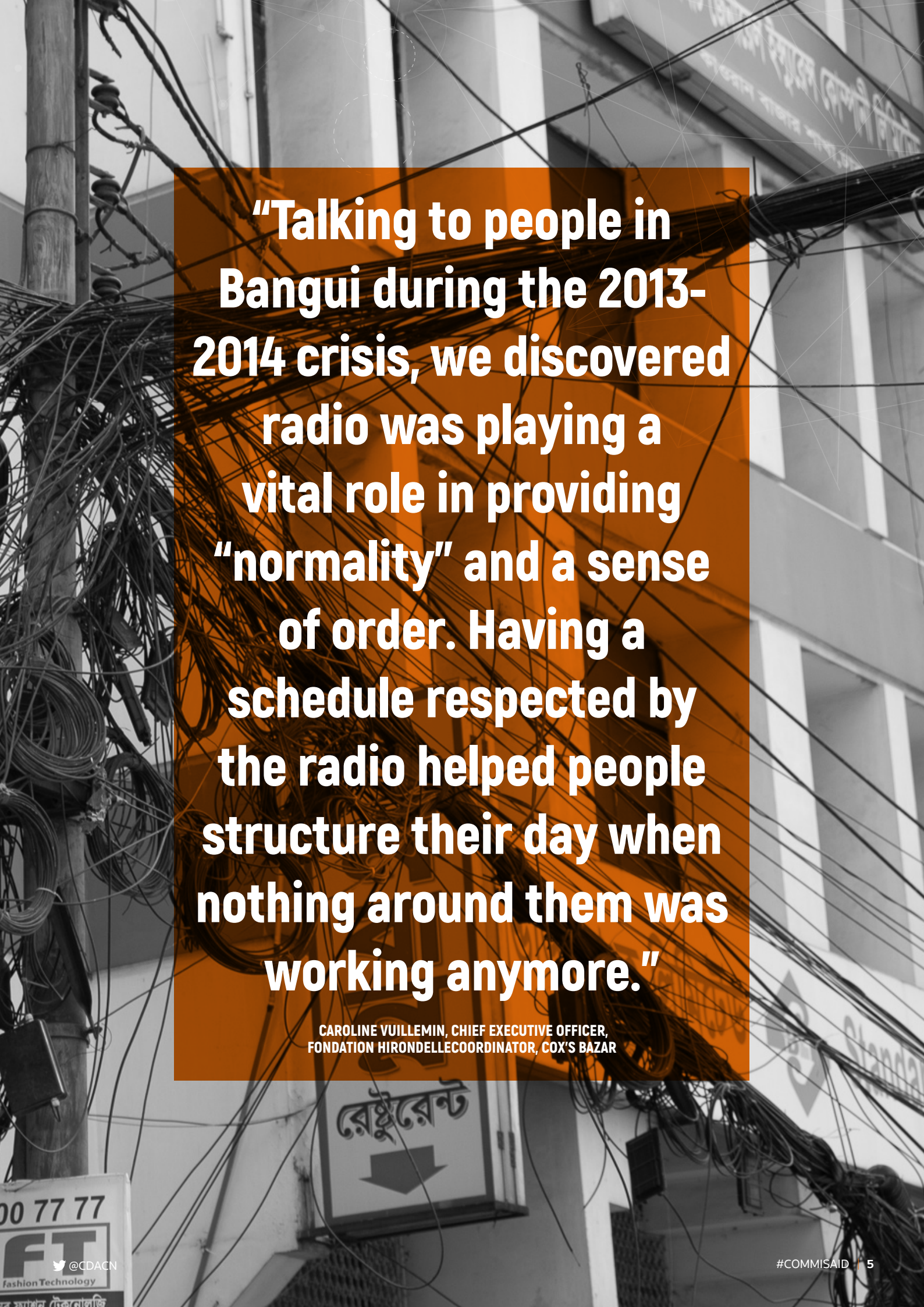
connections to the private sector, civil society groups, communities and national governments. All come together flexibly according to their strengths and through their work to address recognised gaps in communicating with and between communities (CwC) in humanitarian preparedness and response. They embody the network's principles and values, furthering its mission, and participate collaboratively in its activities. The network seeks to cultivate consensus among its diverse membership and collective action in support of its mission.

OUR STARTING POINT IS INFORMATION AND COMMUNICATION

WE BRING TOGETHER MORE THAN 30 DIVERSE LOCAL, REGIONAL AND GLOBAL ACTORS TO CATALYSE COMMUNITIES' ABILITY TO CONNECT, ACCESS INFORMATION AND HAVE A VOICE IN HUMANITARIAN EMERGENCIES.

WHO WE ARE

- Humanitarian and protection experts
- Journalists in print and radio from disaster-prone countries
- Translators
- Filmmakers giving a platform to community voices
- Participatory videomakers 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 bringing tech, creativity and new skills to bear on humanitarian services
- Providers of vital voice and internet connectivity in emergencies



“Talking to people in Bangui during the 2013-2014 crisis, we discovered radio was playing a vital role in providing “normality” and a sense of order. Having a schedule respected by the radio helped people structure their day when nothing around them was working anymore.”

CAROLINE VUILLEMIN, CHIEF EXECUTIVE OFFICER,
FONDATION HIRONDELLECOORDINATOR, COX'S BAZAR

00 77 77

FT
Fashion Technology

@CDACN

#COMMISAID 5

CHAIR'S MESSAGE



PREPAREDNESS, PARTICIPATION AND INCLUSIVE TECHNOLOGIES ARE THE STANDOUT TERMS THAT PLAY OVER IN THE MANY PROGRAMMES AND PROJECTS CDAC NETWORK DELIVERED IN 2017.

This has been a year of platform building and plugging in new partnerships with tech providers, start-ups and the grassroots to enhance direct contact with people affected by crisis both physically and virtually.

Since I took up the role of chair with the network, there have been staggering developments in the way people connect and communicate. We're seeing surprising and creative alliances to harness technology in humanitarian action and afford those affected direct input in decisions taken. Investment in innovation and application of new technologies are playing a fundamental role in changing power dynamics, handing more control to affected people and bringing communities' voices to the fore.

Undoubtedly, this is opening up new space for local leadership. Yet, we keep stumbling over the same cracks: the digital divide, the gender gap, unfit communication and accountability mechanisms, and the struggle to realise the 'Participation Revolution' kick-started by the World Humanitarian Summit's Grand Bargain back in 2016.

We heard in Bangkok at the 2017 Annual CDAC Forum, *Authenticity of the Participation Revolution*, that while there is willingness from the aid community, we are stalling on making it work. We need to be clearer on what participation means, and what it means in different contexts.

Structural hierarchies are still alive. Failure to address this is making the situation worse. The frontline practitioner to leadership link is critical if we are to tackle at least part of the problem. To achieve this revolution, we have to engage with governments and others. In some situations, and especially in some countries in conflicts, this makes us uncomfortable. It's vital we bring about a different quality of engagement: direct, locally relevant and carefully interlaced with existing structures and systems. We need localisation. This requires stronger efforts to bring about social justice and lay clear paths for equal participation.

At various events in 2017, we heard about the need to address community demand for preparedness. But, we can't do this in the white heat of emergency response. We need to 'practice' our

relationships with other actors. This is one of the strengths of CDAC's convening role in bringing together UN, Red Cross and Crescent Movement, donors, civil society, media and private sector to both individually and collectively enable system-level change on communication and community engagement. This is so that members and the wider sector can undertake practical action at all levels to put those affected in the driving seat.

This systems-level change was demonstrated in CDAC's contribution under UK Aid's Disasters and Emergencies Preparedness Programme (DEPP), which focused on promoting collective action. As a result, we saw the finalisation of 13 communication and community engagement projects by multi-stakeholder platform members in three countries (seven in Bangladesh, three in South Sudan and three in the Philippines).

Critically, we also partnered with Start Network to support four community-centred innovation hubs in Bangladesh, Jordan, Kenya and Philippines – each building inroads to increasing community participation in the design of humanitarian systems and services by supporting local knowledge and new ideas in disaster preparedness.

In terms of our network, we've made strides to decentralise, holding our Members' Council outside Europe for the first time, in Bangkok. We are delighted to welcome new members, Smile Again Africa Development Organization, which works across all states in South Sudan to help communities fulfil their potential and geospatial data pioneers, EarthX.

We've got ambitious plans in 2018 to bring disruptive technologies to bear on improving interactions with communities, lifting local leadership and strengthening collective action. Take a look to see where we're heading.


Sir Brendan Gormley
Chair, CDAC Network

HAS THE REVOLUTION REALLY TAKEN HOLD?

On the first anniversary of the World Humanitarian Summit, in May 2017, CDAC Network and the Steering Committee for Humanitarian Response gathered more than 110 humanitarian workers, thinkers and leaders in Bangkok to debate 'the authenticity challenge to the Participation Revolution': how to effectively engage affected communities and recognise them as decision-makers in humanitarian response.

Recognition that disaster-affected communities are partners in humanitarian preparedness and response would have seemed beyond reach just a few years ago. But a sea-change has happened in global thinking, if not in practice. One reason for this change is that people caught up in disasters are using technology to make their voices heard in ways that are not dependent on an aid filter. The agencies most involved in international humanitarian aid are still adapting and catching up. Decades of research and standards on engagement have not resulted in the dramatic shift that is now being witnessed in many emergencies thanks, for example, to mobiles and connectivity.

Business as usual in any emergency response does, of course, mean considerable involvement with people, communities and national responders facing extreme difficulties. But, this has traditionally been a vertical relationship from international to local actors where, as one contributor at the forum put it, "money may trickle down, but power doesn't". Such relationships are defined by agendas set elsewhere and often finish when the funding ends, seriously disrupting the capacity of a local 'partner' as the international actor puts to bed the project in a way that helps future relations with the funder. The Bangkok Forum demonstrated an overwhelming desire among attendees to see more participation by affected people in decision-making around humanitarian assistance. However, it was clear most international agencies, at least, are struggling to make this work. The final judgement about whether organisations are 'participation ready', and whether engagement is 'authentic' can only come from the communities themselves. If there was one point that garnered unanimous agreement at the forum, it was that this is a time when such judgements should matter and result, one way or another, in a demonstrable shift in power.



RESPONSIVE, ALIGNED PARTNERSHIPS FOR BETTER RESULTS

In 2017, CDAC Network worked consistently to leverage and support collective action to improve communication with communities. In part, we were seeking to deliver on the first aim in our strategy, “to strengthen collaboration and support common services, at the local, regional and global level”, playing a critical role as a neutral convenor at leadership level committed to brokering consensus. But, our commitment to collective action also reflects our conviction that collaboration is the key to effectiveness in communicating humanitarian responses to affected populations.

Planned, collective communications approaches in crises are more effective, cheaper, and result in consistent and coordinated messaging. Our 2017 policy paper, [‘The Role of Collective Platforms, Services and Tools to support Communication and Community Engagement in Humanitarian Action’](#), demonstrated widespread support for these approaches. The paper notes at national level the shape and functions of collective platforms, services and tools will vary according to context, needs

and capacities. It paints a picture of a successful global collective service and national mechanism as an essential cross-sector working approach, rather than a segregated additional cluster, integrated within the humanitarian architecture in a given context.

The global service is designed to support national mechanisms in gathering and disseminating good practice, developing tools and providing guidance. We played a pivotal role in the creation and governance of the Communication and Community Engagement Initiative (CCEI).

Additionally, CDAC Network facilitated collaboration through the Field Response Community of Practice, which convened six times in 2017, with further ad hoc calls for coordination on communication and community engagement issues related to field operations. These calls covered issues related to responses to the food crisis in East Africa, conflict and disease outbreak in Yemen, hurricanes in the Caribbean, flooding in South East Asia, the Rohingya refugee crisis and population movements in Democratic Republic of the Congo. The calls also informed the common services platform paper. CDAC

Network supported multi-stakeholder community engagement working groups in Bangladesh, the Philippines, and South Sudan, and were involved in coordination and best practice groups and discussions in several more countries.

We participated in the consultation on Minimum Standards for Age and Disability Inclusion in Disaster Response by the DEPP ADCAP (Age and Disabilities Capacity Project) and continued engagement with sector-wide best practice through the Core Humanitarian Standard (CHS). We continue to develop our alliances with academics and the private sector, largely through events and engagement.

At the Humanitarian ICT Forum in Silicon Valley in March, our panel featured a speaker from Facebook and our keynote address during the Members’ Forum in Bangkok in May was provided by Twitter. We have been active members of the H2H Network, which aligns small- and medium-sized actors in the humanitarian system, pooling funding requests and advocating for innovative and effective use of these actors in emergencies and capacity-building.

Having dynamic communication and coordination activities helps the Turkish Red Crescent to reach out to the most vulnerable. It further supports the identification and referral of protection cases to the right governmental, NGO, or Red Crescent Protection department enabling targeted social protection covering implementation of cash assistance programmes.

ORHAN HACIMEHMET, PROGRAMME COORDINATOR, CASH PROGRAMMING, TURKISH RED CRESCENT



CHAMPIONING COLLECTIVE SERVICE



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

The initiative aims to organise collective service to address the need for a more systematic and coordinated approach to communications and community engagement with affected people.

At country level, the collective service will build on existing tools and approaches already implemented by aid and media development actors. It will fulfil several key functions:

- Identify communication needs and applicable communication channels
- Coordinate the provision of appropriate and relevant information

to affected communities

- Regularly monitor rumours and perceptions from affected people about aid quality
- Produce and circulate information to aid providers to support operationalisation, strategy and decision-making processes
- Ensure appropriate communication and community engagement is included in country-level preparedness activities
- Compile and analyse qualitative and quantitative data about aid quality and effectiveness
- Assess the impact of participation and engagement on decision-making processes and aid provision to affected communities

At global level the collective service will:

- Provide the necessary technical

assistance to country programmes

- Supply guidance, tools, and facilitate sharing of best practice
- Maintain standby capacity with trained specialists
- Support country programmes to include communication and community engagement in their preparedness activities

CCEI is documenting case studies from each national platform and is planning a regional workshop in Nairobi in 2018, which will provide lessons and next steps for national platforms in the region.

CCEI Steering Group members include: CDAC Network, CHS Alliance, Ground Truth Solutions, IFRC, IASC AAP/PSEA Taskteam, Internews, NEAR Network, SCHR, WHO, UNHCR, UNICEF, UNOCHA, and World Vision.

The Grand Bargain and post-World Humanitarian Summit initiatives on the New Way of Working, localisation and cash have major implications for humanitarian coordination. None of these will happen if we don't engage communities in the right way, and provide the right kind of leadership to operational agencies to do the same.

RUDOLF MÜLLER, DIRECTOR OF COORDINATION DIVISION, OCHA GENEVA

SYSTEMATIC COMMUNITY ENGAGEMENT IN NON-CRISIS PHASE IS CRITICAL

Strong examples of government feedback and community information systems were shared during the CDAC 2017 Annual Forum, Bangkok. Iyan Kusmadiana, Deputy Director for Management of Disaster Affected People in the Ministry of Social Affairs, Indonesia described an information-based disaster management system that uses formal and informal channels, including WhatsApp and images, to collate and monitor material across the country's vast territory and many islands. "It is a community-based system where communities take the lead in response, and regional and national bodies get involved depending on severity and requests," he explained. Monitta Putri, Assistant Advisor at the Executive Office of the President of Indonesia, shared details about a feedback system that requires a response to an individual within five days of the request being received in a government department.

DOMINICA RESPONSE

On 18 September 2017, Hurricane Maria devastated the island of Dominica. As part of the Humanitarian to Humanitarian (H2H) network, CDAC Network deployed a communication and community engagement specialist to provide coordination and technical support to the response. The coordinator supported both the international humanitarian community and the national government.

The Government of Dominica rolled out initiatives to ensure the affected community had some useful information related to disaster response, along with a hotline and helpdesk (in the capital, Roseau) to allow people to ask questions. Despite damage to equipment, local media managed to keep broadcasting. However, due to the damage sustained to equipment and infrastructure (transmitters, repeaters, towers),

limited power supply and people losing communications objects like radios and mobile phones, large parts of the island were not reached.

The humanitarian system deployed relatively small teams with a strong focus on delivering aid in close collaboration with the government. Essential communication and community engagement components were often absent in programmes, nor, as is often the case in a small response, was there enough staff to develop a sustained, continuous effort to ensure the response was well understood by the population and efforts were reaching the most vulnerable people.

By organising weekly meetings and making targeted efforts to ensure attendance from different actors, including local media, government, national NGOs and international agencies, CDAC Network was able to improve

communication and collaboration across the response. To strengthen these relationships and the different activities related to communication and community engagement, we organised a workshop attended by people tasked with collecting feedback, like the government hotline, ensuring information management across the response (OCHA), implementing activities (WFP, UNICEF) and providing information (local media).

We drafted a local media overview, including a contact list with up-to-date details and circulated it among international actors. We also provided guidance in terms of beneficiary targeting, a toolbox on communication and community engagement, feedback analysis and sharing with the humanitarian community, and an information and communication needs assessments in three locations.

INNOVATION: UK AID'S DISASTERS AND EMERGENCIES PREPAREDNESS PROGRAMME

CDAC Network and Start Network support the £10 million Disasters and Emergencies Preparedness Programme (DEPP) Innovation window, which ends in March 2019 with CDAC providing technical expertise on ensuring a user-centred approach to the design of humanitarian systems and services. We are hosting one of the three core positions for the programme, Innovation Specialist/Community Engagement Adviser for global innovation labs, who is involved in all major decision-making processes.

THE REAL INNOVATORS? LOCAL COMMUNITIES

Organisations are increasingly turning to the innovation space and user-centred design approaches to work alongside communities at risk of or engulfed in disaster to create products, services and systems better tailored to help improve and save lives.

It stands to reason that people whose lives are affected should have a say in the aid provided. Communities possess rich local knowledge, are innovative and able to mobilise, organise and adapt in dynamic ways, but are often only afforded a cursory role in response and preparedness and are rarely involved in the design of humanitarian solutions.

Slowly, this is changing. Advances

in technology are revolutionising the way people connect, communicate and manage their lives. This has had a big role to play in shifting notions of participation. In the humanitarian world, international actors are coming round to the realisation systems need to shift in favour of local action and local leadership for better outcomes. One of the key challenges, however, is breaking down barriers to participation, particularly for women and other vulnerable groups excluded from decision-making roles and often without access to technology, training and education.

**We hope these
scouted innovations will
not only help the local
community but
will also be replicable
and scalable to solve
similar problems
elsewhere.**

**PROFESSOR DR QUAZI QUAMURUZZAMAN,
CHAIRMAN, DHAKA COMMUNITY
HOSPITAL TRUST**

Increasing opportunities for communities to bring forward new thinking and ideas in humanitarian action requires investment in training, mentoring, widening access to technology and forging stronger partnerships with different sectors. Supported by CDAC Network, four main innovation labs set up under DEPP are resetting the balance. The labs, all based in disaster-prone countries, have been established to encourage potential innovators to develop their ideas on disaster preparedness into scalable and practical solutions.

GROWING LOCAL INNOVATION

DEPP innovation labs in Jordan, Kenya, Philippines and Bangladesh are designed to help local communities find practical ways to prepare for disasters. Labs will seek out and grow scalable solutions for disaster preparedness and share new practice and learning with the wider humanitarian sector. This will involve exploring innovation processes in collaboration with affected communities while addressing issues such as inclusivity and scalability. Each country was selected due to the level of vulnerability to disasters ranging from floods, typhoons, drought, earthquakes and armed conflict.

Kenya: Adeso in partnership with iHub, a Nairobi-based support centre for tech entrepreneurs, and Mastercard

The most exciting thing about this initiative is seeing people from the community come together and realise that they have the power to be active problem-solvers.

LILLIE ROSEN, COMMUNITY INNOVATION COORDINATOR
AT INTERNATIONAL RESCUE COMMITTEE



Foundation established the consortium, Aim. Aim leads two labs in Garissa and Marsabit in the north-east of the country, supporting local innovation to improve drought resilience among rural, pastoralist communities. The labs are working closely with different sections of the community to encourage people to share and develop their ideas. The teams have carried out scoping studies and a number of community consultations to define the problem area and build understanding of what innovation means to different people facing drought-related challenges. The community is central to shaping the lab and the support for local innovators to develop scalable solutions tailored to meet community needs.

Bangladesh: Dhaka Community Hospital Trust (DCHT) heads the lab in Bangladesh in partnership with SEEDS India and academic partners, the University of New South Wales and Centre for Research on the Epidemiology of Disasters and the civil society network the Asian Network for Disaster Reduction and Response. The consortium has wide-ranging experience and knowledge in disaster preparedness at country level. Focusing on the informal settlement area Korail in Dhaka, the lab hopes to capture and scale innovations residents are employing out of necessity. The lab has established a

walk-in community cafe space to enable people to share and develop their ideas and seek training. Innovations will be tested with input from the community and ideas will be selected based on criteria such as scalability and understanding of community needs.

Jordan: The International Rescue Committee (IRC) leads the Jordan lab, which is focused on increasing access to livelihoods for refugee communities. Innovative approaches are required to ensure community resilience in the face of uncertain futures, overburdened social services and challenges to accessing livelihoods in the context of a surging refugee population. Jordan has a rich innovation community, with numerous social innovation projects, hubs and co-working spaces. Many initiatives are still camp-based, while the vast majority of Syrian refugees are living in host communities. Social cohesion and job creation are significant problem areas requiring creative solutions. The lab will run design sprints and provide open lab space to support proposals sourced from the community to be piloted and scaled with the support of small grants.

Philippines: Four labs in Northern Luzon, urban Manila and Central and Southern Luzon, the Visayas, and Mindanao are

supported by Plan International with Action Against Hunger (ACF), CARE and the Citizens' Disaster Response Network (CDRN). The Philippines is one of the world's most disaster-prone countries, affected by various kinds of natural disasters (typhoons, drought, earthquakes, volcanic eruptions) as well as armed conflict, causing wide displacement and economic loss. The lab's name 'Tuklas' translates as 'discover' in Tagalog and the acronym TUKLAS, 'Tungo sa Kahandaan ng Pilipinas' means 'Towards Preparedness in the Philippines'. The lab will link community innovators with networks of mentors, donors and researchers, bringing in-country resources closer to innovators in the field. The labs will build on ideas sourced from the community to turn them into innovations in disaster preparedness, scale and pilot them, with support from small grants.

Start Network and CDAC Network in cooperation with the global technology consultancy Thoughtworks have designed a support programme and online collaborative platform that hosts this global community of practice. CDAC Network has produced community engagement guidance for the labs. The guidance provides support to teams around the challenging aspects of planning and setting up the labs, with input from local communities to overcome barriers to participation.

COUNTRY-LEVEL PLATFORMS

Since 2014, CDAC Network has received support under DEPP 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. As part of the project, CDAC Network supports three country-level working groups. A learning event in October brought together project staff from the UK, Bangladesh, South Sudan and the Philippines to explore key successes, challenges and learning.

SHONGJOG: BANGLADESH

Set up in 2014, the Communicating with Communities (CwC) Working Group - known as 'Shongjog' locally - has been active in the development of tools and guidance, practice and in evidence-gathering. With its own dedicated website - <http://www.shongjog.org.bd/> - and more than 30 participant organisations, it produced, in 2017, a series of CwC guidance to support application of CwC, including a Best Practices Study (BRAC), a Guide for Emergency Volunteers (BRAC and the Bangladesh Red Crescent), Capacity Building Training (BBC Media Action) and Community Radio Guidelines (Bangladesh Red Crescent). The group also refreshed the Bangladesh Media Landscape Guide. An updated Message Library was used as part of the response to the Rohingya crisis in the South-East of the country. Shongjog held two simulation exercises and a learning event in August 2017 in Dhaka, which was attended by a wide range of emergency response stakeholders, including international and national NGOs, government, UN and international donors.

A sub-national working group was set up in Cox's Bazar.



During flooding earlier in the year and the Rohingya crisis, Shongjog members coordinated more effectively, and collated and shared community feedback summaries to escalate common issues to programme staff and decision-makers. Communicating with communities has been incorporated into the national response plan and was a feature of 'sitreps' and coordination meetings.

A next step is for the working group to develop a set of operational protocols for how the group mobilises in an emergency. A final wrap-up event will involve stakeholders from Bangladesh, South Sudan and the Philippines as well global partners, and will reflect achievements and learning from the project, to inform other similar collaborative CwC platforms on communication and community engagement going forward.



SOUTH SUDAN: COMMUNICATING WITH COMMUNITIES WORKING GROUP

With thirteen CDAC members operational in South Sudan, efforts are moving ahead to re- invigorate the Juba-based CwC Working Group. A new project manager was hired and started in February, joining from local partner Smile Again Africa Development Organization. In July, the group launched the revamped Media Landscape Guide. Members drafted and tested new key messages for humanitarian responses and ran a CwC training session in June for over 50 participants.

A CwC exchange visit to Nairobi in April allowed a delegation from the CwC Working Group to participate in the Kenyan 'Quality and Accountability Working Group' annual meeting, and dedicated sessions on CwC. The two groups will collaborate on a humanitarian principles and quality standards training in Juba in November 2017.



PHILIPPINES: COMMUNITY OF PRACTICE ON COMMUNITY ENGAGEMENT

The Community of Practice (CoP) updated common tools used by organisations in the Philippines, including the Rapid Information, Communications and Accountability Assessment (RICAA). The Humanitarian Reporting Manual and TextDash SMS feedback system were developed and tested to strengthen humanitarian media practice in the Philippines.

A community-based Disaster Management Training focusing on contingency planning and drill preparation was provided in four communities, reaching 171 community leaders. In total, 43 volunteer leaders participated in volunteer management training and 36 people attended a relief delivery and operations training. These trained volunteers led community drills as the culminating activity. The community drills engaged a total of 1,102 community members.

World Vision is leading the development of a child-focused CwC module, which is being developed with 'Child Champions' identified through a partnership with four schools. A children leaders' meeting was conducted on 19 August 2017, exploring the establishment of a feedback mechanism in each of the target schools. The draft 'Child-Focused CwC Module' underwent its final desk review on 25 August with local disaster response stakeholders in Mindanao. A two-day training on the module was held with 22 local disaster management stakeholders, including the Department of Education. Seventeen child champions and three teachers also participated in an end-of-project debrief and reflection workshop. Ten information boards and 40 feedback boxes have also been installed in the four target schools.

BUILDING THE MOVEMENT

We're building capacity across the humanitarian sector by developing and sharing guides and tools; delivering training; gathering evidence of impact of best practice, and sharing our findings through advocacy activities, particularly focused on the outcomes of work under DEPP and relating to the Grand Bargain. The team represented the organisation at meetings and events around the world, including moderating and participating in panels on social media and connectivity in crisis response.

We released our policy brief, 'The Role of Collective Platforms, Services and Tools to support Communication and Community Engagement in Humanitarian Action' and commissioned the development of a how-to guide on Communication and Community Engagement for the sector supported by a multi-agency steering group. We are also working towards publishing our training materials for CCE with an accompanying facilitator's guide, which will be launched in mid-2018 and have updated the e-learning course '[Communication is Aid in collaboration with the Humanitarian Leadership Academy](#)'.

June saw the launch of '[Rumour has it: a practice guide to working with rumours](#)'. This guide for practitioners examines rumours and frames them as a form of feedback, and provides practical steps to incorporate this information into existing preparedness and response programmes to develop a way of working with rumours both on an individual and inter-agency level. Since the guide's launch, it has remained one of the most popular pages on our website.

Our membership also produced new research and advocacy. The Internews report Communication with 'Communities: Walking the Talk' argues that if we are to meet the growing needs of disaster-affected communities around the world, we must do more to truly listen to them and, crucially, to



tailor our responses accordingly by investing more in communications with communities. ICRC and IFRC, with support from OCHA, published a guide on how to use social media to better engage people affected by crisis, geared towards staff in humanitarian organisations who are responsible for official social media channels.

ARE ORGANISATIONS EQUIPPED FOR SURGE CAPACITY?

During CDAC-NORCAP deployments to Cox's Bazar in November 2017, CDAC Network commissioned a consultancy to provide a snapshot of how equipped the sector is in communication and community engagement surge capacity; our role in supporting that capacity (building on a discussion paper presented at the Members' Council in May); and, identification of any surge gaps that need to be addressed.

We believe effective surge capacity in communication and community engagement is a pre-requisite for effective emergency preparedness and response. The CDAC-NORCAP managed roster was designed for the wider sector in response to an emerging gap for greater expertise in both areas. It offers a range of appropriately qualified, experienced and trained humanitarian

communication personnel to deploy to meet this capacity gap.

Roster experts are deployed through the existing humanitarian architecture and reinforce it by providing additional coordination and technical capacity to ongoing cluster or agency-specific initiatives. Deployments are mainly at the request of a Humanitarian Country Team, a humanitarian organisation or national disaster management authority. This is to ensure overall community engagement response is as coordinated and complete as possible. Deployment to individual agencies is also possible.

The number of requests for technical support for communication and communicating with communities is rising, but some concerns have been raised that current roster or standby profiles do not fully match what is needed at country level. While media and communication skills are essential, finding people who also have strong coordination and participatory engagement skills and wider knowledge of accountability to affected populations and related feedback mechanisms is difficult. Overall, there is a perception that current surge capacity is not sufficient to meet growing demand from different countries. The results of the review will be published in early 2018 on our website.



OUR FINANCES, OUR DONORS

The CDAC Network's total income for 2017 was £1,656,752. The largest portion of income (£1,317,373) was linked to the £3 million DEPP grant, a 4-year programme from April 2014 to March 2018, funded by the UK Department of International Development (DFID). Of this, £1,117,453 of the DEPP was managed by World Vision UK on behalf of CDAC Network, focusing on preparedness in Bangladesh, South Sudan and the Philippines. The remaining £199,920 was managed by CDAC through its hosting arrangement with Internews.

Other CDAC Network directly managed funds hosted via Internews included: £104,063 for DEPP Innovation; £25,000 from the Humanitarian Leadership Academy (HLA); £170,323 from membership fees; and, £39,993 from DFID H2H for Dominica response.

2017 was a year of transition for CDAC Network as it began its move towards operating as an independent legal entity. A Company Limited by Guarantee, CDAC Network Ltd, was established in January 2017 and became operational at the end of 2017. Independent Accountants Sayer Vincent were engaged in 2018 to provide accounts preparation services for the accounting period ended 31 December 2017 and subsequent years. A separate CDAC Network Limited directors' report will be submitted to Companies House for 2017.

CDAC Network Ltd started 2018 with total reserves of £66,548 of which £18,128 is restricted (H2H) and £48,420 (Membership) is unrestricted.



THE YEAR AHEAD – 2018

We're looking to position the Network at the forefront of "change" development in the sector, operating for the first time as an independent legal entity. We will continue to support the achievement of the Participation Revolution and other Grand Bargain commitments and will look to the potential for community voices and digital inclusion to bridge the humanitarian-development divide. We will be looking to giving opportunities to communities to take their ideas on how to do better preparedness and response without burdening them with complex international systems and frameworks.

In the coming year, we will produce a learning review of our contribution under UK Aid's four-year Disasters and Emergencies Preparedness Programme, titled: Strengthening Information Sharing and Two-Way Communication Preparedness Capacity for Better Dialogue, Better Information and Better Action. This learning will influence the ongoing work of the Communication and Community Engagement Initiative (CCEI), enabling pre-positioned, national platforms on communication and community engagement in disaster-prone countries. We

will launch our 'How-to Guide' and 'Facilitator's Guide and Training Pack' for technical training on communication and community engagement in humanitarian response. We will go beyond providing training for aid workers on communication and community engagement (CCE) and will begin to roll out a training programme on CCE for standby partners to ensure greater capacity in the sector, including at the leadership level.

Additionally, we will be reviewing our 2016-2021 Strategy and will re-structure organisational ways of working. We will also look to building new partnerships with those at the cutting-edge of technology, telecommunications, and data sharing and visualisation to increase affected communities' access to and role in tools and systems development that will enable local-level leadership and more targeted deployment of aid.

As this will be a higher-cost year for the Secretariat as we put our new finance, human resource and ICT systems in place, we ask for your continued support, encouragement and patience as we make the transition for our staff, assets and systems in the months ahead.

OUR 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. Smile Again Africa Development Organisation (SAADO)
15. Save the Children
16. SIMLab (Social Impact Lab Foundation)
17. Thomson Reuters Foundation (TRF)
18. Translators Without Borders
19. United Methodist Communications (UMCOM)
20. United Nations Population Fund (UNFPA)
21. United Nations High Commissioner for Refugees (UNHCR)
22. United Nations Children's Fund (UNICEF)
23. United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)
24. World Association for Christian Communication (WACC)
25. World Vision International
26. World Food Programme (WFP)
27. World Health Organization (WHO)

AFFILIATE MEMBERS

28. Development Media International
29. Freeplay Energy
30. EarthX
31. Lifeline Energy
32. FdL Development
33. Film Aid
34. High Frequency Co-ordination Conference (HFCC)

OUR BOARD

Sir Brendan Gormley, Chair, Independent
Cait Winter, Treasurer, Independent (outgoing)
Caroline Nursey, Executive Director, BBC Media Action
Daniel Bruce, CEO (Europe), Internews
Gwi-Yeop Son, Director of Corporate Programs, UNOCHA (outgoing);
Loretta Hieber-Girardet, Chief of the Inter-Cluster Coordination Section at the Programme Support Branch at OCHA (incoming)
Jamo Huddle, Director of Humanitarian Design, Monitoring, Evaluation and Accountability, World Vision International
Jonathan Mitchell, Director of International Programmes, Plan International (incoming independent Treasurer)
Leonard Doyle, Director of Media and Communication Division, IOM
Ledrolen Manriquez (Len), PECOJON
Laura Walker McDonald, SIMLab

SECRETARIAT STAFF 2017

Angela Rouse, Senior Programme Manager
Martin Dawes, External Communications and Advocacy Advisor (to August 2017)
Meg Sattler/Hannah Murphy, Innovations Specialist
Sarah Mace, Capacity Development Advisor
Brian Mweene, Communications Assistant, Volunteer
Johnathan Napier, DEPP Programme Manager (out-going)
Chris Ford, DEPP Grants Compliance Officer (out-going); DEPP Programme Manager (incoming)
Soraya Khajehpour, DEPP MEL Officer
Marian Casey-Maslen, Executive Director





CDAC Network
27 Dingley Place
London
ECTV 8BR
UK

Companies House Registration No: 10571501
Registered Charity Number: 1178168

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 DFID for their generous financial support via the DEPP Programme and H2H; the Humanitarian Leadership Academy for project funding and collaborative partnership; our members for their annual fee contributions and additional funding contributions for 2017, and members who have hosted CDAC staff and projects (BBC Media Action, Internews, Save the Children, World Vision).

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.

© CDAC Network 2017-2018