



CDAC NETWORK
ANNUAL REPORT 2018

**DISASTER COMMUNICATION
FIT FOR THE FUTURE:
DRIVING INNOVATION FOR
STRONG LOCAL LINKS**

TABLE OF CONTENTS

CHAIR'S MESSAGE	3
A TEN YEAR REVIEW	4
THE CDAC NETWORK	6
STRENGTHENING COLLABORATION THROUGH NATIONAL PLATFORMS	8
THE ROLE OF A PLATFORM IN AN EMERGENCY RESPONSE: THE CASE OF DOMINICA	10
LATEST LEARNING ON COLLECTIVE COMMUNICATION AND COMMUNITY ENGAGEMENT	12
FROM WORDS TO ACTION: POLICY ON THE GROUND	14
CONNECTING ACROSS THE HUMANITARIAN-DEVELOPMENT DIVIDE	16
INCLUSIVE APPROACHES TO FOSTERING INNOVATION WITH COMMUNITIES	18
ON THE CREST OF A SURGE	19
ADVOCATING FOR SYSTEM CHANGE IN 2018	20
THE YEAR AHEAD – 2019	23
OUR FINANCES, OUR DONORS	24
OUR MEMBERS, OUR GOVERNANCE, OUR SECRETARIAT	27

Cover image
A man holds his mobile phone to the sky trying to get network access together with other internally displaced people returning to Minkaman Refugee Camp in South Sudan.

CHAIR'S MESSAGE

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

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

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

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

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

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

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

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



Sir Brendan Gormley



THE CDAC NETWORK: A TEN YEAR REVIEW

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

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

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

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

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

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

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

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

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

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

2013
Philippines: Communicating with Communities (and later with the

inclusion of the Accountability to Affected Populations) field-level working group established.

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

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

infoasaid e-learning has wide uptake in the sector.

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

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

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

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

Typhoon Haiyan Learning Review published with recommendations for the sector.

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

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

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

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



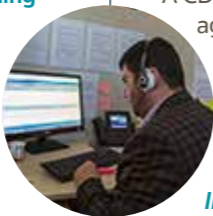
South Sudan: National communication with communities platform established in South Sudan.

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

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

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

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



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

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

2016
Yemen: creation of the Community Engagement Working Group.

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

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

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



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

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

2017
Afghanistan: creation of the Community Engagement Working Group.

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

Dominica: Communication and Community Engagement Working Group established to coordinate activities during the response following Hurricane Maria. CDAC Network unit deployed to the island to facilitate this.

Launch of the **Policy Paper: The Role of Collective Platforms, Services and Tools to support Communication and community Engagement in Humanitarian Action**.

CDAC Network and the Start Network co-managed the UK Aid DEPP Innovation window,

which facilitated the creation of four **innovation labs** in Kenya, Bangladesh, Jordan and the Philippines.

CDAC Network facilitated the social media panel at OCHA's Humanitarian ITC Forum, held at Google's Headquarters in California.



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

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

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

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

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

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

Syria: Efforts to establish collective approaches to communication and community engagement in the humanitarian response.



India: Efforts to establish a collective platform on accountability and community engagement.

Second regional workshop in Africa: convened by the Communication and Community Engagement Initiative in Nairobi, Kenya, and roll out of actions across the region. Read the report **From words to action**.

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

Establishment of CDAC CCE Expert Pool to support surge capacity.

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

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

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

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



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

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

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

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

2019
Launch of **Collective Communication and Community Engagement in humanitarian action: How to Guide for leaders and responders** at the Humanitarian Partnerships and Networks Week in Geneva.

THE CDAC NETWORK

Saving and protecting lives through better communication and community engagement, we're a global alliance of media development and humanitarian agencies, technology and communication service providers, and language and feedback experts.

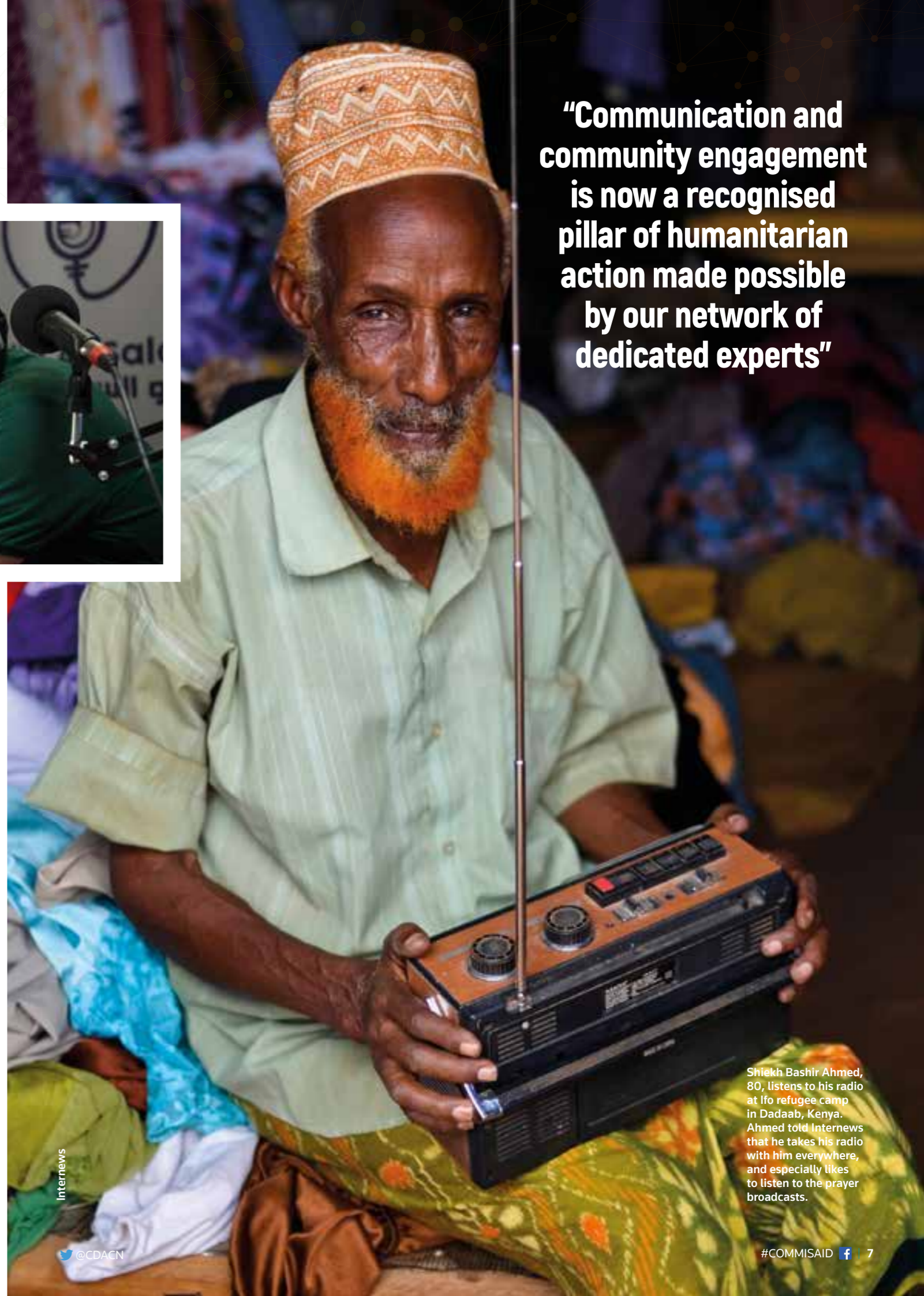
We make sure that accurate and reliable information gets to people fast before, during and after a disaster; that networks and connectivity are restored or put in place; that people have a say in the aid they receive; and that they have the space to use their knowledge and capacities to shape the response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

We strive to use technology to ensure communities affected by crisis are the drivers

of innovation, redressing the imbalance of power between those communities and the global and organisational systems created to support them.

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

Join us to build momentum and deliver more equitable, relevant and targeted humanitarian assistance.



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



Yezidi internally displaced persons at Peshkabour border crossing in Syria receive information, education, and communication (IEC) materials from UNICEF on protection and health topics.

UNICEF

Sheikh Bashir Ahmed, 80, listens to his radio at Ifo refugee camp in Dadaab, Kenya. Ahmed told Internews that he takes his radio with him everywhere, and especially likes to listen to the prayer broadcasts.

Internews

@CDACN

#COMMISAID

STRENGTHENING COLLABORATION THROUGH NATIONAL PLATFORMS

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

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

The platforms seek to ensure:

- Affected communities are provided with timely, relevant and actionable life-saving and life-enhancing information to prepare for and in the event of a disaster.
- Humanitarian actions are informed by the constructive participation of communities throughout the humanitarian programme cycle, including regular feedback solicited from communities on key aspects of humanitarian performance at the strategic decision-making level.
- The most appropriate approaches are used to listen to communities' needs, feedback and complaints, and assist with rumour tracking and management.
- The collective service augments local capacities so that national responders are better prepared in future responses.
- That all humanitarian responders are held to account by affected people through visible and predictable means.

Investing in such platforms at the preparedness stage not only enables national and international aid agencies to undertake capacity strengthening

work, such as advocating for revisions to national disaster management acts or providing training, but also ensures that capacity can be rapidly scaled up when a disaster hits. The relationships created during preparedness activities, and the understanding of respective roles and expertise is critical to more coordinated action and better services for communities. Digital technology plays a critical role, supplying information and data and driving greater connectivity with and among communities.

The Bangladesh, South Sudan and Philippines platforms were supported by UK Aid-funded Disasters and Emergencies Preparedness Programme and related country-level flexible funding mechanisms. CDAC services included: global advocacy, specialised training support, research and learning.

Two further platforms were initiated in 2018 through funding from the Australian Department for Foreign Affairs and Trade (DFAT). The joint CDAC and Ground Truth Solutions (GTS) project called Operationalising Localisation and the Participation Revolution: Communications Preparedness and Accountability for Disaster Response in Fiji and Vanuatu aims to assist local and regional organisations to bring the benefits of the Participation Revolution to the programmes they manage by ensuring effective communication and community engagement.

BANGLADESH

The Bangladesh National Platform first came into being with the establishment in 2013 of a Working Group for Communication with Communities in Emergencies (CwCIE), chaired by the Bangladesh government's Department of Disaster Management (DDM) and convened by the UN Children's Fund (UNICEF) and BBC Media Action. It

evolved into the Shongjog, a wider national, multi-stakeholder platform which was re-launched in 2014 with support from the CDAC Network Disasters and Emergencies Preparedness Programme, funded by UK Aid. See the full Terms of Reference for the platform.

PHILIPPINES

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

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

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

To date, the CoP has successfully managed to initiate interventions in the following humanitarian responses, largely

delivered through sub-national platforms:

- Armed-conflict in Zamboanga City (2014-2017)
- Armed-conflict in Marawi (2017-Present)
- Typhoon Hagupit (2015) & Typhoon Koppu (2016)
- Typhoon Knockten (2017) and Mayon Volcano eruption (2018)

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

SOUTH SUDAN

The Communicating with Communities (CwC) Working Group in South Sudan was established in 2015 with support from the CDAC Network Disasters and

"The CDAC Network DEPP project is an example of a systematic approach to building the capacity, relationships, networks, and approaches that make CwC possible at the outset of an emergency"

CONCLUSIONS OF THE INDEPENDENT EVALUATION OF THE CDAC DEPP PROGRAMME

Emergencies Preparedness Programme, funded by UK Aid. Based in Juba, the group aims to improve the way humanitarian response actors exchange information with disaster-affected communities. It is steadily building greater awareness of communication and community engagement and its importance in South Sudan. See the full Terms of Reference for the platform

FIJI AND VANUATU

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

1. Building on existing structures, two platforms for communication and community engagement are pre-positioned and lead to better preparedness and response. It will involve the creation of a communication and community engagement platform

in Fiji, which will have the potential for regional influence, and one in Vanuatu with a national and local focus.

2. National and local responders are better prepared to systematically listen and respond to the perceptions of people impacted by crises and to adapt programming accordingly. It involves capacity development on systematic collection, analysis and sense-making of feedback from affected communities on key dimensions of humanitarian performance, aimed at national and local organisations in both Fiji and Vanuatu.

A scoping mission report was undertaken for each country in early 2018. Read the Vanuatu Scoping Mission Report.

The Fiji scoping mission report is also available.

THE ROLE OF A PLATFORM IN AN EMERGENCY RESPONSE: THE CASE OF DOMINICA

On 18 September 2017, Hurricane Maria, a category 5 storm, hit the Caribbean island of Dominica, the worst in its history. Communications, connectivity and power were severely impacted, as vital infrastructure was destroyed.

The government was quick to set up feedback channels under its Emergency Operation Centre (EOC) with high-level leadership involvement. Channels included a three-phone number hotline, an email address and a help desk in Roseau. The hotlines were designed for the emergency response with the intention that a more robust system would be developed in the future, and embedded within the formal government emergency telecommunications system. The first communication from communities was facilitated by the Dominica Amateur Radio Club (DARCI). The Government worked through the Emergency Telecoms Cluster (ETC) to establish some communication in the days following the hurricane.

DFID funded CDAC, Ground Truth Solutions (GTS), ACAPS and IRIN via the Humanitarian to Humanitarian

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

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

and the Ministry of Information and Telecommunication (both on CCE coordination).

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

From October 2017 to April 2018, CDAC Secretariat deployed platform coordinators to assist with the work. In May 2018, an independent learning review recommended that: *"the CCE working group should remain a key part of the coordination system. It should consider expanding its membership and linkages, including to the media association and ham radio associations. A local counterpart should be sought to work alongside the lead agency and ensure longer-term continuity and to support localisation for future handover"*¹. In June 2018, Habitat for Humanity took over leadership of the platform.

"We need to reflect on how we can do things differently and put community at the heart of everything we do"

ZAHRA MIRGHANI, SENIOR REGIONAL PROTECTION OFFICER, UNHCR

THE COMMUNICATION AND COMMUNITY ENGAGEMENT INITIATIVE

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

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

→ Find out more about the CCEI

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

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



→ Download *Policy Paper: The Role of Collective Platforms, Services and Tools to support Communication and Community Engagement in Humanitarian Action* in multiple languages

H2H NETWORK

The CDAC Network is a member of the Humanitarian to Humanitarian Network which is a consortia of humanitarian organisations providing products and services to other organisations working in the humanitarian sector.

H2H creates an enabling environment for humanitarian response by working with lessons, tools, systems and standards that help the wider system to adopt proven methodologies. Regardless of our size, by working together as a network we can achieve great things.

→ Find out more about the H2H Network

UNHCR telephone center located in Laayoune refugee camp, Algeria

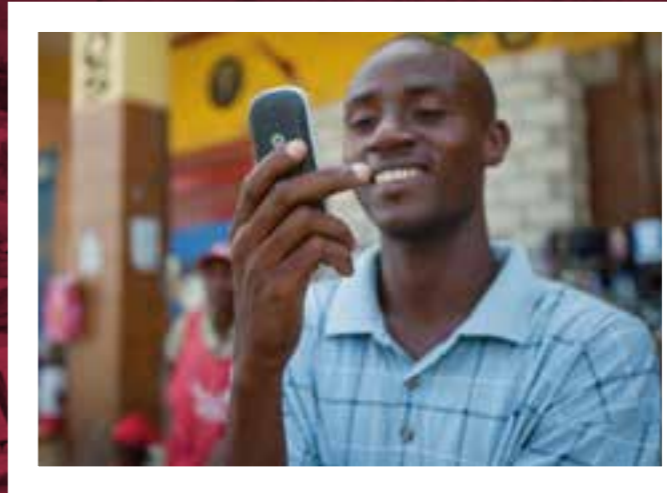


UN/Martine Perret

“Shonjog and the CwC coordination group established CwC in the lexicon of the humanitarian response in Bangladesh; it set the foundation for CwC being recognised as a key component of the scaled-up response”

REAL-TIME EVALUATION OF THE ROHINGYA RESPONSE

LATEST LEARNING ON COLLECTIVE COMMUNICATION AND COMMUNITY ENGAGEMENT



Electrical Student, Jean Louis Thomas writes a text message to a friend downtown Port-Au-Prince, Haiti

The Rohingya response, Bangladesh

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

The Real-Time Evaluation of Communicating with Communities Coordination in the Rohingya Response assesses how coherently, competently and adequately communication and community engagement was embedded in the response through inter-agency coordination structures.

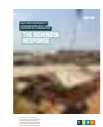
In summary, the report found that:

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

- communication and community engagement works best when instituted before a crisis.

The report also contains a number of key recommendations for those working on Rohingya response today.

This report was undertaken by the Communication and Community Engagement Initiative (CCEI). UNICEF, OCHA, IFRC, and other partners, under the auspices of CDAC Network, established the CCEI. It aims to organise a collective service to address the need for a more systematic and coordinated approach to communications and community engagement with affected people.



→ [Download the Real-Time Evaluation of CwC Coordination in the Rohingya Response](#)

Hurricane Maria Response, Dominica

On 18 September 2017, Hurricane Maria evolved from a category one storm to a category five storm in less than 18 hours, just before it slammed into the Caribbean island of Dominica. Communications, connectivity and power were severely

impacted, as vital infrastructure was destroyed. Six months after Hurricane Maria, the government and humanitarian actors continued to work together to address the needs of the most affected, but there remained an overwhelming need for information on shelter support from the affected communities.

Hurricane Maria is regarded as the worst natural disaster in the history of Dominica. Given the ferocity of the hurricane, the impact on the state and role of the diaspora in information communications, this was a new operating environment for many humanitarian actors, including CDAC Network members present on the ground.

The learning review was an opportunity to reflect on experiences of communication and community engagement during the response, and for shared learning. It highlights examples of good practice, lessons learned and where and why challenges arose. The views of affected people were captured, exploring their experiences of accessing information, and of communication and engagement during the response. This is a starting point in influencing future planning and preparedness for any future response. It aims to build a picture of

what a successful communication and community engagement response looks like in such a context, and map what is needed from different actors to achieve this. It also makes recommendations on how communication and community engagement can be improved in Dominica and to the CDAC Network and H2H on their role in such a response.



→ [Download A learning review of Communications and Community Engagement during the Hurricane Maria Response in Dominica](#)

The impact of repositioning preparedness platforms

Strengthening Information Sharing and Two-Way Communication Preparedness Capacity for Better Dialogue, Better Information, and Better Action was a four-year project (April 2014 - March 2018) that was implemented by the CDAC Network as part of the Disasters and Emergencies Preparedness Programme (DEPP). The aim of the project was to improve delivery of humanitarian assistance through predictable, coordinated and resourced two-way communication in Bangladesh,

South Sudan and the Philippines, and to use evidence to advocate for better humanitarian policy on communication and community engagement (CCE).

Hosted by CDAC Network member World Vision UK with implementation led in Bangladesh by BBC Media Action, in South Sudan by Internews and in Philippines by World Vision Philippines, the project was a strong example of multi-agency collaboration and exchange of learning and practice on communication and community engagement both at the national and global level.

The evaluation found that the flexible funding that the national multi-stakeholder platforms had access to helped the platforms develop their own capacity strengthening plans based on gaps analyses they undertook, resulting for example in locally adapted tools and skills in CCE. In Bangladesh the platform, named Shonjog, has also successfully influenced government policies to be inclusive of two-way communication protocols in its responses. The project has fostered an increased awareness of the importance of two-way communication so that, “even new staff are talking about communication and community engagement and its significance.”

In South Sudan, establishing a multi-stakeholder platform meant that agencies at the national level that had not collaborated before began to work together and this enabled greater sharing of information and skills on CCE. While in Philippines, the platform undertook innovative work which involved new actors in preparedness work, such as engagement of children through different media platforms.

The evaluation findings conclude that the project has successfully supported collaborative efforts and provided a platform for communication and community engagement at the national level and increased tools and resources. However, more work is required in making CCE an integral part of funding mechanisms and also making it more locally-led by including more national and local actors in the design of future projects.



→ [Download the independent evaluation Strengthening Information Sharing and Two-Way Communication Preparedness Capacity for Better Dialogue, Better Information, and Better Action](#)

MOVING FROM POLICY TO PRACTICE

How to guide on collective communication and community engagement

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

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

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

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

 → Download *Collective Communication and Community Engagement in humanitarian action: How to guide for leaders and responders*

From Words To Action: Communication & Community Engagement In Humanitarian Action – Africa Regional Workshop Report

In May 2018, more than 60 participants from South Sudan, Somalia, Ethiopia, Burundi, Kenya, CAR, DRC, Lesotho, Chad, Nigeria and Madagascar attended an Africa Regional Workshop on communication and community engagement.

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

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

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

 → Download *'From Words To Action': Communication & Community Engagement In Humanitarian Action*

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

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

Ebola sensitisation team during a three-week campaign in Guinea's Forecariah district.

"No longer can we get away with imposing on people what 'we' think is best for 'them'"

FROM WORDS TO ACTION: COMMUNITY ENGAGEMENT IN HUMANITARIAN ACTION

RUMOUR HAS IT GUIDE NOW AVAILABLE IN ARABIC AND FRENCH

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

 → Download *Rumour has it: A practice guide to working with rumours* in Arabic, English or French

CONNECTING ACROSS THE HUMANITARIAN-DEVELOPMENT DIVIDE

The CDAC 2018 Annual Forum was held in Nairobi from 31 May to 1 June, convening a wide range of colleagues from both the humanitarian and development sector to discuss digital exclusion and tenuous humanitarian-development links.

Participants acknowledged the communication environment is now one where hierarchical 'business as usual' approaches are demonstrably less effective and on the wrong side of history. The resounding sentiment in the room was that **if humanitarian and development agencies are to be relevant in a world where a woman drawing water at a well has a device that enables a conversation with the world, there has to be wide, systemic change.** Moreover, harnessing the power of digital means significant reform in terms of organisational and funding structures. Achieving humanitarian and development environments that are targeted, cost-effective, connected and 'client'-oriented will mean disruption and acceptance that there are many new actors involved and being open to different approaches.

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

- A nexus between community and citizen engagement, and communication, technology and data needs to be further established, in order to clearly define the linkages and opportunities for adoption in humanitarian action.
- It is important to define "who" will be engaged by organisations in the drive to achieve accountability to affected communities or undertake communication and community

engagement activities. This is necessary owing to different programmatic scope that might target either populations at risk or citizens in the affected community or governments.

- Overloading communities in the drive to improve engagement, especially through application of technology and other diverse innovations, is a growing concern especially where expectations may be raised but remain unattainable.
- This will impact and erode trust in communities. A 'cautious balance' should be maintained in the adoption of new and existing approaches to communication and community engagement (CCE).
- A change in mind-set and incentivising certain ways of working, as well as building partnerships with local NGOs, are critical ways in which organisations can achieve the 'how' and ensure positive, lasting impact.
- Digital technologies remain critical enablers for CCE. It is the catalyst that is driving the communication revolution in humanitarian and development contexts, as well as influencing private sector partnerships, which have bolstered information platforms, data flows, wider connectivity and livelihood initiatives within communities.
- Digital technologies are enabling affected communities to be heard, hence moving them from being victims to mobilisers and responders in crisis situations.



→ Download the report from the 2018 Annual Global Forum: *Digital inclusion and community voices: Stepping over the humanitarian-development divide*

"Participants acknowledged the communication environment is now one where hierarchical 'business as usual' approaches are demonstrably less effective and on the wrong side of history"

TECH: AN ENabler NOT A SOLUTION

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

The renewed focus on greater humanitarian-development

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

INFORMATION YOU DON'T UNDERSTAND IS NOT INFORMATION

Rebecca Petras of Translation without Borders (TWB) highlighted provision of information in any humanitarian response can only be useful or meaningful if it is clearly understood by the affected communities. "Information you don't understand is not information," she said. With over 3,000 languages spoken in 40 countries beset by humanitarian crisis, actors must remain cognisant of the barriers to information owing to the language needs in heterogeneous communities.

Through the TWB Language Equality Initiative, the *Gamayun*, use of technology is advancing efficient information dissemination to affected communities through 'machine learning' along the lines of Google Translate. This initiative gives direct control to affected communities to access critical information when they need it and in a language they understand. With the exception of medical information, machine learning has the ability for faster translation of content into multiple languages, while maintaining higher levels of accuracy. Concerns over usability of machine learning for persons with disabilities and where literacy concerns exist, requires agencies to use face-to-face interaction – the most effective information dissemination mechanism.



Ebola sensitisation team during a three-week campaign in Guinea's Forecariah district.



Residents without power in Guiuan, the Philippines, must find charging stations for their devices.

THE FOUR DEPP INNOVATION LABS

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

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

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

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

INCLUSIVE APPROACHES TO FOSTERING INNOVATION WITH COMMUNITIES

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

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

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

Along with [Start Network](#), we're leading UK Aid's two-year Disasters and Emergencies Preparedness Programme (DEPP) Innovation Labs - four community-driven innovation hubs in Bangladesh, Kenya, Jordan and Philippines. The labs seek to find and grow local, scalable solutions to protect communities living in disaster-prone environments and advance innovation in the sector by involving people in crisis at all stages of the process. Each lab follows a human- or user-centred design approach to innovation - now a recognised viable model to reshaping action, which is giving rise to a 'client' focused approach to aid. Undoubtedly, this approach is driving progress on [Grand Bargain commitments around 'participation' and 'localisation'](#), opening up more creative channels for [those affected by disaster to have direct input](#) and lead action.

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

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

AN ASSESSMENT OF SURGE CAPACITY AVAILABLE FOR COMMUNICATION AND COMMUNITY ENGAGEMENT

ON THE CREST OF A SURGE

Port-au-Prince, Canape Vert district. ICRC initiates restoration of family links to residents living in tents.



CICR/KOKIC, Marko

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

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

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

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

 [Download Assessment of Surge Capacity for Communication and Community Engagement](#)

ADVOCATING FOR SYSTEM CHANGE IN 2018

COORDINATED COMMUNITY ENGAGEMENT: 'PEOPLE AT THE CENTRE' - FROM PAPER TO PRACTICE

Community engagement was a standout theme at the 2018 Humanitarian Networks and Partnerships Week (HNPW) in 2018, when more than 1,500 humanitarian practitioners from around the globe converged in Geneva. On the 6 February 2018, the CDAC Network convened a Communication and Community Engagement Initiative side event on coordinated community engagement. 'People at the centre' looked at what makes response-wide community engagement hard and what steps should be taken to make it happen faster and more effectively.

Here were some of the highlights.

We need to recognise that we are not good at it

Rudolf Müller, Director of OCHA Geneva and Kate Halff, Executive Secretary, Steering Committee for Humanitarian Response (SCHR), co-chairs of the [Grand Bargain](#) Participation Revolution Workstream, noted that the Grand Bargain and post-World Humanitarian Summit initiatives on the New Way of Working, localisation, and cash have major implications for humanitarian coordination, but that none of these will happen if we don't properly engage

communities, or provide leadership to operational agencies to do the same. But first, said Muller, "we need to recognise that we are not good at it". The [latest Grand Bargain progress report](#) showed that the so-called Participation Revolution is lagging behind other areas.

Field Staff Tell It Like It Is

Organised by OCHA, UNICEF, IFRC and the CDAC Network, partners of the Communication and Community Engagement Initiative, gathered for a session moderated by the Executive Director of the CDAC Network to hear field staff openly share successes and challenges in coordinated community engagement with global colleagues, standby partners and donors.

Orhan Hacimehmet of the Turkish Red Crescent presented multi-channel community engagement in a major cash programme, including a very active Facebook response service. [Access Orhan's presentation.](#)

Bronwyn Russel of the Inter-agency [Common Feedback Project in Nepal](#) highlighted the need for heavy advocacy up-front if a common approach is to be sustainable. Paryss Kouta of UNICEF discussed the challenging but critical role of the CwC Working Group in assisting Rohingya refugees in Cox's Bazar, supported by a [video](#) of frank reflections by consultant and field coordinator Jon

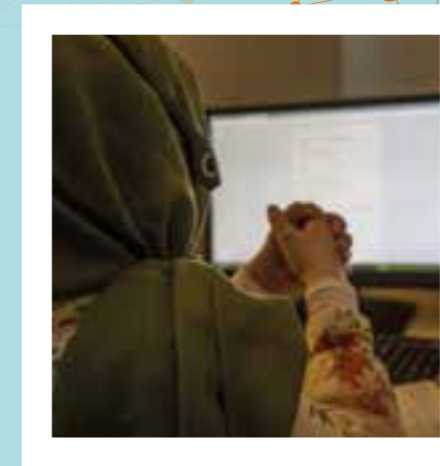
Bugge. Jon's comment, "we didn't do it well enough, and we didn't do it fast enough", was followed by a call for better systems to deploy qualified staff, better delineation between coordination and technical work and more predictable structures for preparedness. [Watch Jon's video.](#)

The CDAC Network presented an independent review of surge capacity, which led to discussions on key actions for donors, surge agencies and other service providers.

A recurring theme was the need for faster and more predictable human and financial resources to support collective efforts.

Five key take-aways from participants

- Agencies squabbling over who 'owns' community engagement coordination cuts into precious response time. We need to do this work together, and coordinators should be chosen based upon expertise on the ground.
- Collaborative community engagement approaches should be embedded in, or fully linked to, existing coordination architecture. They should never be ad-hoc.
- Proposals for common service approaches should not be vague descriptions of 'doing everything'. They should have clear, costed activities



which are designated to specific actors. A few committed and resourced agencies making clear contributions will go further and faster, than a model where consensus from every operational agency is required for every decision.

- Surge capacity should come from more diverse sources, but the profiles, experience required and capacity should be much more streamlined and clearly-defined, with both coordination and technical expertise improved. This should support, and never replace, local capacity.
- Common community engagement mechanisms take a long time to get buy-in. They need to be set up ahead of time, and in ongoing emergencies (not just large ones categorised as 'L3').

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

DISASTER RADIO - PUSHING THE ENVELOPE ON WORLD RADIO DAY

"Many of us carry a radio in our pockets each day without even realising it - in the form of our mobile phone." Opening CDAC Network's World Radio Day event

in Geneva on 13 February 2018, Leonard Doyle, Spokesperson and Head of Media and Communications for the International Organization for Migration (IOM) reinforced radio's expansive global reach and the vital role it plays as an enduring disaster response tool.

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

From survival to recovery

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

According to Karen Hugelius, a researcher at Örebro University in Sweden, FRR radio supported communities in their transition from survival to recovery

well beyond crucial information sharing. Presenting the findings of her PhD on the impact of the radio service, she illustrated how radio provides psychosocial support and promotes health in the aftermath of disaster. It also supports those affected to "regain hope and confidence; get in contact with loved ones; get rest from the fight of surviving; and understand and retake control," she said. Both information and music were contributing factors for recovery.



→ [Download Disaster Response for Recovery: Survivor's Experiences, and the use of disaster radio to promote health after natural disasters](#)

Life-saving information and messages of encouragement

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

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

LOUISE TUNBRIDGE, PROGRAMME MANAGER AT INTERNATIONAL MEDIA SUPPORT



“In 2019, a big focus will be on formalising Communication and Community Engagement (CCE) within in the Inter-Agency Standing Committee (IASC) structure as one approach to improving CCE in humanitarian action”

Kurdistan, Iraq: Radio Al Salam broadcasts in Arabic, English and Kurdish, with the goal of reaching the refugee and IDP communities.

THE YEAR AHEAD – 2019

Readiness - the key to success

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



→ Watch FRR’s video: 72 hours in 72 seconds

Sense of normality

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

Caroline Vuillemin, head of Fondation Hirondelle, spoke about radio’s enduring legacy and vital role in conflict countries like Central African Republic. For the past 17 years, Hirondelle has supported the humanitarian news service, Radio Ndeke Luka. She noted people in Bangui reported the service provided a sense of normality and order for them during the 2013-2014 crisis. “Having a radio news time schedule at set intervals each day

helped people structure their day while everything around them was in disarray,” she said. Psychologists from the Harvard Humanitarian Initiative confirmed doctors often recommend patients suffering trauma listen to the radio and follow regular programmes, she added.

Reaching those cut off from aid

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

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

Connecting communities on the move

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

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

He said listeners had reported that the campaign helped them make responsible decisions about migration. Using the actual voices and stories of those who have been exploited by smugglers, the campaign informs and collects feedback from potential migrants on the risks and realities of the journey. Mootoosamy also outlined new training techniques IOM uses to support journalists to address irregular migration responsibly and improve the overall quality of reporting.



→ Read the IOM blog [Radio Programmes Where Migrants Are Messengers](#)

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

Indeed, it is the national platforms – of which there are currently more than 15 – that will be the focus of much of the efforts of the CDAC Network secretariat, not only in terms of growing the number, but also in terms of putting more resources into creating synergies between them, so that they can collectively learn and grow from common experiences. A key aspect of

the work ahead will be embedding, where possible, the national platforms into national disaster management organisations to ensure that they work in tandem with national-level emergency response. One area which requires better understanding and guidance is the role of national platforms on communication and community engagement in conflict zones.

We will be reflecting on research undertaken in 2018 and putting recommendations from our independent DEPP evaluation and surge capacity assessment into action.

In May 2019, we look forward to holding our members’ General Assembly, and our public event on *Accidental and Intentional Humanitarian Innovation: Valuing What’s There*. Our work on the DEPP Innovations Lab will come to a crescendo on 8 May 2019, during the Global Demonstration Day, supported by Mastercard. This event will see innovators chosen by the labs in Bangladesh, Kenya, Jordan and the Philippines presenting their solutions to

potential investors and partners at an event in London.

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

We look forward to continuing our partnership with the Humanitarian to Humanitarian (H2H) Network, and the Emergency Telecommunications Cluster (ETC).

We thank all of our members and partners for their continued support of the Network, and we look forward to working with you all in the months and years ahead.

OUR FINANCES, OUR DONORS

CDAC Network's total income for 2018 was **£814,119.33**. The largest portion of income (£509,636) was managed by CDAC Network as a new legal entity. The remaining £304,483.33 was managed by CDAC members World Vision and Internews through hosting arrangements as part of the overall DEPP Programme and the DEPP Innovation window.

2018 was the CDAC Network's first year operating as an independent entity since its establishment as a UK Company Limited by Guarantee in January 2017 and a UK Charity in April 2018. Independent Accountants Sayer Vincent were engaged to provide accounts preparation services for the accounting period ending 31 December 2018 and for subsequent years.

The CDAC Network's work was made possible in 2018 by generous contributions from:

- CDAC member annual fees and project contributions.
- UK Department for International Development (DFID) Disasters Emergencies Preparedness

Programme (DEPP) funding for: a) national platforms in Bangladesh, South Sudan and the Philippines (part of a 2014-2018 £3 million CDAC DEPP Programme); and innovation labs in Bangladesh, Jordan, Kenya, and the Philippines (part of a joint £10 million Start Network/CDAC Network managed DEPP Innovation Programme).

- The Australian Department for Foreign Affairs and Trade (DFAT) for a joint CDAC and Ground Truth Solutions localisation project in Fiji and Vanuatu.
- The H2H Network for the Hurricane Maria/Irma Dominica response funded by the H2H Fund, which is supported by UK Aid from the UK government.

The financial results and balance sheet set out on pages 25 and 26 are extracts from the full statutory accounts. They are subject to final approval from the CDAC Network Limited trustees and the independent examiner.

CDAC Network Limited

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

For the year ended 31 December 2018

	Note	Unrestricted £	Restricted £	2018 Total £	Unrestricted £	Restricted £	2017 Total £
Income from:							
Donations and grants	2	57,489	-	57,489	-	-	-
Charitable activities	3						
Membership		141,663	-	141,663	-	-	-
DfAT - Fiji and Vanuatu		-	199,415	199,415	-	-	-
H2H Dominica		-	63,943	63,943	-	39,993	39,993
Special initiatives		-	13,285	13,285	-	-	-
Other income		33,841	-	33,841	13,294	-	13,294
Total income		232,993	276,643	509,636	13,294	39,993	53,287
Expenditure on:							
Charitable activities	4						
Membership		160,826	-	160,826	20,803	-	20,803
DfAT - Fiji and Vanuatu		-	146,043	146,043	-	-	-
H2H Dominica		-	82,071	82,071	-	21,865	21,865
Special initiatives		-	13,285	13,285	-	-	-
Other expenditure		33,841	-	33,841	-	-	-
Total expenditure		194,667	241,399	436,066	20,803	21,865	42,668
Net income for the year	5	38,326	35,244	73,570	(7,509)	18,128	10,619
Transfers between funds		-	-	-	-	-	-
Net movement in funds	12	38,326	35,244	73,570	(7,509)	18,128	10,619
Reconciliation of funds:							
Total funds brought forward		(7,509)	18,128	10,619	-	-	-
Total funds carried forward		30,817	53,372	84,189	(7,509)	18,128	10,619

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 14 to the financial statements.

CDAC Network Limited

Balance sheet

Company no. 10571501

As at 31 December 2018

	Note	£	2018 £	2017 £
Current assets:				
Debtors	10	126,805	125,560	
Cash at bank and in hand		125,992	97,950	
		252,797	223,510	
Liabilities:				
Creditors: amounts falling due within one year	11	(168,608)	(212,891)	
Net current assets			84,189	10,619
Total assets less current liabilities			84,189	10,619
Total net assets	13		84,189	10,619
The funds of the charity:	14			
Restricted income funds			53,372	18,128
Unrestricted income funds:				
General funds		30,817	(7,509)	
Total unrestricted funds			30,817	(7,509)
Total charity funds			84,189	10,619

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

The directors acknowledge the following responsibilities:

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

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

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

Sir Paul Brendan Gormley
Chair

Laura Collier-Keywood
Treasurer

OUR MEMBERS, OUR GOVERNANCE, OUR SECRETARIAT

FULL MEMBERS

1. Action Aid International
2. Anthrologica
3. BBC Media Action
4. Community World Service Asia
5. DAHLIA
6. First Response Radio
7. Fondation Hironnelle
8. Ground Truth Solutions
9. The International Committee of the Red Cross (ICRC)
10. International Media Support
11. InsightShare
12. Internews
13. International Organisation for Migration (IOM)
14. NORCAP
15. The Peace and Conflict Journalism Network Asia (PECOJON)
16. Plan International
17. Smile Again Africa Development Organisation (SAADO)
18. Save the Children
19. Thomson Reuters Foundation (TRF)
20. Translators without Borders
21. United Methodist Communications (UMCOM)
22. United Nations Population Fund (UNFPA)
23. United Nations High Commissioner for Refugees (UNHCR)

24. United Nations Children's Fund (UNICEF)
25. United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA)
26. World Association for Christian Communication (WACC)
27. World Vision International
28. World Food Programme (WFP)
29. World Health Organization (WHO)

AFFILIATE MEMBERS

30. Development Media International
31. EarthX
32. Film Aid
33. InWhatLanguage
34. Lifeline Energy

OUR BOARD

Sir Brendan Gormley, Chair, Independent
Marina Skuric Prodanovic, Chief, System-wide Approaches and Practices Section, UNOCHA, Geneva
Leonard Doyle, Director of Media and Communication Division, IOM
Caroline Nursey, Executive Director, BBC Media Action
Daniel Bruce, CEO (Europe), Internews
Jamo Huddle, Director of Humanitarian Design, M&E and Accountability, World Vision International

Jonathan Mitchell, Independent (Treasurer)
Ledrolen Manriquez (Len), PECOJONPhilippines/Asia
Laura Walker McDonald, Director of Innovation, Global Alliance for Humanitarian Innovation

SECRETARIAT IN 2018

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

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



CDAC Network
27 Dingley Place
London
EC1V 8BR
UK

Telephone: +44 (0) 203 773 8691
Email: info@cdacnetwork.org
Website: www.cdacnetwork.org
Twitter: @CDACN
Facebook: @commisaid

Companies House Registration No: 10571501
Registered Charity Number: 1178168

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

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

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