



# 2022 Annual Report

Drivers, barriers and incentives:  
futureproofing communication  
and engagement

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# Foreword

We began 2022 with a sense of optimism, as COVID-19 lockdowns lifted and CDAC Network embarked on the first year of implementing our [2022–2027 Strategy](#), in which we double down on our long-held aim of reversing the focus of humanitarian and development decision-making, from global to local. At the heart of our strategy – and of CDAC’s work throughout 2022 – is our vision is that communities will have the information and resources they need to determine their own solutions and be central stakeholders in humanitarian and development action.

Our strategic direction proved prescient when, on 24 February 2022, Russia invaded Ukraine, instigating Europe’s largest conflict and subsequent humanitarian and refugee crises since the second world war. As we have consistently seen in other disasters, affected people and the communities receiving them were the first and fastest to respond to the crisis. News headlines were full of the generosity and open-heartedness of volunteers regionally, while within Ukraine the government, civil society and volunteer networks launched an impressive, full-scale humanitarian relief operation.

Yet, as international agencies entered the response, local actors and communities – with all their expertise and contextual knowledge – often found themselves crowded out or relegated to subcontractors, as was consistently found by CDAC Network’s [quarterly snapshot reports](#) on the state of communication, community engagement and accountability across the response, funded by the UK Disasters Emergency Committee. An effective response is one which draws on and maximises the capacities and participation of all actors – including affected communities. Our capacity-bridging work in Ukraine and border countries aim to enhance this across communication, community engagement and accountability structures and activities through convening, training and learning events.

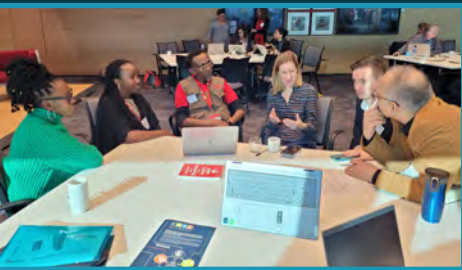
Beyond this conflict, CDAC Network and our members were also on the frontlines of climate-related disasters in 2022. When Pakistan was hit by devastating floods over the summer, [we advocated for affected people’s urgent need for information](#) to help them make critical decisions for themselves and their families and livelihoods. We reminded all stakeholders that Pakistan has experienced and responded effectively to floods for decades, so the response should support and build on existing systems, networks and experiences that are widely trusted and work well. And towards the end of the year, we received





funding from H2H Network to support strengthened communication and community engagement in the response to the growing hunger crisis in the Horn of Africa.

A high point of the year was our Annual General Assembly (AGA) and Public Forum in November. Hosted by the International Federation of Red Cross and Red Crescent Societies in Geneva, it gave us the invaluable opportunity to meet as a Network in-person for the first time in more than three years. Fittingly, the theme was collaboration, as explored how to harness diverse partnerships across and beyond the humanitarian–development nexus to ensure that the way we deliver communication and engagement with communities is fit for the future.



As a result of discussions with members and other interdisciplinary experts at the AGA, CDAC's Governing Board issued a **call for action**. Although the movement to embed communication, engagement and accountability has advanced greatly since the Network was formed almost 15 years ago, the humanitarian system has shown a stubborn unwillingness to change its approach in a timely and responsive way. Our call for action urged the sector to move away from what are too often self-serving communication and engagement strategies, and to recognise that engaging with communities goes beyond the accountability to affected people agenda. We recalled our belief that understanding how people and communities affected by a crisis want to and can engage and participate in humanitarian action is key to the effectiveness of any response.



It is this stance that will continue to drive our work in 2023, as we strive to put decision-making authority back into the hands of communities.



**Geoff Loane Chair**  
**CDAC Network Board**

All photos from the 2022 CDAC  
Annual General Assembly and  
Public Forum



Radio reporter interviewing a pastoralist about forced migration in Marsabit, Kenya.  
Photo: BBC Media Action

## CDAC Network: who we are

CDAC Network is the global alliance of many of the world's biggest organisations prioritising communication, community engagement and accountability to people affected by crisis (CCEA). Our members include media development, United Nations (UN) agencies, the Red Cross/Red Crescent Movement, non-governmental organisations (NGOs) and specialist communications entities. Together, we are committed to putting the power in humanitarian and development action back in the hands of communities.

Our vision: a world where disaster-affected communities have the information and resources they need to determine their own solutions; where communities are central stakeholders in humanitarian and development decision-making.

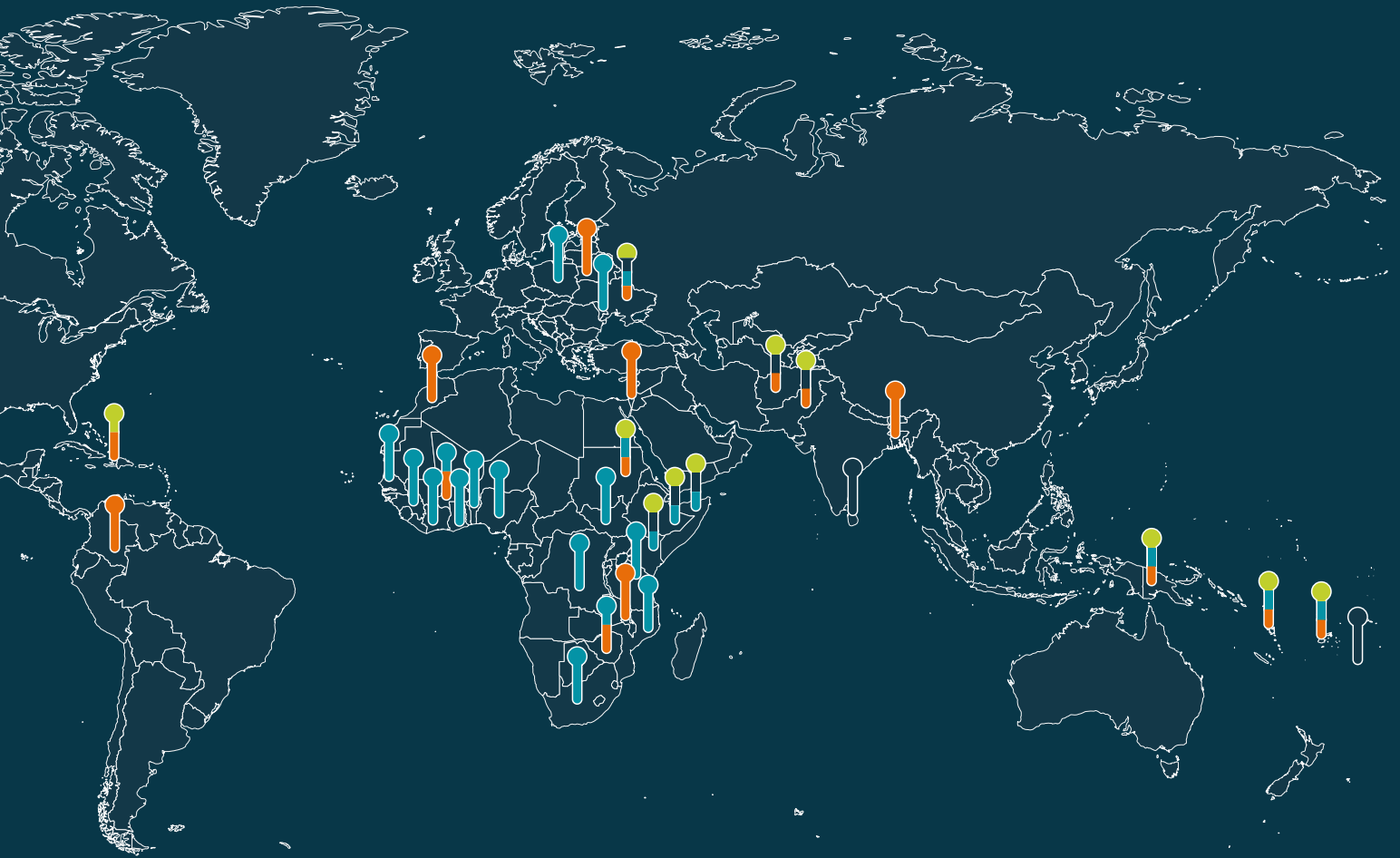
This year marked the first year of implementation of our [2022–2027 Strategy](#), in which we double down on our intent to reverse the focus of humanitarian and development decision-making, moving from global to local. Our work in 2022 was guided by four overarching strategic aims:

- 1. Enable local drivers of CCEA** by supporting efforts to place national governments, local civil society, local communities and private sector actors at the centre of CCEA initiatives.
- 2. Provide a strategic global voice for inclusive CCEA** through championing local and national approaches within the international aid system.
- 3. Responsibly leverage CCEA digital technologies**, including fostering efforts to democratise digital access and advocating for responsible use of technology.
- 4. Sustain and grow CDAC's impact** to ensure the Network has a sustainable foundation of support in order to expand its reach to more communities.

The CDAC Network Secretariat is responsible for facilitating and coordinating the activities of the Network, promoting cooperation between members and acting as a catalyst, facilitator and broker. It is led by the Executive Director, Marian Casey-Maslen. [Read more about the Secretariat team here](#)



# Enabling local drivers of communication, community engagement and accountability



- CDAC supporting local leadership and inclusion through national platforms
- CDAC facilitating communities of practice on in-country coordination and collaboration
- CDAC strengthening CCEA skills development and exchange
- CDAC building the evidence base on CCEA

Port-au-Prince, Haiti.

Photo: Heather Suggitt/

Unsplash

## Supporting local leadership and inclusion through national platforms

CDAC's national platforms are a foundational driver of our efforts to mainstream greater participation and accountability in humanitarian response. These platforms are innovative, locally led coordination mechanisms that bring together CCEA activities from across government, civil society and the private sector and are embedded within local institutions. CDAC supports a network of more than 35 national platforms, and in 2022 we focused particularly on the following.

### Afghanistan

The November 2021 community of practice (CoP) call on Afghanistan was followed up with a three-country scenario planning meeting on Afghanistan cross-border movement, focusing on Pakistan, Iran and Tajikistan, facilitated by CDAC with the UN Office for the Coordination of Humanitarian Affairs (OCHA) and Refugee Agency (UNHCR).

### Haiti

This year saw the completion of CDAC's support to the Haiti earthquake response, where we aimed to bolster the inclusion of local and national actors in CCEA activities and decision-making processes. We created links between the international humanitarian architecture, which led CCEA coordination, with the national organisations that responded first to the earthquake. We also undertook a comprehensive training programme with humanitarian partners, including Internews, UN agencies and H2H Network organisations, that trained more than 160 people in community engagement and the inclusion of local media and other actors in the coordination effort. One of the CDAC-trained trainers was later recruited by RedR to continue delivering our training to community engagement actors in Haiti.

At the end of CDAC support, a [review of the use of CCEA in the Haiti response](#) was written and shared with response partners in Haiti, as well as with CDAC members globally in a virtual meeting.

### Horn of Africa

CDAC has been advocating for the revival of regional CCEA coordination in the Horn of Africa since early March 2022, including holding CoP calls on the hunger crisis and several side meetings with UN members and the Risk Communication and Community Engagement (RCCE) Collective Service, and establishing a [resource portal for responders](#).

**Read more:**  
[Haiti six months on: good intentions, bad memories and local frustrations](#)

[Horn of Africa: resource portal for responders](#)



In August we received funding from H2H for the project 'Accelerating a collective and inclusive approach to CCEA in the Horn of Africa drought response'. Through this four-month project, starting in December, we recruited a CDAC Regional CCEA Expert from our Expert Pool, based in Nairobi and hosted by OCHA's Regional Office for Asia Pacific (ROAP) Regional Accountability to Affected People (AAP) Working Group. The Regional CCEA Expert provides on-the-ground technical support to strengthen collective solutions to challenges in CCEA across the region, particularly in Somalia. In 2023 the project will see CDAC publish analysis on the state of CCEA across the response and host regional learning events.

### Read more:

The humanitarian–development interface of communication and community engagement in Fiji

Pre-positioning locally led communication and community engagement networks: learning from Fiji and Vanuatu

Lessons on communication, community engagement and accountability for the Pakistan floods response

Pakistan: resource portal for responders

Yumi wok bung wantaim (We work together): the status of communication, community engagement, and accountability in humanitarian action in Papua New Guinea

### Fiji and Vanuatu

Our Australian Department of Foreign Affairs and Trade (DFAT)-funded Pacific programme to strengthen communication and community engagement in Fiji and Vanuatu closed this year, after achieving numerous key objectives.

Our [study on the humanitarian–development interface of communication and community engagement in Fiji](#) was published and disseminated, with the aim of informing future programming direction. Learning from across the Pacific programme was captured and disseminated widely in the paper [Pre-positioning locally led communication and community engagement networks: learning from Fiji and Vanuatu](#).

### Pakistan

In collaboration with the International Federation of Red Cross and Red Crescent Societies (IFRC), Community World Service Asia and CLEAR Global, we published [Lessons on communication, community engagement and accountability for the Pakistan floods response](#) in response to needs identified during the CDAC CoP call on the devastating floods. We also established a [Pakistan resource portal for responders](#).

### Papua New Guinea

Our Papua New Guinea programme started in October 2021 and, with CDAC support, the UN Development Programme (UNDP) recruited a Senior National Coordinator. The two-person CCEA coordination team consists of the Senior National Coordinator and a CDAC international CCEA Expert, reflecting the success of this model in Burkina Faso, Sudan and Zimbabwe in 2020.

The joint UNDP–CDAC CCEA scoping study, [Yumi wok bung wantaim \(We work together\): the status of communication, community engagement, and accountability in humanitarian action in Papua New Guinea](#), was published in July. It is based on extensive national and sub-national



stakeholder consultations and 23 focus group discussions across the country, includes specific recommendations for humanitarian actors, the Government of Papua New Guinea and donors.

CDAC's Regional Programmes & Insights Lead and a CDAC Expert Pool consultant travelled to Port Moresby to facilitate two training workshops in October with the aim of supporting CCEA in strategic decision-making processes with the Disaster Management Team and reinforcing practical skills and capacities to integrate CCEA into programmes and activities. A [learning report](#), published in December, captured key outcomes from the workshops and made recommendations for the establishment of an inter-agency CCEA Working Group.

#### Read more:

Strengthening communication, community engagement and accountability capacity in Papua New Guinea

### Sudan

The [2021 scoping report](#) identifying gaps and opportunities for more effective CCEA in Sudan was published this year in Arabic. The report builds on CDAC's work with the national coordination infrastructure in Sudan through 2020 and 2021 and includes recommendations for the future.

#### Assessment of

communication, community engagement and accountability in Sudan

### Ukraine region

Russia's invasion of Ukraine in February 2022 and the resulting mass displacement sparked a need for capacity bridging and coordination in CCEA across the region. CDAC initiated a 12-month project, funded by the UK Disasters Emergency Committee (DEC), aimed at 'Ensuring effective systemwide communication across the Ukraine response by bridging the gap between local and global responders'.

Following CDAC Secretariat missions to Moldova and Poland to establish in-person relationships with local NGO forums and working group coordinators, local staff were recruited. The CDAC Regional CCEA Convenor, based in Poland, now works alongside the CDAC Ukraine CCEA Convenor, based in Kyiv, to support regional coordination.

As part of capacity-bridging efforts, in-person trainings were delivered in Moldova and Poland, and remote training in Ukraine. In-person quality of practice meetings were convened in Moldova and Poland to enable knowledge-sharing. We are also collaborating with UNHCR to develop a cohort of national CCEA coordinators in Ukraine.

In Poland, CDAC is actively supporting the NGO Forum to increase local participation in the humanitarian response, particularly through embedding common understanding of coordination and community engagement methods. In Moldova, CDAC led a workshop for the AAP working group, with simultaneous English, Romanian, Russian and Ukrainian translation. Workshop participants took part in a simulation exercise to address barriers to the inclusion of local organisations.

A man calls relatives in front of a heavily damaged building in Kyiv, Ukraine. Photo: UNICEF



**Read more:**

The state of communication, community engagement and accountability across the Ukraine response

Ukraine: resource portal for responders

Two editions of our widely read [quarterly snapshot report on the state of CCEA across the Ukraine response](#) were published in 2022, with a further two planned for 2023. The report, which identifies gaps and recommends ways forward for predictable, quality and coordinated CCEA, is accompanied by an annex that gives an overview of CCEA activities in Ukraine and border countries. CDAC also maintains a [Ukraine resource portal](#), collating key CCEA tools and guidance for responders.

## Facilitating communities of practice on in-country coordination and collaboration

The CDAC Secretariat convened nine global community of practice (CoP) calls on in-country coordination and collaboration in 2022, with priority discussions determined in response to new or escalating crises and member requests. The CoP calls create space for members to exchange updates on the context and agency responses, and discuss gaps and opportunities for collective action on thematic issues and coordination mechanisms. Calls convened in 2022 focused on the following priorities:

- 12 January: **Afghanistan** cross-border movement
- 19 January: **Tonga** volcano and tsunami
- 2 March: **Ukraine**
- 9 March: **Ukraine** – operational coordination
- 7 April: **East Africa** – Horn of Africa food insecurity and Kenyan elections
- 26 May: **Horn of Africa** food insecurity
- 7 June: **Ukraine**
- 5 September: **Pakistan, Afghanistan and Sri Lanka**
- 28 September: **Pakistan** floods.



A flooded residential area in Nowshera district, Khyber Pakhtunkhwa province, Pakistan in August 2022. Photo: UNICEF/Zaidi



Training workshop in Port Moresby, Papua New Guinea. Photo: UNDP in PNG

## Strengthening CCEA skills development and exchange

In addition to capacity-strengthening efforts undertaken through the national platforms, CDAC has an active capacity-bridging programme, encompassing trainings and the development of tools and guidance.

### Developing CDAC training

#### Unified training system

Funded by the UN Children's Fund (UNICEF), the unified training system for surge responses was further developed, building on the pilot and training last year. To overcome the abstract nature of much remote learning, the system uses an embedded simulation to allow trainees to practise what they have learned, accelerating their understanding of the concepts and techniques taught.

#### Social media module

To enhance our support to the Ukraine response, a new module on the use of social media and online information-sharing was developed for the modular CDAC training system. One version is tailored to the CCEA technical training for practitioners and the other to the training for CCEA coordinators. Both versions can be combined for a standalone course in social media use.

### Trainings delivered in 2022

- **International Media Support (IMS):** staff from CDAC member IMS were trained in community engagement for media practitioners as part of the project 'COVID-19 response in Africa: together for reliable information'. CDAC delivered community engagement training to 40 participants in 17 countries across Africa, as well as extended mentoring to 10 organisations.
- **Moldova:** CDAC training was delivered as part of a capacity bridging workshop held in cooperation with UNHCR in Chisinau to establish a baseline understanding of CCEA.
- **Papua New Guinea, Fiji and Vanuatu:** in-person training in applying and integrating CCEA was provided to senior disaster management staff. By providing the training for three distinct geographical areas with common disaster contingency planning needs, we were able to maximise cross-learning potential and knowledge exchange, exemplifying CDAC's capacity-bridging approach to skills and ability development. A detailed [learning report on the Papua New Guinea training](#) was published in December.



Screenshot of training game prototype, developed with Abertay University

- **Surge capacity:** CDAC trained a new cohort of 18 people, drawn from UNICEF and members of the Standby Partnership, to use CCEA in their roles. This training is primarily aimed at those leading coordination or larger-scale CCEA programmes.
- **Training of trainers (ToT):** following the development of the new remote [CCEA coordinator training](#), a ToT was delivered to a cohort of eight CDAC experts. These experts were trained in delivering the course, and the rationale and pedagogy behind it. This will allow the coordinator training to be disseminated to more members and partners in 2023.
- **Ukraine:** CDAC delivered a joint CCEA training module at the request of the World Health Organisation (WHO) and OCHA in Ukraine.

### Developing a CCEA training game

In 2021–2022, CDAC partnered with Abertay University to develop a multiplayer computer game prototype to demonstrate the potential of computer games for CCE training. The prototype, tested this year, allows players to role-play as either humanitarian staff or affected people in a camp environment. This enables interaction with other trainees, creating an opportunity to practise the soft skills needed in CCE work.

The game was optimised for use in low-bandwidth environments and on basic mobile devices to make it as inclusive a training tool as possible. With further funding, the ultimate development plan would be to create a massively multiplayer online (MMO) and strategic simulation gaming environment for CCE training and resilience exercises.

### Capacity decision framework

Having the right people in the right place at the right time is critical to effective humanitarian programming. It is especially important in communication and community engagement/accountability to affected people (CCE/AAP), where matching cultural and social expertise with capacity to interpret and work with the international system is essential.

Our [Capacity decision framework for CCE/AAP](#) is designed to guide inter-agency decision-makers through the process of assessing, identifying and designing capacity requirements and identifying whether extra surge capacity is required. The tool was reviewed in a series of stakeholder consultations remotely and in Geneva. The framework, published this year, will be pilot tested and further revised based on the findings.

### Information management for CCE/AAP

A member of CDAC's Expert Pool was engaged to update [guidance on information management for CCE/AAP](#), building on an unpublished output from CDAC's 2019 Communication and Community Engagement Initiative (CCEI) work. The guidance was completed in 2022, to be published and disseminated in early 2023.

## Building the evidence base on CCEA

### Media Landscape Guides

CDAC published eight new [Media Landscape Guides](#) for countries particularly at risk of disaster or conflict, continuing our long-running series. The guides, developed to support DW Akademie's global initiative 'Transparency and media freedom: crisis resilience in the pandemic', provide a snapshot of the media and communications culture in each country, including audiences, producers, languages, communication preferences of different communities, and the role of media in development work, crisis preparedness, recent disasters and the COVID-19 response. The countries covered are:

- [Afghanistan](#) (available in English, Dari, Pashto and Urdu)
- [Belarus](#) (English and Russian)
- [Burkina Faso](#) (English and French)
- [Colombia](#) (English and Spanish)
- [Malawi](#) (English)
- [Morocco](#) (English and Arabic)
- [Pakistan](#) (English and Urdu)
- [Palestinian territories](#) (English and Arabic)
- [Ukraine](#) (English and Ukrainian)

### Intentional inclusion in policy and practice

The experiences of lesbian, gay, bisexual, trans, intersex and queer (LGBTIQ+) people before, during and after crises demand far greater attention from humanitarian actors. CDAC commissioned Edge Effect to write a Policy & Practice Brief offering entry points for intentional inclusion of people with diverse sexual orientations, gender identities, gender expressions and sex characteristics (SOGIESC) in CCEA activities. The [paper and accompanying interactive guide](#) were published in June to mark Pride month. The next in the planned series of Policy & Practice Briefs on Intentional Inclusion will focus on age-related considerations.

### Sharing learning from CDAC's CCEA work on the ground

Following CDAC's support to the 2021 Haiti earthquake response, a [snapshot learning report](#) on the use of CCEA in the first five months of the response was published and presented to response partners and CDAC members. The report concluded that, while international response actors had intended to engage local actors and to establish an accountability structure, activities to achieve this were not prioritised and few connections were built between international and national responders. CDAC had relative success in bridging these capacities during the time available, but a longer-term effort is required.

#### Read more:

[Media Landscape Guides](#)

[Intentional inclusion  
of people with diverse  
SOGIESC \(LGBTIQ+ people\)  
in communication,  
community engagement  
and accountability](#)

[Haiti six months on: good  
intentions, bad memories  
and local frustrations](#)

**Read more:**

Pre-positioning locally led communication and community engagement networks: learning from Fiji and Vanuatu

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

The state of communication, community engagement and accountability across the Ukraine response

The humanitarian–development interface of communication and community engagement in Fiji

Assessment of communication, community engagement and accountability in Sudan

Yumi wok bung wantaim (we work together): the status of communication, community engagement, and accountability in humanitarian action in Papua New Guinea

The closure of CDAC's Pacific programme also saw us share learning from our experience helping to pre-position locally led communication and community engagement networks in Fiji and Vanuatu. These CCE platforms were broadly inclusive and embedded within the existing formal institutions that support crisis preparedness and response, reaching beyond government to include many other collaborators. The [learning paper](#), published in collaboration with CDAC member and implementing partner Ground Truth Solutions, captures reflections from the project, as well as insights for scaling this type of CCE work and making it sustainable.

**Assessing the state of CCEA in context**

The COVID-19 pandemic has shaped humanitarian discourse and action since early 2020. CDAC commissioned a [study to assess how COVID-19 impacted the CCEA landscape](#), as well as movements towards inclusion and localisation. Focusing on four case study contexts – Bangladesh, Burkina Faso, Fiji and Zimbabwe – and drawing on a global survey, key informant interviews with diverse stakeholders and a review of the literature, the study makes recommendations for future investment in CCEA based on learning from the pandemic.

Our quarterly [snapshot report on the state of CCEA across the Ukraine response](#) found a large audience among both local and international responders. The second edition, published in September 2022, found that greater focus was still required on the coordination and provision of community-facing information and two-way communication. The report is accompanied by an annex and interactive matrix of CCEA structures and activities across Ukraine and bordering countries.

As part of our Pacific programme, we published a [working paper on the humanitarian–development interface of CCE in Fiji](#). A snapshot of various humanitarian and development participation frameworks and systems in Fiji, the paper also identifies entry points for effective CCE in crises and ways to better link humanitarian and development planning, implementation and impact.

Two CCEA scoping studies were also published this year: the first on [Sudan](#), funded by UNICEF; the second on [Papua New Guinea](#), in collaboration with UNDP. These studies provide detailed situation analyses on which to strengthen collaboration and inclusion for improved CCEA in-country.

Providing a strategic global  
voice for inclusive communication,  
community engagement  
and accountability



Women and children in Sagalo  
village in the Somali region of  
Ethiopia, January 2022. Photo:  
UNICEF Ethiopia/Mulugeta Ayene



Stella Suge and Magû Ngumo (FilmAid Kenya) facilitate the humanitarian leadership panel at the CDAC AGA, featuring Marina Skuric-Prodanovic (ICCG), Alyoscia D'Onofrio (IRC), Tristan Burnett (IOM) and Caroline Vuillemin (Fondation Hirondelle)

## Futureproofing communication and engagement: the CDAC Annual General Assembly and Public Forum

Held at the IFRC headquarters in Geneva, this year's Annual General Assembly (AGA) and Public Forum focused on collaboration in an evolving aid landscape to ensure CCE programming remains fit for the future. The [Public Forum](#), attended by more than a hundred participants both online and in-person, brought together an interdisciplinary panel of experts in diaspora- and refugee-led response, digital technology and social accountability to discuss pathways for collaboration across and beyond the humanitarian–development nexus.

The hybrid AGA was [opened by Caroline Holt](#), IFRC's Director for Disaster, Climate and Crisis, who emphasised the importance of networks for collaboration to drive change. Across the two days we heard from senior humanitarian leaders and experts in fields as diverse as sexual and reproductive health and cash assistance, as well as participating in productive workshops on intentional inclusion and implementing our strategy. The panel discussions were recorded and [made available in a playlist on our YouTube channel](#).

Following the AGA, the CDAC Governing Board issued a [call for action](#) to change the humanitarian system from within. Reflecting discussions at the AGA, the call for action noted that the humanitarian sector needs to change its largely self-serving CCEA strategies, and that engagement with communities must go beyond the AAP agenda.

“Understanding how individuals and communities affected by a crisis want to engage and participate in humanitarian action is key to the effectiveness of any response. A robust, system-wide analysis of trusted platforms, mechanisms and channels for communication that reach all people in the community should be the foundation of every response”

– [A call for action from CDAC Network Governing Board](#)





## Driving collaborative advocacy

In response to the needs expressed in the CoP calls on in-country coordination and collaboration in Ukraine, CDAC facilitated inter-agency collaboration to develop [advocacy messaging on the impact of the conflict on media](#), in support of the Global Forum for Media Development's Perugia Declaration for Ukraine.

In December, CDAC's Executive Director joined forces with leaders of other UK aid agencies and three former Secretaries of State for International Development in an [open letter](#) calling for the UK Prime Minister, Rishi Sunak, to act now to help prevent humanitarian catastrophe in drought-stricken East Africa. The letter received [coverage in \*The Guardian\*](#).

We also published and socialised the Network's [common advocacy statements](#), which were developed by the Member Advisory Group and formally approved at the 2021 AGA. The four key statements, which are accompanied by four sets of priority actions to implement CDAC's 2022–2027 strategy, informed the direction of our policy and advocacy work across the year.

## Advocating in key policy forums

CDAC continues to be well represented by Secretariat staff in key global forums, including the Grand Bargain, Inter-Agency Standing Committee (IASC), Emergency Telecommunications Cluster (ETC), Humanitarian to Humanitarian Network (H2H) Network, Humanitarian Networks and Partnerships Weeks (HNPW), Global Outbreak Alert and Response Network (GOARN), RCCE Collective Service and the UN roadmap on surge capacity. The below captures some of our key points of influence in 2022.

### Grand Bargain Participation Revolution workstream

CDAC built on its 2021 involvement in a small group of thought leaders consulted on the Participation Revolution for the Grand Bargain 2.0, this year providing recommendations for actionable targets and objectives for collaboration on new caucuses.

### IASC Task Forces

CDAC, which had been a member of the former IASC Results Group 2 on Accountability and Inclusion, was represented in discussions on the transition from Results Groups to Task Forces. CDAC is a member of the AAP Task Force Workstream 1, under Priority Area of Work 1.1: 'Performance review of country-level leadership is linked to AAP Commitments'.

#### Read more:

[The impact of conflict on media in Ukraine: key advocacy messages](#)

[CDAC Network joins call for UK Prime Minister to act on Horn of Africa hunger crisis](#)

[Common advocacy statements: CDAC Network 2022](#)



Somali region, Ethiopia, 2022.

Photo: Nahom Tesfaye/  
UNICEF Ethiopia

Members workshop  
at the CDAC AGA



CDAC HNPW panel



### **Humanitarian Networks and Partnership Weeks (HNPW)**

CDAC has long been an active participant in HNPW. This year, the CDAC Secretariat hosted a hybrid session, [The inclusion rebellion: winning the communication battle](#). The session was co-organised with the HNPW Area of Common Concern on Inclusion, and explored the proliferation of and inclusive approaches to counter misinformation in crises, with a focus on Ukraine.

CDAC was also represented at two externally hosted events at HNPW: an H2H panel discussion on the ‘Get Ready Fund’, an innovative funding mechanism that funded CDAC capacity bridging in Burkina Faso; and an Impact 17 workshop exploring how meaningful power transfer can be achieved through community engagement.

### **ETC Strategic Advisory Group**

The World Food Programme (WFP)-convened ETC Strategic Advisory Group (SAG) was established in 2022 to drive the implementation of ETC strategy by providing guidance and monitoring performance. The SAG is drawn from the global ETC partnerships, with each member providing specific technical insights as well as overall support. CDAC was elected for its humanitarian and community engagement expertise.

### **CDAC Member Advisory Group and Action Groups**

Following the formation of the CDAC Member Advisory Group (MAG) in 2021, this year we launched the MAG Action Groups for collaboration in support of specific aims in the 2022–2027 Strategy. Three Action Groups were agreed by the MAG: Advocacy and evidence; Accountability through partners; and Digital technology for CCEA.

The MAG was instrumental in shaping the agenda for the AGA and Public Forum. Plans for the MAG in 2023 include a focus on opportunities for collaborative advocacy and policy influence.

# Responsibly leveraging digital technologies for communication, community engagement and accountability



People charging their devices and using WiFi in the railway station of Kherson, Ukraine in November 2022.  
Photo: OCHA/Oleksandr Ratushniak

## Democratising digital access and advocating for responsible technology use

Work began on forging a direction under the 2022–2027 strategic aim to responsibly leverage CCEA digital technologies. There was broad agreement that CDAC is well positioned within the sector to engage in critical conversations on the role, impact and risks of technology in relation to CCEA and in particular in determining how technologies are designed for and used with relation to CCEA. The findings of an initial working paper were presented to the AGA and will inform actions under this aim in 2023–2027.

Also driving our work in this area, MAG Action Group 3, on digital technology for CCEA, brings together some of CDAC's largest members working on digital technology. Initial conversations identified a two-track focus for CDAC on responsible use of technology. First, there is a need to build members' institutional capacity to understand and implement technology for CCEA. Second, generation of evidence to challenge assumptions around technology usage for CCEA, ensuring that humanitarian actors' primary focus is on the messaging itself, with relevant technologies used as a medium when most appropriate.

Reflecting on actions in this area last year, we published a policy brief on [Digital communication and accountability: insights from a year of discussions with CDAC Network](#). This paper summarises key takeaways from our 2021 public events on digital technology, in particular asking how technology could offer a tipping point in shifting the power in aid.

## Using digital communications for advocacy

Strengthening our digital communications in service of our advocacy efforts was a key focus in 2022. After upgrading the [CDAC website](#) in 2021, work continued to enhance user journeys on the site. In April, our updated [Message Library](#) was launched, offering users more than 500 expert-reviewed messages, covering sectors from health and water, sanitation and hygiene (WASH) to child protection and protection from sexual exploitation and abuse (PSEA), ready to download, adapt and use in crises.

Social media remains a critical part of our advocacy strategy. On Twitter, [@CDACN](#) continues to see strong engagement, particularly over our Public Forum and AGA. Our audience grew substantially on [LinkedIn](#) and we maintain a significant following on [Facebook](#), many of whom are working at the community level and in the regions in which CDAC is most active.

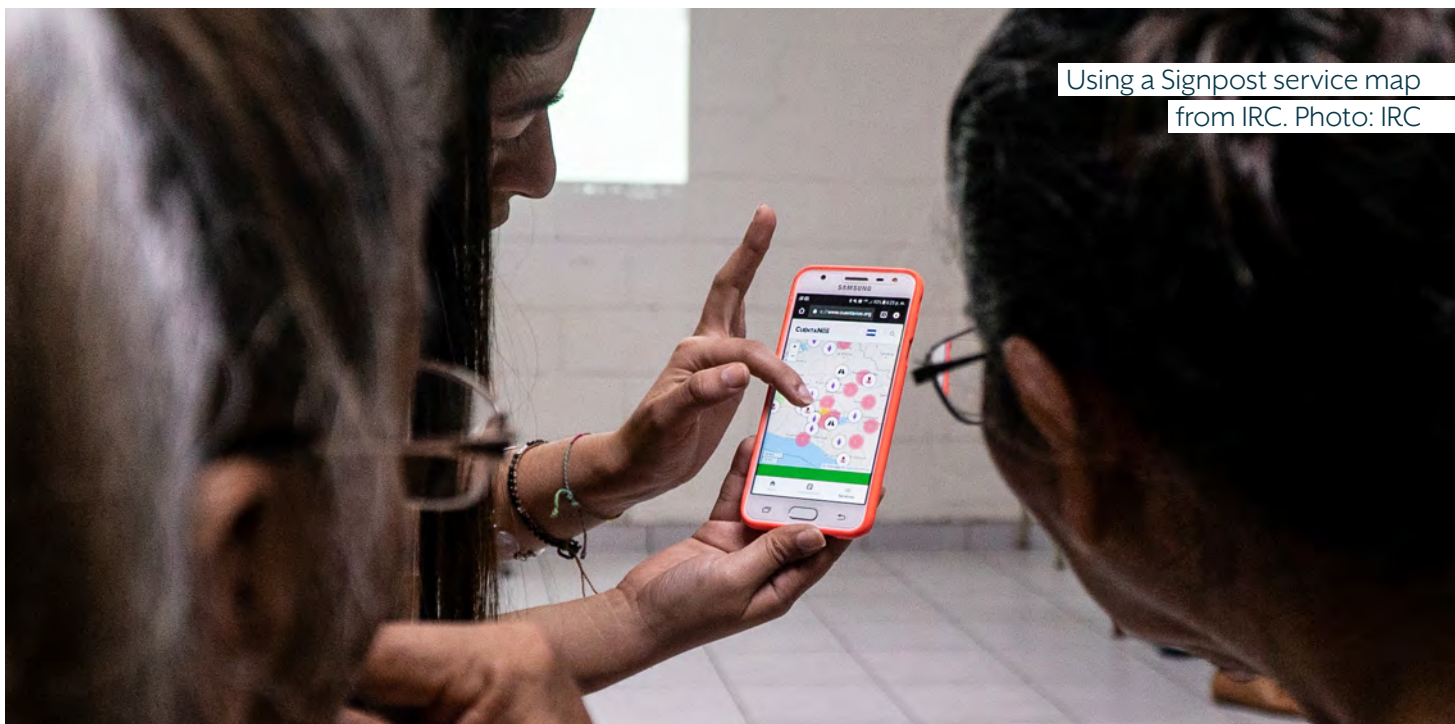
Increased multimedia output was an important way we enhanced our digital and social media presence in 2022. Key message infographics and short explainer videos were used to disseminate CDAC learning and advocacy in shareable, at-a-glance formats on social media. We also published 18 videos in multiple languages on our [YouTube channel](#). On the CDAC website, interactive guides – such as those accompanying the [Ukraine snapshot report](#) and [LGBTIQ+ inclusion brief](#) – allowed users to engage with our findings in new ways.

We relaunched our [bimonthly public newsletter](#), as another channel through which to disseminate CDAC messaging to an engaged audience within and beyond the membership. We sent four issues this year, with a healthy average open rate of 37% – well above the industry benchmark. The newsletter audience grew by more than 20% across the year, to more than 600 subscribers.

## Rapid response to current affairs

Our advocacy and influencing strategy was complemented in particular by a series of blog posts across the year, many of which were written in collaboration with our members and Expert Pool. The blogs strengthened our ability respond rapidly to both new and emerging crises and key influencing opportunities. Blogs published in 2022 included:

- [Was communication, community engagement and accountability considered in the 2021 Haiti Earthquake response?](#) – written by Michelle Betz, CDAC Expert Pool member
- [Eight community engagement lessons from the last European refugee crisis \(and how we can do better this time\)](#) – written by Alex Horowitz, CDAC Expert Pool member
- [The Participation Revolution is happening – it just doesn't involve aid](#) – written by Martin Dawes, former CDAC staff member
- [What to consider when designing your CCEA response for the Ukraine crisis](#) – also available as an interactive infographic and now translated into Polish, Romanian, Russian and Ukrainian
- [It's tempting to be sceptical about the Grand Bargain, but what can we learn?](#) – published and disseminated to coincide with the Geneva meeting on the Grand Bargain 2021 report findings
- [Signpost offers support for information services in the Ukraine displacement crisis](#) – written in collaboration with CDAC member International Rescue Committee (IRC)
- [We're still listening: radio in the Pakistan floods response](#) – written in collaboration with CDAC members Amplifying Voices and First Response Radio
- [Futureproofing communication and engagement: key takeaways on collaboration in an evolving aid landscape](#) – summarising key points made by multidisciplinary experts at the 2022 Public Forum
- [Ukraine in the dark: what to do when power cuts disrupt communication and engagement strategies](#) – written in collaboration with CDAC member BBC Media Action



Using a Signpost service map  
from IRC. Photo: IRC

# Sustaining and growing CDAC’s impact

Our work under this strategic aim – to sustain and grow CDAC’s impact – seeks to ensure that the Network has a sustainable foundation of support to continue its efforts and to expand its reach to more communities. This includes a focus on growth in terms of:

- Diversity of the Board and membership
- Geographic reach and replication of solutions
- Scale-up of programmes.

CDAC’s Board Diversity Initiative continued this year, with the Board undertaking a self-assessment of performance linked to inclusion and diversity. These issues have also been a cross-cutting theme throughout the CDAC Secretariat’s work in 2022. A member of the Expert Pool was engaged this year to develop a working paper on CDAC’s position on intentional inclusion. It is expected that this work will contribute to a CDAC project proposal on intentional inclusion in the CCEA context, the preliminary idea for which was workshopped at the AGA.

Additionally, the Board has approved a Membership Review to propose a strategy that expands the diversity of CDAC’s membership to better enable delivery of the 2022–2027 strategy. The Review was kickstarted with a workshop session at the 2022 AGA.

We were also pleased to welcome two new members to the Network in 2022. First, the International Rescue Committee (IRC), which is recognised globally for leadership in the area of accountability and responsive information services. Second, Goonj, an India-based NGO that aims to empower communities to identify solutions in disaster contexts using their collective knowledge, capacities and resources.



## CDAC members in 2022

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

## CDAC Board of Trustees

- **Palwashay Arbab** – Head of Communications, Community World Service Asia (CWSA)
- **Jamo Huddle** – Director of Humanitarian Design, Monitoring, and Evaluation, World Vision International
- **Dr Gozibert Kamugisha** – Independent; Co-Founder, Young Scientists Tanzania, and Lecturer in Social Sciences at the University of Dar es Salaam
- **Richard Lace**, Treasurer – Director of Programmes, BBC Media Action UK; and **Khandokar Hansanul Banna** – Humanitarian Project Manager, BBC Media Action Bangladesh
- **Geoff Loane**, Chair – Independent
- **Jonathan Mitchell** – Director of Programmes and Advocacy, War Child UK
- **Safa Msehli** – Spokesperson and Communications Officer, Department of Migration Management, International Organization for Migration (IOM)
- **Samantha Newport** – Deputy Chief, IASC Secretariat.
- **Rosie Parkyn** – Global Director of Impact, Internews
- **Samia Qumri** – Independent; Research Consultant, Jordan

## CDAC Secretariat

- **Marian Casey-Maslen** – Executive Director
- **Rosie Jackson** – Director of Policy & Programmes
- **FanMan Tsang** – Director of Capacity Bridging & Technology
- **Judith Hall** – Head of Finance & Administration
- **Jacinta Isaacs** – Regional Programme & Insights Lead, Asia Pacific
- **Hannah Bass** – Senior Communications & Digital Manager
- **Alyssa Thurston** – Policy & Advocacy Manager
- **Gordon Klussmann** – Technical Training Manager

The work of the Secretariat is complemented by the CDAC Expert Pool of more than 70 specialists.

## Outlook for 2023

The year ahead looks set to be another influential one for CDAC Network as we continue to roll out the implementation of our [2022–2027 Strategy](#). In particular, we will increase our focus on the implementation of Strategic Aim 3, to responsibly leverage CCEA digital technologies. We will make a more deliberate effort to incorporate key metrics related to the use of technology within CCEA initiatives. We will seek to establish what evidence of effective technology-enabled CCEA practices encompass, and ensure that these insights are shared with the broader sector.

We will advance our work on intentional inclusion, a cross-cutting aim that is threaded throughout the strategy. We will encourage CDAC members and other CCEA practitioners to explore a more systemic approach to embed inclusion further in humanitarian and development systems and structures. Furthermore, we will provide an evidence base and advocate that CCEA offers an opportunity to promote inclusion across the sector. We also hope to expand our series of Policy & Practice Briefs on Intentional Inclusion, following the success of our [brief on intentional inclusion of people with diverse SOGIESC](#) in CCEA activities.

The structure and make-up of our membership is key to successful implementation of our strategy, particularly as we aim to disrupt colonial and top-down approaches to aid. As such, a key activity will be a review of our Network operational model including membership – initiated with an exploratory workshop session at the 2022 AGA.

In response to the Governing Board's [call for action](#), and capitalising on the influencing momentum created by the 2022 AGA, CDAC Network in collaboration with the CDAC MAG will advocate for more consistent focus on communication, information and engagement within and beyond humanitarian planning. Our policy and advocacy strategy for 2023 will also focus on emphasising the fundamental rights to information and freedom of expression that underpin the movement to embed CCEA; and on raising awareness around the need to base use of digital communication tools on existing good practices for CCEA.

CDAC maintains a busy programme of capacity-bridging and project work in-country for 2023. Our DEC-funded work in Ukraine will see us publish the fourth edition of our [quarterly snapshot reports](#) on the state of CCEA in the response, along with policy and learning products, as well as hosting regional learning events. We will also host learning events across the Horn of Africa region, in addition to publishing an [analysis of CCEA structures and activities](#) in the response and continuing to [advocate for coordinated and inclusive CCEA approaches](#).

Finally, we will continue to respond rapidly to disasters and crises in which people and communities urgently need information to help them make critical, life-saving decisions. When a 7.7 magnitude earthquake struck southern Türkiye and northwest Syria on 6 February 2023, causing devastating damage and loss of life, we were quick to coordinate with members to produce [urgent lessons on CCEA for the response](#). Along with CDAC member CLEAR Global and Insecurity Insight, we were later [awarded funding](#) from the H2H Network to provide technical support and resources to help humanitarian actors in the response to engage effectively with affected communities using their preferred channels of communication and appropriate languages and terminology.



# Financial statements

The CDAC Network total income for 2022 was £650,673, with a total expenditure of £895,817. Income from Charitable activities was £650,673: £134,167 from membership fees; £55,824 from Danish Refugee Council under the H2H Fund Mechanism; £56,077 from UNDP PNG; £223,955 from Disasters Emergency Committee; and £180,650 from members UNICEF, International Media Support, NORCAP and DW Akademie.

CDAC Network ended 2022 with total reserves of £318,519: £153,696 unrestricted (from membership) and £164,823 restricted (from Charitable activities funders).

## Statement of financial activities

	Note	Unrestricted £	Restricted £	2022 Total £	Unrestricted £	Restricted £	2021 Total £
<b>Income from:</b>							
Charitable activities							
Membership	2	134,167	-	134,167	147,750	-	147,750
DFAT - Fiji and Vanuatu	2	-	-	-	-	491,640	491,640
DRC (H2H)	2	-	55,824	55,824	-	171,665	171,665
UNDP - PNG	2	-	56,077	56,077	-	33,508	33,508
DEC - Ukraine	2	-	223,955	223,955	-	-	-
Member Initiatives	2	-	180,650	180,650	-	329,584	329,584
Other income		-	-	-	-	-	-
<b>Total income</b>		134,167	516,506	650,673	147,750	1,026,397	1,174,147
<b>Expenditure on:</b>							
Charitable activities							
Membership	3	147,345	-	147,345	104,056	-	104,056
DFAT - Fiji and Vanuatu	3	-	346,287	346,287	-	463,931	463,931
DRC (H2H)	3	-	26,310	26,310	-	125,837	125,837
UNDP - PNG	3	-	81,286	81,286	-	14	14
DEC - Ukraine	3	-	96,757	96,757	-	-	-
Member Initiatives	3	-	197,832	197,832	-	337,284	337,284
Other expenditure	3	-	-	-	-	-	-
<b>Total expenditure</b>		147,345	748,472	895,817	104,056	927,066	1,031,122
<b>Net income for the year</b>		(13,178)	(231,966)	(245,144)	43,694	99,331	143,025
Transfers between funds		13,265	(13,265)	-	-	-	-
<b>Net movement in funds</b>		87	(245,231)	(245,144)	43,694	99,331	143,025
<b>Reconciliation of funds:</b>							
Total funds brought forward		153,609	410,054	563,663	109,915	310,723	420,638
<b>Total funds carried forward</b>		153,696	164,823	318,519	153,609	410,054	563,663

## Balance sheet

	Note	£	2022 £	£	2021 £
<b>Current assets:</b>					
Debtors	9	123,018		188,345	
Cash at bank and in hand		394,386		573,308	
		<u>517,404</u>		<u>761,653</u>	
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	10	(198,885)		(197,990)	
				<u>761,653</u>	
<b>Net current assets</b>			<b>318,519</b>		563,663
			<u>318,519</u>		<u>563,663</u>
<b>Total assets less current liabilities</b>			<b>318,519</b>		563,663
			<u>318,519</u>		<u>563,663</u>
<b>Total net assets</b>			<b>318,519</b>		563,663
			<u>318,519</u>		<u>563,663</u>
<b>The funds of the charity:</b>					
Restricted income funds	13a		164,823		410,054
Unrestricted income funds:					
General funds		153,696		153,609	
		<u>153,696</u>		<u>153,609</u>	
Total unrestricted funds			<b>153,696</b>		153,609
			<u>153,696</u>		<u>153,609</u>
<b>Total charity funds</b>			<b>318,519</b>		563,663
			<u>318,519</u>		<u>563,663</u>

# Join CDAC Network

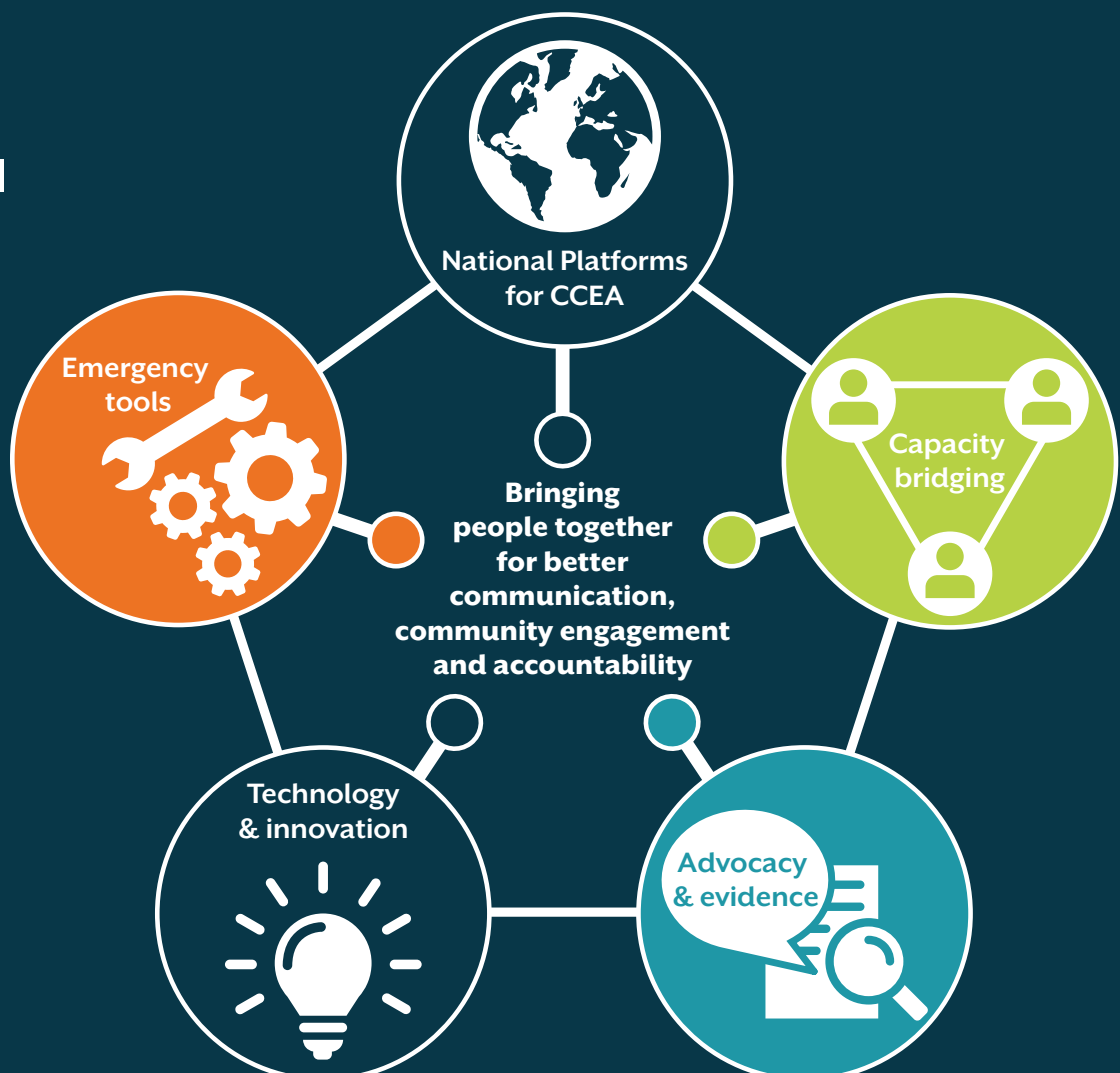
By becoming a member of CDAC Network, you are joining a collective that has driven successful collaboration models, contributed significantly to making the case for communication, community engagement and accountability in preparedness and response, and strengthened systems and capacity for implementation.

Member organisations have access to:

- Opportunities to collaborate with a network of global organisations working towards the same goals
- Community of practice meetings
- Member Advisory Group meetings
- CDAC's Annual General Assembly and Public Forum
- Regular updates on CCEA news and opportunities from across the Network.

For more information on becoming a member, visit [cdacnetwork.org/members](http://cdacnetwork.org/members) or contact [info@cdacnetwork.org](mailto:info@cdacnetwork.org).

CDAC Network:  
what we do





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

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