

Company number: 10571501

Charity number: 1178168

# CDAC Network Limited

Report and financial statements

For the year ended 31 December 2020

# CDAC Network Limited

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### For the year ended 31 December 2020

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## CDAC Network Limited

### Reference and administrative information

For the year ended 31 December 2020

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Company number 10571501  
Country of incorporation United Kingdom

Charity number 1178168  
Country of registration England & Wales

**Registered office and operational address** 27 Dingley Place, London, EC1V 8BR

**Directors** The directors under company law, who served during the year and up to the date of this report were as follows:

Geoff Loane	Chair
Jonathan Mitchell	Vice Chair
Laura Collier–Keywood	Treasurer
Jamo Huddle	
Caroline Nursery (resigned 31 December 2020)	
Roseanna Parkyn (appointed 24 February 2021)	

**Key management personnel** Marian Casey– Maslen Executive Director and Secretary

**Bankers** NatWest  
PO Box: No159  
332 High Holborn  
London  
WC1V 7PS

**Solicitors** Shearman & Sterling LLP  
9 Appold Street  
London  
EC2A 2AP

**Auditor** Sayer Vincent LLP  
Chartered Accountants and Statutory Auditor  
Invicta House  
108–114 Golden Lane  
LONDON  
EC1Y 0TL

The directors present their report and the audited financial statements for the year ended 31 December 2020.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association, the requirements of a directors' report as required under company law, and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

## Objectives and activities

### Purposes and aims

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

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

The charity's main activities are:

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

The directors have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the directors consider how planned activities will contribute to the aims and objectives that have been set.

### Foreword to the CDAC 2020 Annual Report

In years to come, historians will look back on 2020 not as a year of great clarity and great vision, but as a year of terrible loss, widespread disruption, and pervasive fear. Humanitarians, used to compartmentalising crises in a single geographical region, suddenly found humanitarian need was truly global. Border closures, travel restrictions, social distancing and lockdowns barricaded most international staff from humanitarian operations, putting national staff – who make up 90% of humanitarian personnel – firmly in control of their own responses. Localisation, that Grand Bargain term that, being used bereft of action to the point that it risked becoming undermined, was thrust upon international organisations. At CDAC, which has long championed locally-led response strategies, we were proud of our national coordinators in Burkina Faso, Fiji, Sudan, Vanuatu and

Zimbabwe who continued to facilitate more coordinated communication and engagement with communities as part of a wider-than-health response. With the prospect of a long and slow economic recovery in most advanced economies, and with it the inevitability of a reduction in international aid, the trust and reliance on local expertise, local solutions and local leadership is increasingly thrust on our sector, and we will continue to be vocal in nurturing and supporting such approaches in a responsible and professional way.

CDAC has long advocated for localisation through communication with and the engagement of communities. Indeed, it is possible to see, even at this early stage, that those countries and regions with an operating national platform on communication and community engagement have better sustained a locally-led and informed responses. When crises in the form of Severe Tropical Cyclone Harold hit Fiji and Vanuatu during a COVID-19 lockdown, the CDAC-supported national platforms were tested, and were found to be largely effective. What is less clear is whether advanced economies – states whose governments insist on effective communication and engagement with communities in humanitarian response – have learned sufficiently from these principles they require others to adhere to. Communication and community engagement during the pandemic was an area in which many Western governments fell, and continue to fall, short. Indeed, the global nature of the pandemic has also reframed the humanitarian landscape: no longer is catastrophe confined to areas of the world that are economically vulnerable. Catastrophes can happen anywhere, impact everywhere, and even simultaneously. If COVID-19 has taught us anything, it's that the world is inextricably interconnected: no one is safe until we're all safe.

One consequence of the pandemic is that CDAC's annual events went online. The Annual General Assembly, habitually held in-person, and due in 2020 to be held in Geneva, went virtual and, as a result, became accessible to a large new audience. More than 350 people joined the event *Accountability in the Age of the Algorithm: Championing Pathways to Inclusion in Tech-Driven Futures* in October 2020, and many more listened to the keynote speeches and discussions recorded and available on CDAC's YouTube channel. What struck me is that the pandemic has not only accelerated localisation, but has also accelerated discussions – which have a long history – about the legacies of the humanitarian endeavour. Decolonising aid may seem like yet another humanitarian slogan, but it speaks to the radical imbalances of power and the very real structural injustices that have long been tolerated, shamefully so, in humanitarian work. Anasuya Sengupta, in her brilliant and brilliantly provocative keynote during the forum, suggested, “those who caused the problem cannot lead the solution”. For too long the humanitarian sector has reflected the economic and social power structures that are reflected in the world at large. And this has to change. We cannot confidently believe and claim that we are understanding the voices of communities if our own experiences are so far from their realities. To this end, towards the end of last year we launched an initiative to increase diversity on the CDAC board and we look forward to welcoming a new cohort of global humanitarian leaders to the CDAC Network to help shape the future of this network.

No one had an easy 2020. And no one will look back on last year with great fondness. But it is just possible that it took a global pandemic to reshape a humanitarian sector that has, until now, been

resistant to reform. CDAC plans to remain at the forefront of this reform, and will be launching its 2022–27 strategy in the coming months to better support those organisations, institutions and actors working to reimagine a humanitarian system so that it works for those most in need, is responsive to those most marginalised, and is inclusive of the diversity of human experience. We look forward to you all joining us on this journey.

**Geoff Loane**  
Chair, CDAC Network Board

## Achievements and performance

The charity's main activities and who it tries to help are described below. All its charitable activities focus on systematically embedding communication, community engagement and accountability in the humanitarian architecture and are undertaken to further CDAC Network Limited's charitable purposes for the public benefit.

### 1. Strengthening collaboration for more effective communication and community engagement

#### Systematically localising communication, community engagement and accountability

National platforms for Communication and Community Engagement (CCE) are essential for making progress toward greater participation and accountability in humanitarian response. These platforms are innovative coordination mechanisms that bring together communication and community engagement activities and sit within, or influence, overall response leadership and ensure community engagement efforts are coordinated, systemic and locally-led. They are led by Government (where possible), with participation from local NGOs, Red Cross/Crescent Societies, UN Agencies, INGOs, Media Development agencies, specialist communications entities and private sector.

CDAC supports a network of over 35 national platforms globally and facilitates the creation of new platforms as need arises. And need arose in the context of the COVID-19 pandemic in 2020, during which coordinated communication and community engagement faced new challenges in the face of restrictions on travel, social distancing measures and the rapid spread of misinformation about the virus.

>> [Read the Policy Paper: The Role of Collective Platforms, Services and Tools to support Communication and Community Engagement in Humanitarian Action – in Arabic, English, French and Spanish](#)

>> [Read the How-To Guide on Collective Communication and Community Engagement in Humanitarian Action – in English, French, Portuguese and Spanish](#)

>> [Read the latest status update, which details all of the national platforms supported, their composition and lead contact details](#)

## Building and supporting national platforms in 2020

Africa was particularly hard hit by rumour and scepticism over the risks posed by the COVID-19 virus. To this end, and with funding from the H2H Network which is supported by UK aid from the UK government, CDAC set up three new national platforms to support the responses to complex humanitarian emergencies in the context of COVID-19 in three African countries deemed most at risk: Burkina Faso, Sudan and Zimbabwe.

### Burkina Faso

In December 2019, prior to COVID, CDAC undertook a [situational analysis](#) to assess the status, current strengths and needs related to response-wide Communication, Community Engagement and Accountability in the country. A CDAC National CCE Coordinator was recruited in March 2020 and took up the six-month position in April. Remote accompaniment was provided by the CDAC Secretariat.

Despite challenges presented by the COVID-19 pandemic, the CEA Working Group was established in March and met fortnightly or monthly (as the need arose), with more than 20 active participant organisations working around clearly-defined ToRs, an agreed action plan and coordination with the clusters, HCT, government and NGOs. In the third quarter of 2020, two regional Burkina CEA working groups were established in the Centre Nord and Est regions. Coordination was also established with the Burkinabe Government's COVID-19 response working group on Risk Communications and Community Engagement.

A [portal for the Burkina Faso CEAWG](#) was developed on the Humanitarian Response website, where key documents from the initiative can be found. In September, a CEA organisational capacity survey conducted as a self-assessment by around 50 national/international organisations operating in Burkina Faso demonstrated the following gaps:

- CEA in the humanitarian response
- accountability questionnaire designs and data analysis
- PSEA complaints management
- Complaints management
- Rumour management

In response, a three-day CEA workshop, in collaboration with OCHA, took place in October 2020 in Ouagadougou. The training addressed the challenges and opportunities of systematically embedding communication, community engagement and accountability (CCEA) in a humanitarian response in West Africa. It equipped participants with a basic understanding of the key principles of humanitarian response, community engagement and accountability through the combination for learning modules and practical exercises. At the end of the workshop, participants gained

valuable, practical, and contextualised knowledge on various CCEA related topics, including perception surveys, multi-sector needs assessments, and feedback and complaints management.

>> [Find out more about achievements of the Burkina Faso national platform by reading this case study – available in both English and French](#)

>> [Watch a brief introductory video on the Burkina Faso CEA Working Group](#)

>> [Check out the recordings of a training workshop on collective services, held in Ouagadougou in October 2020 – in French](#)

### **Zimbabwe**

As part of the CDAC H2H COVID-19 response, a CDAC National Coordinator for Zimbabwe was recruited in June 2020, hosted by OCHA Harare. The Community Engagement and Accountability Thematic Working Group (CEA TWG) was established in August 2020, after a review finding a lack of robust coordination of community engagement in humanitarian response in the country, including on issues relating to COVID-19 and in spite of the good work of the RCCE Pillar lead from the Ministry of Health. The Working Group was endorsed by the Humanitarian Country Team (HCT) in September 2020 and comprised of UN agencies, I/NNGOs representing various clusters (Health, Food Security, Protection-GBV and Child Protection, Education, Nutrition, WASH and Shelter/CCM). The co-chairs represent NNGOs (Musasa) & INGOs (World Vision). The CDAC Coordinator participated at COVID-19 coordination meetings and the RCCE pillar to document community engagement practice in the COVID-19 response. In order to integrate community voices in the Humanitarian Needs Overview, the coordinator engaged national NGOs that work in hard-to-reach areas to hold a series of dialogues with communities, based on a questionnaire developed by CDAC/IASC tools and guidelines for that purpose.

The CDAC Zimbabwe project ended in January 2020 and, despite our best efforts, additional funding was not available to continue to support the CDAC Coordinator position. It is hoped that the co-chairs who represent NNGOs (Musasa) & INGOs (World Vision) will continue to support the work of the group. The absence of the TWG and a related Coordinator in the HNO makes fundraising for such positions difficult. CDAC will be issuing a lessons-learned paper in 2021 looking more deeply at key lessons on Communication, Community Engagement and Accountability from previous and current epidemics and pandemics.

### **Sudan/Ethiopia (Tigray)**

As part of the H2H COVID-19 response, a Senior CDAC National CCE Coordinator has been in place in Sudan since June 2020, hosted by OCHA. In September, an AAP/CEA Working Group was established following numerous consultative meetings and discussions. Convened by OCHA with CDAC support, the Norwegian Refugee Council (NRC) and UNHCR co-chaired the Working Group on rotational basis. During the Coordinator mission to Darfur on 8-16 December, a Community-Based Complaint and Feedback Mechanism (CBCFM) mapping was undertaken in West and Darfur Central States in consultation with AAP/CEA humanitarian partners who were implementing various forms of Complaints and Feedback Mechanism (CFMs) – these included agencies such as UNHCR, UNICEF, WFP, UNFPA, WHO in addition to MOSWA and N/INGOs.



The Khartoum-based Sudan AAP/CEA Working Group is now supporting the Tigray response. Building on the Sudan project, the new H2H Tigray project is providing surge support to the setup of emergency coordination of CEA for the Refugee Response. CDAC liaises with UNHCR on the tools and approaches and leverages CDAC's independent position to help establish an effective community engagement collaborative consensus among all those involved in the emergency response. In early 2021, the CDAC National CCE Coordinator for Sudan visited the Gadaref and Kassala refugee sites to support collaboration between the national CEA coordination in Sudan and the refugee site and, alongside UNHCR and OCHA, to ease information sharing and lesson learning, particularly in relation to previous work undertaken concerning COVID-19. In addition, they addressed the priority AAP/CCE skills gaps and learning needs among responding partner organisations for developing capacity building programmes, including the rapid mapping of existing capabilities and actions related to Community-Based Complaints and Feedback Mechanisms relating to refugees from Tigray. Building on this, the coordinator, both on-site and in Khartoum, will continue to provide expertise in community consultation efforts that enable communities to articulate their problems and concerns for appropriate response and solutions.

#### Building preparedness capacity in disaster-prone countries

Year three of CDAC's implementation of establishing and operationalising preparedness platforms in Fiji and Vanuatu – alongside Ground Truth Solutions (GTS) and supported by the Australian Government – continued on track despite both countries being battered by a series of crises beyond the COVID-19 pandemic: the devastation of Tropical Cyclone (TC) Harold in April 2020 and the Category-Five Severe Tropical Cyclone Yasa, which made landfall in December 2020, killing four people in Fiji. It was one of the strongest cyclones ever recorded in the Pacific. This was followed at end of January 2021 by Tropical Cyclone Ana.

#### Fiji

In the third quarter of 2020, a CDAC Humanitarian-Development Interface Advisor was recruited in Suva to work alongside the CDAC Senior National CCE Coordinator, who facilitates the work of the national platform. They liaise with the NDMO, Ministry for Communication, DFAT Post, and co-chairs FCOSS (National NGO Network), UNICEF and other stakeholders, with technical support from GTS on surveys/feedback. A Regional CCE Technical Advisor supports their roles (and those of coordinators in Vanuatu) with additional hosting support from Partners In Community Development, Fiji.

In Fiji during 2020, CDAC supported the development of the COVID-19 message vetting systems, in an effort to improve the timeliness and efficiency with which approved health messages are disseminated to communities. The CCE Working Group co-lead FCOSS was a key partner, utilising its divisional and district-level partners to engage communities in COVID-19 advocacy. The Working Group approved a proposal from FCOSS for a two-way community engagement initiative using Facebook, as a joint CCE WG action. The project, funded by CDAC, aimed to provide a steady source of credible information to the community throughout the year (during disasters and in 'peacetime') from local experts in agriculture, gender, psycho-social support, microfinance, nutrition, youth empowerment, governance and from faith-based organisations. It also piloted a

feedback loop for those involved in CCE work in Fiji, providing insights into communities' information needs.

The Suva-based CDAC Humanitarian-Development Interface Advisor, embarked on a round of face-to-face advocacy visits with partners and stakeholders in the Central and Western Divisions during September and October in 2020. This was an opportunity to continue to advocate for systematic and consistent two-way communication with disaster affected communities including at high levels of the Fiji government.

### Vanuatu

In Vanuatu, in the second half of 2020, the CDAC/DFAT project was complemented by the CDAC H2H Vanuatu project which provided emergency CCE funding for the Cyclone Harold response. CARE Vanuatu continued to host the CDAC National Coordinator, who sits at the NDMO working in tandem with the NDMO team, other Government Ministries and sub-cluster leads and wider stakeholders. In Vanuatu, CARE provided additional CCE Technical Advisory and Secretariat support, with technical support from GTS on surveys/feedback. Later in the year, the NDMO Director approved the Feedback Mechanism concept, which also incorporates strategies for efficient delivery of information to communities as part of two-way communication, as an approach to be further developed for ongoing preparedness and use in future disaster responses. Along with the greater focus on communication with communities through the Tropical Cyclone Harold and COVID-19 responses to date, this commitment indicates that the value of communication and community engagement is increasingly being acknowledged by the NDMO and, as the lead of Vanuatu's National Cluster System, within the broader humanitarian architecture.

- >> [Read the case studies on the Fiji and Vanuatu platforms](#)
- >> [Watch a brief video about the Fiji platform](#)
- >> [Watch a brief video about the Vanuatu platform](#)
- >> [Read the Learning Report for Fiji and Vanuatu](#)

### Learning from Fiji and Vanuatu

A successful two-day joint Fiji-Vanuatu learning event was held in Suva on 5-6 March. The event was opened by the Fiji NDMO Director with a keynote address by the Deputy Australian High Commissioner. There was good representation from national and International agencies and great support from the OCHA Fiji team and OCHA Asia-Pacific.

- >> [Read the 2020 Fiji and Vanuatu Learning Event Report](#)

### Measuring the success of national platforms

CDAC's *Framework for Assessing Success of National CCE Platforms* was designed to clearly lay out the different elements that combine to build a complete platform. Each element in the framework includes measures that can be used to assess whether the part is complete and performing as expected.

It was developed in cooperation with a number of in-country teams. The framework draws from the principles of a locally-led approach using a new kind of narrative, and a less top-down approach, for how we describe and assess success of collective models on the ground. The success framework defines a series of success measures, framed as questions and allows for local adaptation rather than being a prescriptive or top-down MEAL model. It is an ongoing piece of work and will be disseminated widely learning from the many national platforms across the globe.

This document was published in English in October 2020, and in French in January 2021.

>> [Download the full Success Framework and summary – in French and English](#)

## Ensuring the provision of information management functions in national platforms

Last year, to support the rapid creation of national platforms in crises, CDAC published a document to articulate the role of an Information Management Officer in supporting a platform and enabling a common understanding of the information management functions and needs.

The document also served to orient an AAP/CCE Coordinator as to the information management tasks that they may need to complete, in the event that an Information Management Officer (IMO) is not available or deployed. In this situation, tasks would need to be prioritised and/or remote support provided to enable the coordinator to fulfil their coordination responsibilities, in addition to the information management functions. This document was supported by funding from UNICEF.

>> [Download Guidance: Information Management Functions of an Inter-Agency AAP/CCE Working Group](#)

## Contributing to Communities of Practice on In-Country Coordination & Collaboration

Over the course of 2020, CDAC convened with members and other key partners a total of five Community of Practice on In-Country Coordination & Collaboration calls with over 90 field and headquarter humanitarian practitioners joining throughout the year. Topics discussed included the Ebola response, the response to COVID-19, the Asia-Pacific typhoon season, the hurricane season in the Americas and emergencies the responses in Bangladesh, Burkina Faso, Colombia, Democratic Republic of Congo, Ethiopia, Pakistan, Sudan, Syria, Turkey, Venezuela, Yemen and Zimbabwe.

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

### CDAC advocacy in key forums

#### IASC Results Group 2 (RG2) on Accountability and Inclusion

While contributing the work of the wider group, CDAC also co-lead, together with UNHCR, one of the RG2 sub-groups on community-based complaints and feedback mechanisms. Currently, CDAC

and UNHCR are leading a review of current approaches to determine the minimum set of questions and guidance for the next stage of development.

### **Grand Bargain Participation Revolution workstream**

In February 2021, CDAC provided a detailed summary of activities to the Grand Bargain Participation Revolution workstream and accepted an invitation to present the Burkina Faso work at the most recent workstream meeting. This was well received as an example of innovative approaches to promoting AAP at a community level and localisation through staffing.

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

In February 2020 – while it was still possible to attend in-person events – CDAC joined the Humanitarian Networks and Partnerships Week (HNPW) organised by OCHA in Geneva. Alongside participating in the Inter-Network Day, advocating for the prioritisation of engaging and communicating with communities before, during and after a response during the interactive exhibition and at the Communication and Community Engagement Initiative (CCEI) event, CDAC's main session, held on February 6, focused on national platforms. The event, titled *Operationalising the Participation Revolution through government-led preparedness platforms: Getting it right in situations of natural hazard*, was moderated by the UK Mission in Geneva and with speakers including the Heads of the Australian and Fijian Missions in Geneva and a senior representative from IFRC's Americas programme. Panellists had an open and frank discussion on successes and challenges in coordinated, collective models.

>> [Read a summary of the discussions and key lessons learned](#)

>> [Watch the event as it happened on CDAC's YouTube Channel](#)

CDAC is an active participant in the planning for HNPW 2021, collaborating on the AAP priority topic and contributing a session to the localisation priority topic. For the event, CDAC has recommended that the AAP priority theme be focused on ensuring that AAP is discussed within other priority topics rather than being siloed. The network has advocated for a high-level opening panel to reinforce global commitments made on AAP. The CDAC-led session is titled *Peer pressure: how digital democratisation is transforming communication as aid* and is due to be held over Zoom on 29 April 2021. The discussion will introduce risks and opportunities in digital democratisation.

### **Algorithmic accountability and inclusive technology**

The last quarter of 2020 saw the realisation of CDAC's first online public forum – *Accountability in the Age of the Algorithm: Championing Pathways to Inclusion in Tech-Driven Futures* – which attracted a global audience of many hundreds of humanitarians, communication and tech enthusiasts, futurists, policymakers and donors as we radically re-imagined digital humanitarian policy to make it more centred around community agency, knowledge and needs.

With more than 30 panellists from across six continents bringing their diverse expertise and experiences to bear on the responsible and ethical use of emerging technologies within

humanitarian systems, the discussion was inspiring, challenging and provoked much discussion around ensuring that technological futures do not exacerbate past inequalities.

The forum was recorded, and all five sessions, along with the two keynote speeches, can be found on CDAC's YouTube channel.

>> [Watch all sessions and keynote speeches from the public forum](#)

>> [Read the background paper of the 2020 CDAC public forum](#)

### **Imagining a World Beyond White Privilege**

To what degree does the aid sector perpetuate the injustices and inequalities of the colonial past? What's the role of white privilege in upholding these injustices? And if we are to decolonise aid – what does this look like?

These were just some of the questions that the 2020 CDAC public forum attempted to answer in October 2020. One of the resulting reports from the event – *Imagining a World Beyond White Privilege* – brings together the voices, opinions and the vast trove of learning to which attendees were exposed. From the role that technology plays in both connecting but also identifying people of diverse SOGIESC, to the way in which technology confers power onto those that control platforms and have access to data, this brief report summarises a discussion that looks set to inform much of the humanitarian policy debate for some years to come.

>> [Read Imagining a World Beyond White Privilege](#)

### **Is Technology Broken? Making Technology Inclusive Fair and Accessible**

The theme of CDAC's 2020 public forum was inclusive technology, and this was a rich source of discussion for those working humanitarian sector – which has traditionally been a laggard in adopting new technologies in its work.

The forum speakers quickly recognised that technology, while neutral, was not deployed as such and emerging digital technologies could create significant power inequalities. Furthermore, advances in digital technology could be seen to create deep strategic tensions between those who would advance technology use and those who wish to control its risks. All could agree that the improvements in efficiency and effectiveness that technology conferred had to be coupled with the intentional inclusion of communities and groups that are often excluded from participation in the creation and use of technology. But how to ensure this? The second report to result from the public forum, *Is Technology Broken*, summarises these discussions.

>> [Read Is Technology Broken?](#)

### **The democratisation of digital technologies**

CDAC's 2021 annual public forum, will be held the week of October 4. After a year of events, including sessions at the Humanitarian Networks and Partnerships Week and the World Summit on

the Information Society (WSIS) Forum, interrogating aspects of the future of communication and community engagement, the public forum will bring together these diverse streams of thinking into one global conversation, scheduled to be accessible to the different regions. For three days, across three regions, we will bring together local innovators, global thinkers, and those whose ideas have the potential to revolutionise community engagement and bridge the growing digital divide. The full programme and registration details will open in September 2021

### 3. Strengthening learning and support the production of evidence about communication and community engagement

#### Responding to COVID-19

As the COVID-19 spread around the world, and its impact became ever-more apparent, the CDAC Network worked fast to put together a comprehensive portal of materials related to COVID-19 in humanitarian settings and pandemic-related communication and community engagement tools and resources for its members, partners and the wider humanitarian system. The portal went live in late March 2020, and has been continuously updated since then.

>> [Check out CDAC's COVID-19 Resource Portal](#)

#### Improving the Response to COVID-19

Work began in June 2020 on the development of a CDAC Lessons Paper on COVID-19 and CCE, which was concluded in early October. The paper, titled *Improving the Response to COVID-19: Lessons from the Humanitarian Sector around Communication, Community Engagement and Participation*, outlines learning from the humanitarian aid sector in accountability around two-way communication, community engagement, and the participation of affected people, and how this can be applied to support the COVID-19 response. It points to eight key areas where the global pandemic response is falling short, along with lessons from the humanitarian sector to help remedy them. These lessons may also help to minimise the impact of future health emergencies and humanitarian crises in all countries. The document was published in November 2020.

#### The West and the Rest: launching the COVID-19 lessons paper

The launch of the COVID-19 lessons paper was marked with a webinar, held on 3 December 2020, in which some of the world's leading public health thought leaders interrogated the West's response to this crisis, and in particular the series of failures in communication, community engagement and accountability – referring to measures developed by the humanitarian sector, largely funded by Western donors, but largely ignored in their own responses.

>> [Download and read Improving the Response to COVID-19](#)

>> [Read the related blog, "How hard-fought lessons from the last decade of humanitarian assistance in crisis situations can help the global response to COVID-19 be more responsive to the needs of real people on the ground"](#)

>> [Watch the recording of The West and the Rest](#)

>> [Watch Learning on communicating & engaging with communities in the context of COVID-19 - a public session from the CDAC 2020 AGA](#)

### Sharing learning from national platform case studies

Much of the last quarter of 2020 was spent documenting the learning from the national platforms that CDAC had been supporting. Case studies on the Fiji and Vanuatu national platforms were published, along with introductory videos for both. The case study detailing the innovative approach to local and global model of cooperation as used in the Burkina Faso national platform was published in both English and French in January 2021, alongside a video introducing the work of the platform. Furthermore, a capacity bridging event held for partners of the Burkina Faso platform was recorded and made available online.

>> [Read the case studies on the Fiji and Vanuatu platforms](#)

>> [Read the Learning Report for Fiji and Vanuatu](#)

>> [Read the Burkina Faso national platform case study – available in both English and French](#)

>> [Watch a brief video about the Fiji platform](#)

>> [Watch a brief video about the Vanuatu platform](#)

>> [Watch a brief introductory video on the Burkina Faso CEA Working Group](#)

### Communication and community engagement capacity bridging

For those committed to improving two-way communication and community engagement for greater accountability to people affected by crisis, the CDAC Network refreshed its training package in 2020 to better serve its members and partners, with all trainings being made available online or remotely. Each module provides practical advice on how to increase the effectiveness of humanitarian aid efforts by involving affected communities in the response. The new training package is as follows:

#### **Basic technical training in Communication, Community Engagement and Accountability (CCEA)**

This is an introductory CDAC Network course in the use of CCE tools and techniques. It gives participants a foundation knowledge in the use of community communication and community engagement in humanitarian programming, particularly with regards to the benefits of two-way communication and better accountability. This course is recommended for those with limited or no experience of communicating with communities. This course can also provide a lead into the advanced technical training course outlined below.

#### **Advanced Technical Training in CCEA**

This Advanced Technical Training has been designed for field and technical staff who have completed the CDAC Network basic technical training in community engagement (see above) who will be responsible for managing the implementation of community engagement activities at scale. It would also be useful for senior staff or those on deployment rosters with awareness of CCE, but

who need a deeper knowledge to increase the effectiveness of programme outcomes, especially when it comes to allocating or budgeting resources.

#### **Training for senior in-country CCE coordinators**

The coordination of Communication, Community Engagement and Accountability (CCEA) among implementing partners has often been highlighted as a key success factor in the successful implementation of community engagement and accountability. However recent CDAC Network [research](#) has noted that the soft skills needed to undertake coordination more effectively are wide-ranging and subtle, and not always easily learned. This training has been developed in response to this research and is designed to give people who will work in CCEA coordination, or for surge personnel who will need to do so at short notice, the key skills they will need when acting as coordinators, so they can build more resilient cooperative embedded partnerships in community engagement.

#### **Bespoke advanced training in CCEA**

While the Advanced Technical Training in CCEA will improve skills, the CDAC Network is also able to develop and deliver bespoke training for organisations looking for training tailored specifically to their needs. Examples could include creating training tailored for work involving climate resilience, specific groups of vulnerable people, sectorial-focused work or for training to be integrated within a wider programme of capacity development.

#### **Briefing Module**

In this two-hour module, participants receive an overview of what communication and community engagement is, why it is important, and how it feeds into improving accountability and participation.

#### **Online CDAC e-learning course: Communication is aid**

An introductory, and free, three-hour e-learning course that introduces the concept of communication as aid. It takes participants through a number of interactive scenarios to teach the basic elements of how to engage and provide information for affected communities and establish communication mechanisms for dialogue. This training is hosted on the Kaya portal by the Humanitarian Leadership Academy, this course can be taken on its own or as a precursor to other courses.

>> [Visit CDAC's training page and find out more about all of the above trainings](#)

To commission training or provide feedback on our training opportunities, email [training@cdacnetwork.org](mailto:training@cdacnetwork.org)

#### **2020 capacity bridging services offered**

##### **Training review and training of trainers in community engagement and accountability for NORCAP**

In 2020, CDAC provided three technical assistance packages to NORCAP programmes (CashCap, Lake Chad SCO, Climate Services) to reinforce their experts' knowledge and skills on CEA. In 2021, CDAC will undertake a review of the previous trainings and develop a bespoke training of trainers



(ToT) package for NORCAP to train their own experts. The ToT will enable NORCAP's roster to be trained internally by a NORCAP specialist. The project will end in July after the new team are being mentored to deliver their first training.

### H2H Get Ready Fund

In December 2020, CDAC was successful in its joint submission for the H2H Get Ready Fund with Translators Without Borders, with the project "Building Bridges in Surge Capacity for Community Engagement and Accountability". CDAC will provide in-country surge expertise in CCEA with localised team members; selecting and training potential national coordinators and providing high level mentoring and training. In addition, there will be a pilot training package for community engagement-based enterprises and companies who are able to assist in the humanitarian response. This pilot project could provide a sustainable resource of in-country technical expertise. The trainees for the national coordinator training went through a competitive process with trainees eventually being selected from Burkina Faso, Bangladesh, Venezuela, Zimbabwe and Sudan. The pilot company undertaking community engagement training is FAMA films, which is a media production company based in Burkina Faso, where they will eventually work with the CEA working group as part of the pilot.

### Ensuring CCE/AAP expertise into the future

COVID-19 made communicating and engaging with communities in humanitarian contexts ever more urgent as the virus spread. The CDAC Network tried to ensure the response – both that to the pandemic, and the associated wider-than-health response – was staffed with communication and community engagement (CCE) experts.

In 2020, three generic terms of reference (ToR) were developed for surge deployment to support Accountability to Affected Populations and Communication and Community Engagement in humanitarian operations. It involved harmonising existing CDAC surge ToRs and consulted with global and in-country experts, including the IASC Results Group 2 and CHS Alliance. The ToRs reflected the three most common AAP/CCE roles that are requested by humanitarian responses, which are:

- An agency focused [Technical Officer](#) role to improve agency performance on AAP/CCE.
- An inter-agency [Coordinator](#) role, facilitating a working group or similar platform on AAP/CCE.
- An inter-agency [Senior Advisor](#) role focused on supporting the humanitarian architecture and senior management in the development of a collective approach to AAP/CCE.

Lack of coordination skills training was identified as a priority gap during the surge consultations. Building on CDAC's existing training package, an advanced Coordinator-level training was developed and piloted in Nairobi 21–24 January 2020, with 25 participants from UN agencies, INGOs, Red Cross/Red Crescent, and community-based organisations. This will be further built on over the coming months.

## Financial review

CDAC Network Ltd total income for 2020 was £1,002,221 (2019: £608,997) with a total expenditure of £790,697 (2019: £484,072). Income from Charitable activities was £998,621 (2019: £570,856); £145,000 from membership fees, £469,469 from the Australian Department of Foreign Affairs and Trade (DFAT) for Fiji and Vanuatu, £299,881 from Danish Refugee Council under the H2H Fund Mechanism and £85,810 from Member Norwegian Refugee Council under CASHCAP and NORCAP. A small amount of 2019 income was removed from the accounts in 2020 as irrecoverable, -£1,539.

CDAC Network Limited ended 2020 with total reserves of £420,638 (2019: £209,114); £109,915 unrestricted (from Membership) and £310,723 restricted (from Charitable activities' funders).

## Principal risks and uncertainties

In 2020, CDAC Network secured an income in excess of £1m for the first time as an independent entity. Charity Auditors Sayer Vincent were engaged in 2020 to perform the Audit for the accounting period ended 31 December 2020.

The risks assessed by CDAC Network in the Risk Register include the following: COVID-19, Financial, Membership, Network functioning and Operations, Environmental, Safeguarding and Governance.

The principal risk is the crisis facing the world as a result of COVID-19 continues to pose significant threats with many countries in lockdown and countries where CDAC provides support applying travel restrictions and limiting access.

Since early 2020, CDAC has been actively creating awareness among its staff, expert pool and crisis-affected populations on COVID-19 preventative measures. Due to the nature of CDAC's work on CCE with disaster-affected communities, its ongoing work has not been unduly impacted as existing national platforms on the ground have been able to operate. We will continue to keep apprised of the situation of the pandemic in the many countries in which CDAC operates.

The response to the COVID-19 pandemic has proven to be a test of the quality of CDAC's localisation efforts and our Communication, Community Engagement and Accountability (CCEA) approach on COVID-19 has been wider-than-health given the widely-recognised health interdependencies.

CDAC continues to support national Ministries of Health (MoH) and WHO leadership models, working in complementarity with the existing National CCE platforms (in some cases led by NDMOs and Ministries of Communication and Information). We seek to advance MoH/WHO technical messaging across all sectors and diverse audiences.

Regarding sustainability, CDAC is building upon existing CCE work and with in-country National Platforms, the operational lifespan of which are designed to extend beyond the COVID-19 response having been strongly embedded within the national/international preparedness and response architecture.

In addition, we have curated – and continue to do so – a portal of all the latest and most up-to-date humanitarian guidance, strategy, messaging, training and subject-specific resources, all of which can be downloaded from our COVID-19 Resource Portal.

No other principal risks or uncertainties are reported at 31 December 2020.

## Reserves policy and going concern

The directors have adopted the following reserve policy which states that:

CDAC management should ensure available funds to cover the following:

- 100% of staff redundancy liabilities
- 60% of staff notice liability
- 100% of office space notice liability
- 100% of any other contract liabilities

The CDAC directors should ensure that reserves are maintained to cover the above four items at all times, understanding that liability amounts will vary over time.

The amount required to meet the reserves policy at 31 December 2020 is £31,877. The closing unrestricted reserves of the company at this date are reported as £109,915. The directors are therefore satisfied that the reserves policy requirement is met.

The directors have assessed the impact of Covid-19 on the company and do not consider there to be any material uncertainties arising from this which will affect the company's ability to continue as a going concern.

The directors do not consider that there are any other material uncertainties about the company's ability to continue as a going concern.

The directors do not consider that there are any additional sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

At the time of reporting, the Funds Flow Forecast indicates that up until the end of May 2022, there will be sufficient unrestricted reserves to meet the requirements of the Reserves Policy which is set at £40,396.

## Fundraising

CDAC Network Ltd raises funds through membership income and through grant income from Institutional funders such as Government and UN agencies and International Non-Governmental-Organisations. During the year 2020, CDAC Network Ltd has not undertaken material levels of fundraising activities and has not received any complaints in this regard.

## Plans for the future

As the final year of operationalising its 2016–21 Strategic Plan, 2021 will be a period of reflection and redirection for CDAC. In October 2020, CDAC began the process of listening to humanitarian coordinators, humanitarian practitioners and, most importantly, to the communities whom we support in order to better understand how we could better support the implementation of measures to strengthen communication, community engagement and accountability. To this end, we contracted an international strategic planning expert to assist with the development of CDAC's new strategy. After consulting many hundreds of people across all regions, the following vision and strategy became apparent.

### **Vision – The World We Want to See**

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

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

### **A Focus on Intentional Inclusion and Accountability**

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

### **Strategic Aim 1 – Enable Local Drivers of CCEA**

Support efforts to place national governments, local civil society, local communities, and private sector actors at the center of CCEA initiatives that empower local communities.

**Context:** Crisis response will increasingly be led and delivered by a broad collaboration of national, community, civil society, and private sector actors. This transformed approach to humanitarian action will build on informed communities that are empowered to guide their own actions and shape the overall crisis response.

### **Strategic Aim 2 – Provide a Strategic Global Voice for Inclusive CCEA**

In the global system, champion a national and sub-national level approach to CCEA that ensures greater representation and inclusion in decision making policy and practice.

**Context:** Transformational changes in crisis response will require existing international aid sector actors to reshape their roles and strategies. Key to this transformation will be new policies and practices that leverage best practice approaches to CCEA.

### **Strategic Aim 3 – Responsibly Leverage CCEA Digital Technologies**

Identify, promote, and guide efforts to responsibly leverage new digital technologies in CCEA efforts.

**Context:** Over the next five years, technology advances and growing availability will make technology a transformative tool for advancing CCEA and enabling crisis response. These opportunities will come with challenges linked to broad accessibility, privacy, and ethical use of technology.

### **Strategic Aim 4 – Sustain and Grow CDAC's Impact**

Assure that CDAC has a sustainable foundation of support to continue its efforts and to expand its reach to more communities.

**Context:** The need for CCEA is not limited to a few geographies or contexts. There will be growing need for CCEA to be integrated into all areas of the world and across the humanitarian-development nexus

In addition to readying the secretariat team to operationalise this new strategy, during 2021, we will simultaneously be holding a series of events on the future of communication, community engagement and accountability in contexts experiencing the fast democratisation of digital technologies. We'll be creating online space for these discussions at the Humanitarian Networks and Partnerships Week (HNPW), the World Summit on the Information Society (WSIS) Forum, at our annual public forum in October, and during a number of other significant events, webinars, and online discussions. These events will bring together humanitarian thought leaders, communities, drivers of digital transformation and futurists to reimagine the opportunities, and discuss how best to overcome the challenges, of this brave new world. See you there!

## **Structure, governance and management**

The organisation is a charitable company limited by guarantee, incorporated on 18 January 2017 and registered as a charity on 30 April 2018.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

All directors give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 5 to the accounts.

## Appointment of trustees

The Board Protocol Document details the process for appointment of trustees.

In summary, when a new or replacement trustee is required, the Board of Trustees, via the secretariat, will issue a call via email to Full and Affiliate Members for the nomination of candidates.

The Board of Trustees delegates to the Membership and Nomination Committee responsibility for soliciting, reviewing and verifying nominations for appointment; overseeing the appointment process; and reporting on the outcome of the appointment process.

## Trustee induction and training

New Trustees are provided with an Induction from the Executive Director and Chair of the Board where an overview of the charity is provided and the Quality Management Policy & Procedure is introduced along with the suite of policies listed therein.

New Trustees are required to sign the charity's code of conduct and a declaration of interests as well as completing other due diligence procedures.

## Related parties and relationships with other organisations

In the year 2020 there are no related parties identified. There is a member relationship with the following members during the year.

### CDAC FULL MEMBERS

1. Action Aid International
2. Anthrologica
3. BBC Media Action
4. Community World Service Asia
5. DAHLIA
6. Deutsche Welle Akademie
7. First Response Radio
8. Fondation Hironnelle
9. Ground Truth Solutions
10. The International Committee of the Red Cross
11. International Media Support
12. InsightShare
13. Internews
14. International Organisation for Migration
15. NORCAP
16. The Peace and Conflict Journalism Network Asia

17. Plan International
18. Smile Again Africa Development Organisation
19. Save the Children
20. Thomson Reuters Foundation
21. Translators without Borders
22. United Nations Population Fund
23. United Nations High Commissioner for Refugees
24. United Nations Children's Fund
25. United Nations Office for the Coordination of Humanitarian Affairs
26. World Association for Christian Communication
27. World Vision International
28. World Food Programme
29. World Health Organization

**CDAC AFFILIATE MEMBERS**

30. EarthX
31. FilmAid
32. InWhatLanguage
33. Lifeline Energy

## **Statement of responsibilities of the directors**

The directors are responsible for preparing the directors' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The directors are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also

## **CDAC Network Limited**

### **Trustees' annual report**

#### **For the year ended 31 December 2020**

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responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the directors are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 December 2020 was 4 (2019:5). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

## **Auditor**

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year and has expressed its willingness to continue in that capacity.

The directors' annual report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

The directors annual report has been approved by the directors on 30 June 2021 and signed on their behalf by

Geoff Loane  
Director and Chair of CDAC Network Limited



## Independent auditor's report

To the members of

CDAC Network Limited

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### Opinion

We have audited the financial statements of CDAC Network Limited (the 'charitable company') for the year ended 31 December 2020 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 December 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on CDAC Network Limited's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## Independent auditor's report

To the members of

CDAC Network Limited

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### Other Information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

### Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of

## Independent auditor's report

### To the members of

#### CDAC Network Limited

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company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

### Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
  - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
  - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
  - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.

## Independent auditor's report

### To the members of

#### CDAC Network Limited

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- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jonathan Orchard (Senior statutory auditor)

1 September 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor  
Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

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

For the year ended 31 December 2020

	Note	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
<b>Income from:</b>							
Charitable activities							
Membership	2	145,000	-	<b>145,000</b>	139,198	-	139,198
DFAT – Fiji and Vanuatu	2	-	469,469	<b>469,469</b>	-	346,641	346,641
DRC (H2H)	2	-	299,881	<b>299,881</b>	-	32,635	32,635
NRC (CASHCAP/NORCAP)	2	-	85,810	<b>85,810</b>	-	-	-
Member Special Initiatives	2	-	(1,539)	<b>(1,539)</b>	-	52,382	52,382
Other income		3,600	-	<b>3,600</b>	38,141	-	38,141
<b>Total income</b>		<b>148,600</b>	<b>853,621</b>	<b>1,002,221</b>	<b>177,339</b>	<b>431,658</b>	<b>608,997</b>
<b>Expenditure on:</b>							
Charitable activities							
Membership	3	84,144	-	<b>84,144</b>	135,888	-	135,888
DFAT – Fiji and Vanuatu	3	-	311,433	<b>311,433</b>	-	239,472	239,472
DRC (H2H)	3	-	327,225	<b>327,225</b>	-	51,243	51,243
NRC (CASHCAP/NORCAP)	3	-	47,713	<b>47,713</b>	-	-	-
Member Special Initiatives	3	-	20,182	<b>20,182</b>	-	30,661	30,661
Other expenditure	3	-	-	-	26,809	-	26,809
<b>Total expenditure</b>		<b>84,144</b>	<b>706,553</b>	<b>790,697</b>	<b>162,697</b>	<b>321,375</b>	<b>484,072</b>
<b>Net movement in funds</b>		<b>64,456</b>	<b>147,068</b>	<b>211,524</b>	<b>14,642</b>	<b>110,283</b>	<b>124,925</b>
<b>Reconciliation of funds:</b>							
Total funds brought forward		45,459	163,655	<b>209,114</b>	30,817	53,372	84,189
<b>Total funds carried forward</b>		<b>109,915</b>	<b>310,723</b>	<b>420,638</b>	<b>45,459</b>	<b>163,655</b>	<b>209,114</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 13a to the financial statements.

**CDAC Network Limited****Balance sheet**

Company no. 10571501

**As at 31 December 2020**

	Note	£	2020 £	£	2019 £
<b>Current assets:</b>					
Debtors	9	<b>98,810</b>		57,999	
Cash at bank and in hand		<b>522,935</b>		333,409	
				<u>391,408</u>	
		<b>621,745</b>			
<b>Liabilities:</b>					
Creditors: amounts falling due within one year	10	<b>(201,107)</b>		(182,294)	
				<u>(182,294)</u>	
<b>Net current assets</b>			<b>420,638</b>		209,114
			<u>420,638</u>		<u>209,114</u>
<b>Total assets less current liabilities</b>			<b>420,638</b>		209,114
			<u>420,638</u>		<u>209,114</u>
<b>Total net assets</b>			<b>420,638</b>		209,114
			<u>420,638</u>		<u>209,114</u>
<b>The funds of the charity:</b>					
Restricted income funds	13a		<b>310,723</b>		163,655
Unrestricted income funds:					
General funds		<b>109,915</b>		45,459	
				<u>45,459</u>	
Total unrestricted funds			<b>109,915</b>		45,459
			<u>109,915</u>		<u>45,459</u>
<b>Total charity funds</b>			<b>420,638</b>		209,114
			<u>420,638</u>		<u>209,114</u>

Approved by the trustees on 30 June 2021 and signed on their behalf by

Geoff Loane  
ChairLaura Collier-Keywood  
Treasurer

CDAC Network Limited

Statement of cash flows

For the year ended 31 December 2020

	2020 £	£	2019 £	£
<b>Cash flows from operating activities</b>				
Net income for the reporting period (as per the statement of financial activities)	211,524		124,925	
(Increase)/decrease in debtors	(40,811)		68,806	
Increase/(decrease) in creditors	18,813		13,686	
<b>Net cash provided by operating activities</b>		<u>189,526</u>		<u>207,417</u>
<b>Change in cash and cash equivalents in the year</b>		189,526		207,417
Cash and cash equivalents at the beginning of the		<u>333,409</u>		<u>125,992</u>
<b>Cash and cash equivalents at the end of the year</b>		<u><u>522,935</u></u>		<u><u>333,409</u></u>
<b>Analysis of cash and cash equivalents and of net debt</b>				
	At 1 January 2020 £	Cash flows £	Other non- cash changes £	At 31 December 2020 £
Cash at bank and in hand	333,409	189,526		<u>522,935</u>
<b>Total cash and cash equivalents</b>	<u>333,409</u>	<u>189,526</u>		<u><u>522,935</u></u>

**1 Accounting policies**

**a) Statutory information**

CDAC Network Limited is a charitable company limited by guarantee and is incorporated in England and Wales.

The registered office address and principal place of business is 27 Dingley Place, London, EC1V 8BR.

**b) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

**c) Public benefit entity**

The charity meets the definition of a public benefit entity under FRS 102.

**d) Going concern**

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

**e) Income**

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.



**1 Accounting policies (continued)**

**f) Fund accounting**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

**g) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of servicing members and delivering programmes undertaken to further the purposes of the charitable company and their associated support costs

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**h) Allocation of support costs**

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Resources expended are allocated to the particular activity where the cost relates directly to that activity.

However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis.

● Membership	30%
● DFAT – Fiji and Vanuatu	18%
● DRC (H2H)	48%
● NRC (CASHCAP/NORCAP)	3%
● Member Special Initiatives	0%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

**i) Operating leases**

Rental charges are charged on a straight line basis over the term of the lease.

**j) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

Prepayments are valued at the amount prepaid net of any trade discounts due.

**k) Short term deposits**

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

**1 Accounting policies (continued)**

**l) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**m) Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**n) Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**o) Pensions**

The charitable company makes payments to The Peoples Pension defined contribution pension scheme on behalf of employees. The assets of the schemes are held separately from those of the charitable company in independently administered funds. The pension cost charge represents contributions payable to the funds during the year. The charitable company has no liability under the schemes other than the payment of those contributions.

## 2 Income from charitable activities

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Membership fees	145,000	–	<b>145,000</b>	139,198	–	139,198
Sub-total for Membership	145,000	–	<b>145,000</b>	139,198	–	139,198
Australian Department for Foreign Affairs and Trade (DFAT)	–	469,469	<b>469,469</b>	–	346,641	346,641
Sub-total for DFAT Fiji and Vanuatu	–	469,469	<b>469,469</b>	–	346,641	346,641
Danish Refugee Council (DRC)	–	299,881	<b>299,881</b>	–	32,635	32,635
Sub-total for DRC	–	299,881	<b>299,881</b>	–	32,635	32,635
Norwegian Refugee Council (NRC)	–	85,810	<b>85,810</b>	–	–	–
Sub-total for NRC	–	85,810	<b>85,810</b>	–	–	–
Member Special Initiatives	–	(1,539)	<b>(1,539)</b>	–	52,382	52,382
Sub-total for Member Special Initiatives	–	(1,539)	<b>(1,539)</b>	–	52,382	52,382
Total income from charitable activities	<u>145,000</u>	<u>853,621</u>	<u><b>998,621</b></u>	<u>139,198</u>	<u>431,658</u>	<u>570,856</u>

CDAC Network Limited received income for H2H projects under project implementation agreements with DRC. The grant funding for the projects was provided to DRC by DFID/FCDO. Funding received in 2020 was restricted.

In 2020 Member Special Initiatives includes a reduction to income as a result of the write off of expected receipts from the project which became apparent in the year. As the project was completed in the previous year, this has not been offset by further income which has resulted in the negative balance.

## Notes to the financial statements

For the year ended 31 December 2020

## 3a Analysis of expenditure (current year)

	Charitable activities					Other expenditure recharge to IEU	Governance costs	Support costs	2020 Total	2019 Total
	Membership	DFAT – Fiji and Vanuatu	DRC (H2H)	NRC (CASHCAP/NORCAP)	Member Special Initiatives					
	£	£	£	£	£	£	£	£	£	£
Staff costs (Note 5)	41,583	49,906	59,613	10,740	3,755	–	5,111	22,370	193,078	169,014
Project staff costs	2,250	100,563	155,396	35,370	12,800	–	–	–	306,379	69,196
Project travel, accomodation and per diem	–	17,878	3,886	–	2,195	–	–	–	23,959	11,083
Project other	1,154	121,353	81,054	–	1,385	–	–	–	204,946	177,328
CDAC Annual Public Forum	11,896	–	–	–	–	–	–	–	11,896	8,833
Communications and marketing	2,577	11,514	8,441	–	–	–	–	–	22,532	13,363
Staff travel, accomodation and per diem	–	–	–	–	–	–	–	–	–	5,890
Premises costs	–	1,641	–	–	–	–	–	4,743	6,384	18,843
Office costs	–	1,342	1,791	391	(8)	–	–	4,998	8,514	3,739
HR and staffing costs	–	175	290	–	–	–	–	790	1,255	2,503
Finance and administration	–	822	434	147	55	–	9,373	923	11,754	4,281
	59,460	305,194	310,905	46,648	20,182	–	14,484	33,824	790,697	484,072
Support costs – NPAC	–	6,239	16,320	1,065	–	–	–	(23,624)	–	–
Support – Other	10,200	–	–	–	–	–	–	(10,200)	–	–
Governance costs	14,484	–	–	–	–	–	(14,484)	–	–	–
<b>Total expenditure 2020</b>	<b>84,144</b>	<b>311,433</b>	<b>327,225</b>	<b>47,713</b>	<b>20,182</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>790,697</b>	
Total expenditure 2019	135,888	239,472	51,244	–	30,661	26,809	–	–		484,072

Of the total expenditure, £84,144 was unrestricted (2019: £162,697) and £706,553 was restricted (2019: £321,375).

## 3b Analysis of expenditure (prior year)

	Charitable activities							2019 Total £
	Membership £	DFAT – Fiji and Vanuatu £	H2H Mozambique & Burkina Faso £	Member Special Initiatives £	Other expenditure – recharge to IEU £	Governance costs £	Support costs £	
Staff costs (Note 5)	92,268	24,143	11,991	5,990	22,243		12,380	169,014
Project staff costs incurred by GTS	–	69,196	–	–	–	–	–	69,196
Project travel, accomodation and per dier	666	1,091	8,427	899	–	–	–	11,083
Project other	4,823	123,492	24,938	23,726	350	–	–	177,328
CDAC Forum learning event	8,833	–	–	–	–	–	–	8,833
Communications and marketing	3,934	4,943	2,433	–	700	–	1,353	13,363
Staff travel, accomodation and per diem	5,890	–	–	–	–	–	–	5,890
Premises costs	10,985	2,811	–	–	3,142	–	1,905	18,843
Office costs	3,142	522	–	–	74	–	–	3,739
HR and staffing costs		488	–	–	300	–	1,715	2,503
Finance and administration	2,038	269	168	46	–	1,594	165	4,281
	132,579	226,956	47,957	30,661	26,809	1,594	17,518	484,072
Support costs – NPAC (CDAC)	–	12,516	3,287	–	–	–	(15,803)	–
Support – other	1,715	–	–	–	–	–	(1,715)	–
Governance costs	1,594	–	–	–	–	(1,594)	–	–
<b>Total expenditure 2019</b>	<b>135,888</b>	<b>239,472</b>	<b>51,244</b>	<b>30,661</b>	<b>26,809</b>	<b>–</b>	<b>–</b>	<b>484,072</b>

## Notes to the financial statements

## For the year ended 31 December 2020

**4 Net income for the year**

This is stated after charging / (crediting):

	2020 £	2019 £
Net foreign exchange losses	85	2,453
Operating lease rentals payable:		
Property (excluding VAT)	5,000	15,600
Auditor's remuneration (excluding VAT):		
Independent Examination	-	2,200
Audit	7,800	-
Over accrued in period year	-	(1,000)
	<u>          </u>	<u>          </u>

**5 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel**

Staff costs were as follows:

	2020 £	2019 £
Salaries and wages	124,183	109,546
Social security costs	14,319	8,936
Employer's contribution to defined contribution pension schemes	7,451	8,221
Freelance consultants	47,125	42,311
	<u>193,078</u>	<u>169,014</u>
Staffing costs recharged to IEU from CDAC Network	<u>          -</u>	<u>15,243</u>

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2020 No.	2019 No.
£70,000 – £79,999	<u>          1</u>	<u>          1</u>

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £85,169 (2019: £82,382).

The directors were neither paid nor received any other benefits from employment with CDAC Network Limited in the year (2019: £nil).

Directors' expenses represents the payment or reimbursement of travel and subsistence costs totalling £0 (2019: £271.60) incurred by 0 (2019: 2) members relating to attendance at meetings of the trustees.

## Notes to the financial statements

## For the year ended 31 December 2020

**6 Staff numbers**

The average number of employees (head count based on number of staff employed) during the year was 2.33 (2019: 2.8).

Staff are split across the activities of the charity as follows (full time equivalent basis):

	2020 No.	2019 No.
Membership	0.3	1.5
DFAT – Fiji and Vanuatu	0.5	0.1
DRC (H2H)	0.5	0.3
NRC (CASHCAP/NORCAP)	0.2	0.1
Member Special Initiatives	–	–
Support	0.1	0.1
Governance	0.3	0.2
	1.9	2.3

**7 Related party transactions**

Transactions with directors are included in note 6

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

**8 Taxation**

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

**9 Debtors**

	2020 £	2019 £
Other debtors	98,810	56,439
Rent deposit	–	1,560
	98,810	57,999

All of the company's financial instruments, both assets and liabilities, are measured at amortised cost.

**10 Creditors: amounts falling due within one year**

	2020 £	2019 £
Trade creditors	20,764	1,935
Taxation and social security	5,821	2,597
Other creditors	8,428	1,668
Accruals	10,560	3,840
Accrual for Project Costs	9,034	34,754
Deferred membership income	146,500	137,500
	201,107	182,294

## 11 Deferred income

Deferred income comprises membership fees for 2021 invoiced in 2020.

	2020 £	2019 £
Balance at the beginning of the year	137,500	145,500
Amount released to income in the year	(137,500)	(145,500)
Amount deferred in the year	146,500	137,500
Balance at the end of the year	<u>146,500</u>	<u>137,500</u>

## 12a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Net current assets	109,915	–	310,723	420,638
Net assets at 31 December 2020	<u>109,915</u>	<u>–</u>	<u>310,723</u>	<u>420,638</u>

## 12b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Net current assets	45,459	–	163,655	209,114
Net assets at 31 December 2019	<u>45,459</u>	<u>–</u>	<u>163,655</u>	<u>209,114</u>

## 13a Movements in funds (current year)

	At 1 January 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2020 £
<b>Restricted funds:</b>					
DFAT – Fiji and Vanuatu	160,542	469,469	(311,433)	–	318,578
DRC (H2H)	(18,608)	299,881	(327,225)	–	(45,952)
NRC (CASHCAP/NORCAP)	–	85,810	(47,713)	–	38,097
Members Special Initiatives	21,721	(1,539)	(20,182)	–	–
<b>Total restricted funds</b>	<u>163,655</u>	<u>853,621</u>	<u>(706,553)</u>	<u>–</u>	<u>310,723</u>
<b>Unrestricted funds:</b>					
<b>General funds</b>	45,459	148,600	(84,144)	–	109,915
<b>Total unrestricted funds</b>	<u>45,459</u>	<u>148,600</u>	<u>(84,144)</u>	<u>–</u>	<u>109,915</u>
<b>Total funds</b>	<u>209,114</u>	<u>1,002,221</u>	<u>(790,697)</u>	<u>–</u>	<u>420,638</u>

The narrative to explain the purpose of each fund is given at the foot of the note below.



## 13b Movements in funds (prior year)

	At 1 January 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 1 January 2020 £
<b>Restricted funds:</b>					
DFAT – Fiji and Vanuatu	53,372	346,641	(239,472)	–	160,542
H2H Mozambique & Burkina Faso	–	32,635	(51,243)	–	(18,608)
Members Special Initiatives	–	52,382	(30,661)	–	21,721
<b>Total restricted funds</b>	<b>53,372</b>	<b>431,658</b>	<b>(321,375)</b>	<b>–</b>	<b>163,655</b>
<b>Unrestricted funds:</b>					
<b>General funds</b>	<b>30,817</b>	<b>177,339</b>	<b>(162,697)</b>	<b>–</b>	<b>45,459</b>
<b>Total unrestricted funds</b>	<b>30,817</b>	<b>177,339</b>	<b>(162,697)</b>	<b>–</b>	<b>45,459</b>
<b>Total funds</b>	<b>84,189</b>	<b>608,997</b>	<b>(484,072)</b>	<b>–</b>	<b>209,114</b>

## Purposes of restricted funds

**Australian DFAT for Fiji and Vanuatu Project** – To assist government and civil society organisations in Fiji and Vanuatu in ensuring effective communication and community engagement for disaster preparedness and response. The project is funded by the Australian Department for Foreign Affairs and Trade (DFAT). Part of the project delivery is sub-contracted to Ground Truth Solutions (GTS).

**H2H COVID-19:** This project titled, 'Keeping ahead of the COVID-19 impact curve in ongoing and emerging disasters using adaptive communication and community engagement approaches', set out concise CCEA-specific lessons from previous responses; put in place two senior national staff to coordinate CCEA platforms in Sudan and Zimbabwe; and provided CCEA technical support remotely to existing national CCEA platforms. Funded under an agreement with Danish Refugee Council which hosts the H2H Fund.

**H2H Vanuatu:** Embedding Communication and Community Engagement from the start of the response to Category 5 Cyclone Harold in Vanuatu. Funded under an agreement with Danish Refugee Council which hosts the H2H Fund.

**H2H Get Ready Fund Project** – To enable CDAC, Translators Without Borders, other H2H members and CEA actors are better able to quickly and cost-efficiently activate in sudden-onset emergencies to support local CEA expertise through the development of expertise and coordination mechanisms that facilitate joint responses to rapid-onset emergencies. Individuals and companies with CEA and language expertise who do not normally operate within an international humanitarian aid response are better able to integrate into response mechanisms. Funded under an agreement with Danish Refugee Council which hosts the H2H Fund.

**CASHCAP Training 2020** –to strengthen the capacity of Cash experts in Community Engagement and Accountability and help them to apply this learning in practice during their deployments. This was achieved through online training, one-to-one mentoring of experts on deployment and support to face-to-face peer learning. Funded under an agreement with Norwegian Refugee Council/CashCap.

**NORCAP Lake Chad Civil Soc Prog** – To undertake a rapid capacity development pilot in NORCAPs Lake Chad Civil Society Programme, which could be picked up, learnt from, and scaled by NORCAP to enable CEA integration within the longer term programme. Funded by Norwegian Refugee Council/NORCAP.

**NORCAP Climate Services Training** – To strengthen the community engagement and accountability (CEA) capacity of NORCAP climate experts, with a focus on climate services communication for climate change adaptation and disaster risk reduction; enabling CEA integration within the NORCAP ‘Strengthening climate services in Africa’ programme. Funded by Norwegian Refugee Council/NORCAP.

**NORCAP CCE Review & ToT** – To strengthen NORCAP’s overall Community Engagement and Accountability (CEA) capacity for the longer term. The project will: undertake a review of the impact of CDAC’s three previous capacity strengthening packages (CashCap, Lake Chad SCO, Climate Services); Learning from the review, develop a CCE/A Training of Trainers (ToT) programme and deliver it for selected NORCAP experts; and, Mentor the newly trained experts to deliver their first training of NORCAP Energy Project Team. Funded by Norwegian Refugee Council/NORCAP.

**UNICEF Small Scale Funding Agreement** – To continue to implement the Enhancing Surge Capacity project with 'Support for follow up actions from the September 2019 meeting in Geneva on enhancing Global Surge Capacity on Communication and Community Engagement (CCE)' under a UNICEF Small Scale Funding Agreement.

**H2H Fund for Burkina Faso Projects** – this project had two Phases. Phase I (P013) from November 2019 – February 2020: Supporting the inception and integration of a common services approach to Accountability to Affected People (AAP), communication and engagement with communities to enable enhanced accountability, community acceptance, trust building and a more effective response in Burkina Faso. Phase II (P015) from March 2020 to December 2020 to establish and facilitate operational relationships of the CEA Working Group and bring resources and technical expertise to the wider response. Funded under an agreement with Danish Refugee Council which hosts the H2H Fund.

#### 14 Operating lease commitments

CDAC Network Limited's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods.

	Property 2020	2019
	£	£
Less than one year	–	3,900
	–	3,900

#### 15 Legal status of the charity

CDAC Network Limited is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1. CDAC Network Limited registered as a charity with the Charity Commission from April 2018.