

Company number: 10571501

Charity number: 1178168

CDAC Network Limited

Report and financial statements

For the year ended 31 December 2021

CDAC Network Limited

Contents

For the year ended 31 December 2021

Reference and administrative information 1

Trustees’ annual report.....2

Independent auditor’s report 19

Statement of financial activities (incorporating an income and expenditure account) 23

Balance sheet 24

Statement of cash flows 25

Notes to the financial statements..... 26

CDAC Network Limited**Reference and administrative information****For the year ended 31 December 2021**

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	
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

CDAC Network Limited

Trustees' annual report

For the year ended 31 December 2021

The directors present their report and the audited financial statements for the year ended 31 December 2021.

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 2021 Annual Report

If the Russian invasion of Ukraine in February 2022 proved conclusively that history had by no means ended, then the year 2021 might well be perceived in the future as the calm before the storm.

The year started in lockdown but was elevated with hope. Vaccinations, remarkable both by the rapidity of their development and their efficacy were the light at the end of the tunnel of the pandemic. Despite the restrictions, the humanitarian system, resurgent with the prospect of pandemic-enforced localisation and through the deepening influence of remote ways of working

CDAC Network Limited

Trustees' annual report

For the year ended 31 December 2021

and coordinating, continued to strive to be better, do better and serve affected people more effectively.

With widespread acknowledgement that communication, community engagement and accountability (CCEA) is the bedrock of humanitarian action (as forcefully stated by the ERC, Martin Griffith, at the CDAC 2021 AGA – see below), CDAC's services were in great demand last year, and the network's influence grew.

The backbone of CDAC's work – advocating at the global level while informing practice locally through national platforms – continued apace in a number of key countries, including but not limited to Colombia, Fiji, Haiti, Papua New Guinea, Sudan and Vanuatu.

At the global level, CDAC's sphere of influence broadened, with another strong AGA and public forum which interrogated the impact of technology on power in aid, and which attracted another record audience and a cohort of impressive speakers. Leading sessions at the WSIS Forum, the ALNAP Meeting and at the Humanitarian Networks and Partnerships Week (HNPW) last year continued to raise CDAC's visibility and give the network a strong grip on global discussions around CCEA.

The launch of CDAC's new website, the development of a unified system of CDAC training and the partnership with the UK's leading gaming university to scope out the development a simulation to strengthen capacity have all demonstrated the power of partnership and digital development and has positioned the network as one of the more digitally innovative in the humanitarian space.

Yet, for all this, the humanitarian outlook looks uncertain. At the time of writing, a month into Russia's invasion of Ukraine, more than 4 million Ukrainians have become refugees and 6.5 million have been internally displaced, often under siege. While conflicts evolve rapidly, and we cannot know what the future holds, the knock-on effects of this war could be catastrophic, not least in the Horn of Africa where food insecurity seems perilous. As worrying is climate change, which continues to drive an increase in the frequency of extreme weather events and their impact.

The world will continue to need a robust and diverse humanitarian system that is capable of responding ever more efficiently – and accountably – to increasing demand. It will also need a humanitarian system that prioritises local actors: the Ukraine response, like many crises that have come before it – is locally led and nationally organised, and international actors need to recognise, and fund, such grassroots movements.

And the humanitarian system will continue to require improvements in communication, community engagement and accountability. We live at a time of parallel information systems and competing narratives, one in which disinformation can be as harmful as rockets and bombs. Information – the facts – are in short supply. Communication, now more than ever, is aid.

CDAC Network Limited**Trustees' annual report****For the year ended 31 December 2021**

The CDAC Network, with members hailing from the media, the UN, the RCRC movement and local, national and international NGOs, is the driving force behind the growth of CCEA capacity and expertise. Never has this expertise been more necessary.

Stay safe in 2022.

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. In 2021, the following platforms were supported:

Colombia: CDAC commissioned a scoping study in Colombia to analyse gaps and opportunities for more effective CCEA in-country. Following a similar structure to studies in Burkina Faso, Sudan and Fiji, this study focused on better understanding how the well-developed humanitarian structure in Colombia has evolved to reflect the nexus of different contexts. The study began in May 2021, and towards the end of the year the [Assessment Of Communication, Community Engagement, And Accountability In Colombia And Recommendations For Response-Wide Synergy](#) was published.

CDAC Network Limited

Trustees' annual report

For the year ended 31 December 2021

Fiji & Vanuatu

This Australian DFAT-funded joint CDAC-GTS project entered Year Four and implementation continued on track despite both countries being battered by a series of crises: the COVID-19 pandemic, and still being in recovery from the April 2020 Tropical Cyclone (TC) Harold, a Category 5 TC Yasa, which made landfall in Fiji in December 2020, the latter being one of the strongest cyclones ever recorded in the Pacific. This was followed at end of January 2021 by TC Ana.

Throughout the year, the work of the Vanuatu Communications and Community Engagement (CCE) Sub-Cluster and the Fiji CCE WG was strengthened through the practical implementation of the systems, training and resources developed through its ongoing preparedness work as part of the national emergency responses. A CDAC National Coordinator continued to be hosted by the National Disaster Management Authorities (NDMOs) in both countries.

In Fiji, work began on a study of the Humanitarian-Development Interface of CCEA (to be published in 2022) with the aim of informing future programme direction a comprehensive [Fiji Media, Language and Telecommunications Landscape Guide](#) (MLTG) to support and guide the work of the Communication and Community Engagement (CCE) Working Group under the Fiji Communications Cluster.

Haiti

With funding from the H2H Network for the Haiti earthquake response, CDAC implemented a programme to enable a more locally-led CCEA response with support from CDAC member Clear Global (formerly TWB). The project built upon previous CDAC experience in Haiti from the last decade, combined with more recent experience in strengthening national CCEA capacity, bridging capacity through training, coordination, and other support. The project aimed to enable local actors to play a full part in the humanitarian relief and recovery efforts at all levels, which became increasingly important as the deterioration of conditions and security in Haiti made it difficult for international actors to operate. This work continues into the first quarter of 2022, while the assessment of CCEA in the 2021 earthquake response, [Haiti Six Months On: Good Intentions, Bad Memories, And Local Frustrations](#), was published in early 2022.

Papua New Guinea

After a request for technical support from the PNG Disaster Management Team, a 12-24-month programme of work with UNDP and partners in Papua New Guinea began operations in October 2021. The two-person CCEA coordination team consists of a Senior National Coordinator and a CDAC international CCEA Expert, mirroring the positive experience of this model in Burkina Faso, Sudan and Zimbabwe in 2020. The leadership and coordination of an effective CCEA coordination structure will be supported by at least two workshops, two trainings and an action review after 12 months., all of which will take place in 2022.

Sudan

The Khartoum-based CCE/AAP working group rapidly pivoted to support the Tigray refugee response in Sudan. Building on CDAC's H2H-funded previous CCEA project in Sudan, the H2H Network provided funding to provide surge support to assist in the setup of emergency

CDAC Network Limited

Trustees' annual report

For the year ended 31 December 2021

coordination of CEA for the refugee response in the east of the country. CDAC liaised with UNHCR on the tools and approaches and leveraged CDAC's independent position to help establish an effective community engagement collaborative consensus among those involved, while the CDAC Coordinator was hosted by OCHA Sudan. Much work was done to embed and coordinate communication, community engagement and accountability among response partners, along with continued preparedness planning in between responses. To facilitate the response, CDAC translated its [How to Guide on Communication and community Engagement into Arabic](#), which was widely disseminated among partners in order to facilitate a common approach to CCEA. In May 2021, CDAC undertook a scoping study to review progress of collaboration to date and to better understand how to plan for and resource effective CCEA at a national level moving forward. The [Assessment Of Communication, Community Engagement And Accountability In Sudan](#) was published towards the end of 2021.

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

A total of eight global CoP calls were held in 2021 on in-Country Coordination and Collaboration convened by the Secretariat. The number of CDAC members and the diversity of their staff joining CoP calls increased incrementally throughout the year, and now habitually over half of the Network members are represented in the calls. CoP calls are meetings in which priority discussions are largely determined by new or escalating crises. CoP call convened in 2021 focused on the following priorities:

- **February 17:** Mozambique, Myanmar, Ethiopia (Tigray).
- **March 8:** Ethiopia (Tigray) and the role of the Sudan CEA/AAP Working Group and CEA surge support in the region.
- **May 20:** Myanmar, Mozambique and the Asia Pacific Coordination Model.
- **August 18:** Haiti, following the earthquake on 14 August 2021.
- **August 25:** Follow-up coordination meeting on Haiti.
- **August, September, November:** A series of CoP calls were held on Afghanistan. These meetings were supported by OCHA while the in-country AAP core group was formalised. CDAC supported a timebound regional exercise on scenario planning for cross border movement, led by UNHCR, OCHA and IFRC but including more than ten agencies.

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

Discussing if technology is tipping the balance of power in aid – the CDAC 2021 AGA & public forum

The CDAC 2021 public forum, in October 2021, looked deeply into the impact of digital technologies on structural power and accountability in humanitarian action. The event, once again, attracted considerable interest, with 285 people registering, 148 people attending, with an average time of three hours spent engaging with the forum (which was six hours in total). Across the two days we had a total, of 24 speakers, from six continents representing the diversity of the

CDAC Network Limited

Trustees' annual report

For the year ended 31 December 2021

humanitarian ecosystem. As per the previous year, women technology expert speakers were in the majority. Dragana Kaurin, Founder of Localization Lab, wrote the background paper for the event: [Tech Localisation: Why The Localisation Of Aid Requires The Localisation Of Technology](#). The recordings of the session were posted on [CDAC's YouTube channel](#) soon after the event, and have since accrued over 355 views. The forum reports were published at the end of November, and are available: [Start Ups, Trust And Letting Go: Technology And Power In Aid](#) and [Relevance, capacity and remote localisation](#).

The CDAC AGA was a productive and energising event where we were thrilled to have 74 staff from 80% of CDAC's member organisations attend the two days of events, during which CDAC's 2022–27 strategy was formally endorsed by the membership and there were engaging sessions on strategy implementation. The Chair of the Board, Geoff Loane, welcomed ERC Martin Griffiths for opening remarks. In his remarks ([which were recorded and made public on CDAC's YouTube channel](#)) the ERC reaffirmed his commitment to communication, community engagement and accountability across the humanitarian system, and spoke of CDAC's critical role in supporting this.

Working towards common policy goals

CDAC Response to the proposal of an Independent Commission for Voices in Crisis: In April 2021, Mark Lowcock, Under-Secretary General for Humanitarian Affairs, announced the proposal of an [Independent Commission for Voices in Crisis](#). The published proposal followed a presentation made by Mr Lowcock in an interview with the Global Centre for Development. The CDAC Network response summarised a joint position welcoming the attention afforded by this announcement and the proposal to the limitations of the existing AAP mechanisms. The [response](#) highlighted the risk that any further top-down mechanism may further isolate and remove communities and local actors from decisions. It concluded with four recommendations, should the proposal discussions move on. CDAC members will revisit the paper if the ICVIC proposal proceeds.

In order to move towards **developing joint policies with Network members**, a series of Policy Practice Briefs have been planned on specific technical themes linked to intentional inclusion: CCEA and LGBTQI+, CCEA and Gender, and CCEA in Conflict situations. These briefs will be published in 2022.

At the end of 2021, CDAC produced [a compendium of CDAC's Key 2021 Policy Takeaways](#), which were summarised in this [two-minute film](#).

Speaking at key humanitarian events

In April 2021, CDAC was invited to contribute a session to the 2021 ITU-run **World Summit on the Information Society (WSIS) Forum** to discuss the impact of digital on society. CDAC's session, held on 9 April 2021, was called [Communication and Aid in the Digital Age: how new technologies are transforming the way affected peoples interact with humanitarian responses](#). In the session we interrogated what the future of Communication is Aid could look like. We held this discussion with

CDAC Network Limited

Trustees' annual report

For the year ended 31 December 2021

an expert panel that included four representatives of CDAC members: Andrew Bredenkamp, Technology Lead and Board Member, Translators without Borders; Tala Budziszewski, Associate Innovation Officer, UNHCR Innovation; Titilope Eluwa, Accountability and Gender Adviser, Save the Children International; and, Mike Adams, International Coordinator, First Response Radio.

CDAC has been an active participant in the planning of the **Humanitarian Networks and Partnership Week (HNPW)** for some time, and 2021 was no different. In 2021, we participated in the HNPW Strategic Group, and co-collaborated on the AAP priority topic, successfully advocating for the AAP priority theme to be focused on ensuring that AAP is discussed within other priority topics in addition to a focused discussion. Our 2021 HNPW event was called [Peer pressure: how deepening digital access is transforming communication as aid](#), and which discussed the risks and opportunities in the digital transformation of humanitarian action with an all-star, all-female panel that included Anasuya Sengupta, founder of Whose Knowledge, Connie Moon Sehat, Director at Hacks/Hackers and Senior Fellow at the World Economic Forum; Nancy Groves, Chief of Digital Strategy at UNEP, and Irene Scott, Global Project Director, COVID-19 Rooted in Trust at Internews. More than 60 people joined the event live, and over 110 have watched the video on CDAC's YouTube channel. In addition, CDAC jointly planned the HNPW high-level panel on AAP, identifying a number of key panelists.

In October, CDAC facilitated a session at the 2021 ALNAP meeting called [Why aren't digital technologies revolutionising accountability in humanitarian action?](#) The session sought to understand the ways in which digital communications technologies have and have not disrupted traditional power structures in aid and attempt to understand why. The session was moderated by Meg Sattler, Director of Ground Truth Solutions, withb Jim Fruchterman, Tech Matters, Fernanda Baumhardt-Grojean, OCHA Regional Office for Latin America and the Caribbean – ROLAC, and Gil Francis Arevalo, UNICEF Tajikistan as panellists.

Also in October, CDAC ran the Learning from our neighbours session around CDAC's work in the Pacific [Australian Disaster Resilience/AFAC21 conference](#). The CDAC Regional Programme & Insights Lead represented CDAC.

Building a CDAC Member Advisory Group (MAG)

The CDAC MAG launched in the third quarter of 2021. The first technical meeting of these 22 individuals was to finalise A comprehensive set of Advocacy Messages for CDAC Network. The four key statements are accompanied by four sets of actions to set out and focus CDAC's efforts towards change in advance of operationalizing the 2022–27 strategy, which were formally approved at the 2021 CDAC AGA. To facilitate member collaboration, three Action Groups were proposed and agreed by the MAG focusing on Advocacy and Evidence, Accountability through Partners, and Digital and Tech for CCEA. All supporting documents for the MAG including TOR, and meeting minutes are available on request to all member focal points and board members.

CDAC Network Limited

Trustees' annual report

For the year ended 31 December 2021

Advocating in key fora

While contributing the work of the wider [IASC Results Group 2 \(RG2\) on Accountability and Inclusion group](#), CDAC also co-leads, together with UNHCR, one of the RG2 sub-working groups on increasing inclusivity in community-based complaints and feedback mechanisms. In 2021, CDAC and UNHCR led the development of a minimum set of questions and accompanying guidance for organisations to ensure an element of inclusivity and participation in the setting up of communication and feedback mechanisms during response. In October, CDAC lead a session in the group on global surge for AAP/CCE and delivered, alongside UNHCR, recommendation to increase participation in Common Feedback Mechanism (CFM) design.

CDAC remains engaged in the [Grand Bargain Participation Revolution workstream](#). During 2021, the GBPR focused on ensuring that its priorities and planned activities are well reflected in the GB 2.0. As partners in the workstream CDAC has fed into this process to ensure the priorities of its members continue to be reflected well.

In 2021, CDAC also contributed CCE messaging and related advocacy as a participant and partner in the [Risk Communications and Community Engagement \(RCCE\) Collective Service](#), UNICEF, IFRC and WHO, the [Emergency Telecommunication Cluster](#) (ETC), where CDAC is a formal partner and was actively engaged in the ETC's May 2021 Annual Plenary events and the WHO Learning Advisory Group, where the CDAC Executive Director sits as an expert.

Strengthening CDAC communications

Much of 2021 was spent strengthening CDAC's digital communications. At the end of the year, after an eight month rebuild and migration process, CDAC soft launched its new website, ensuring its digital presence continued to evolve and its wealth of resources remained accessible. The CDAC message library was reviewed and overhauled, and will be re-launched in the first quarter of 2022.

CDAC's social media continued to gain traction, building community and promoting CDAC and its members' content and continuing to strengthen the CDAC brand. CDAC Network's [Twitter handle](#) grew at a steady pace, having close to 8,000 followers at the end of 2021. The CDAC Network [Facebook page](#) had well-over 2,500 followers, many of whom are working at the community level and in the regions in which CDAC is most active. CDAC also has a growing presence on [LinkedIn](#).

Promoting our work through a series of videos

An updated "Communication Is Aid" video was produced towards the end of 2021. Though the former beloved animated video carries a clear and strong message about the importance of communication as a means of both providing information to people affected by crisis, it does not fully address the importance of communication in accountability, beyond its use in gathering feedback. This new animation, [Communication is Aid: A Call for Responsible Action](#), while preserving the message on the importance of communication, also advocates for communication being essential if local participation and accountability is to be included in humanitarian and development responses. The video is also

CDAC Network Limited

Trustees' annual report

For the year ended 31 December 2021

available in [French](#). A second video, [Facilitating Pathways to A More Accountable and Inclusive Future](#) was also produced in 2021 to help promote the new CDAC multi-year strategic plan. Both of these videos were developed with strong input from CDAC members.

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

Creating a new and updated set of media landscape guides

In 2021, the CDAC Network developed a series of new and updated **Media Landscape Guides** for countries particularly at risk of disaster or conflict. The guides, which map the media landscape in different countries, were produced by the CDAC Network in cooperation with DW Akademie and supported by the Federal Ministry for Economic Cooperation and Development. This project is part of the global initiative "Transparency and media freedom – Crisis resilience in the pandemic". The guides, which were finalized at the end of 2021 and were published in the first quarter of 2022, are for Afghanistan, Belarus, Burkina Faso, Colombia, Malawi, Morocco Palestine, Pakistan, and Ukraine. The development of these guides was led by a CDAC Expert working alongside in-country researchers. In addition, and as related above, we published a comprehensive [Fiji Media, Language and Telecommunications Landscape Guide](#) (MLTG) in May 2021. All of the media landscape guides can be found at: <https://www.cdacnetwork.org/media-landscape-guides>

Training and developing capacity in 2021

In 2021, CDAC Network scheduled three standardised advanced technical training sessions in communication and community engagement, which took place in February, June and October. This standardised training provides an opportunity for organisations to improve the capacity of small numbers of trainees without needing to develop a full bespoke training session. These trainings occurred remotely, and also served to help develop and pilot techniques for future trainings.

In 2021, CDAC was asked to undertake a review of the three technical assistance packages delivered by CDAC to NORCAP CashCap, Lake Chad SCO, Climate Services programmes to reinforce their experts' knowledge and skills on CEA. This was at the request of NORCAP, who wished to learn from these different trainings to develop a baseline CEA training that they could use and adapt to increase their capacity to embed CEA into the work of their teams. While originally NORCAP requested a Training of Trainers (ToT) approach, following the review it was decided by NORCAP that they needed a more straightforward training for their Energy Team to be delivered in late September. This was an adaptable training package which was repurposed to train NORCAP's other internal expert teams

The CDAC Network was approached by CDAC member International Media Support for assistance in supplying the community engagement training component of the 'COVID-19 Response in Africa: together for reliable information'. The partners in this project include CDAC member Fondation Hirondelle and Deutsche Welle Akademie. In the first half of 2021, CDAC delivered community engagement training with 40 participants in 17 countries across Africa to enhance the

CDAC Network Limited

Trustees' annual report

For the year ended 31 December 2021

community engagement and participation in their work. In the second half of 2021, 10 participants from this training were being provided with extended mentoring and online materials to system inputting the training into practice.

Developing a Unified CDAC Training System

Using the experience of providing remote community engagement training and capacity bridging during the pandemic, CDAC has been working to pull together the lessons learned from the internal Advanced Technical Training (ATT), community engagement training for NORCAP and IMS as well as surge work funded by UNICEF to create a **Unified CDAC Training System**. This training system will be able to provide a pathway that will bring remote training to people needing basic knowledge of Communication, Community Engagement and Accountability to those needing to understand the technical provision of CCEA and for senior staff who need to understand high-level in-country coordination of CCEA work. To this end, CDAC worked with [iecah](#) on the technological development of the learning system, which is developed around using simulation to allow trainees to practice what they have learned during the training to accelerate understanding of the concepts and techniques being taught. Pilot testing was completed in 2021. This training is designed to take place once a week, for between three and five weeks and feedback from the training has been very positive, especially as the provision of three skill levels allows trainees to be grouped by need and ability. The learning package is now fully adaptable for any level of community engagement and accountability training, depending on the choice of modules and training approach. It can also be used remotely as in the pilot, and in person when circumstances allow.

Bridging local to global surge

CDAC was successful in its joint submission with Translators Without Borders to the H2H Network for the project 'Building Bridges in Surge Capacity for Community Engagement and Accountability'. The CDAC component provided in-country surge expertise in CCEA through two key activities: firstly, by training national staff to become potential national coordinators; and secondly, by piloting a programme to enable CEA-focused companies within the country to be able to use their expertise in humanitarian response. These activities aimed to increase the ability for community engagement activities and coordination to have national leadership in the appropriate language and culture through the provision of high-level mentoring and training. Potential national coordinators were selected after a competitive process with applicants eventually being selected from Burkina Faso, Bangladesh, Brazil, Sudan and Zimbabwe. The trainees have moved on to become regional coordinators, senior technical advisers to national working groups, and serve on the CDAC Network board. The pilot company undertaking community engagement training is FAMA films, which is a media production concern based in Burkina Faso; their training was completed in April 2021 and they now sit as a member of the CEA working group in Burkina Faso.

Following efforts in 2019 and 2020, CDAC led key members and other stakeholders in continuing to review and develop tools and processes for ensuring adequate capacity at a response level. As part of the 2021 effort, two global meetings were in May and June, with one-to-one meetings with

CDAC Network Limited

Trustees' annual report

For the year ended 31 December 2021

key stakeholders. Input will be focused on developing a toolkit for CCE capacity at a national level. Input was given to the work for the "[READY initiative](#)", a toolkit for CCE capacity at a national level that will strengthen operational capacity to respond to current and future major disease outbreaks in humanitarian settings through a blended and co-designed learning approach. This toolkit was developed in close collaboration with the Risk Communication and Community Engagement Collective Service (RCCE CS) to ensure coherence, and was piloted in later 2021 with colleagues in Haiti and Geneva.

Researching the impact of COVID, vaccinations and beyond

If 2020 was a year of inflection, then 2021 the year to consider a new reality. The consequences of the pandemic, the restrictions imposed and the changes to the way people live has had far-reaching consequences. CDAC will build on its 2020 COVID CCEA research [Improving the Response To Covid-19: Lessons From The Humanitarian Sector Around Communication, Community Engagement And Participation](#), to consider what this extended reality means for the way we implement and coordinate CCEA. The study, 'A study to understand how COVID-19 has changed the landscape of communication, engagement and inclusion. Testing and unpacking assumptions to inform priorities, planning and resourcing for humanitarian action' was launched in 2021. The findings will be available in 2022 and will add to the high-level discussion on investment in AAP/CCE moving forward by examining the extent to which communities' priorities have been impacted.

Working with the gaming industry to reimagine training

In 2021, CDAC partnered with Abertay University to examine if modern computer game development can be used for future CCE training in remote and hybrid learning. This partnership explored the use of massive multiplayer online (MMO) and strategic simulation gaming. As an initial step, postgraduate students developed a pilot game – or slice – as part of their course design, which was made available internally to the CDAC team in early 2022. CDAC is currently exploring the possibility of developing this with other partners.

Financial review

CDAC Network Ltd total income for 2021 was £1,174,147 (2020: £1,002,221) with a total expenditure of £1,031,122 (2020: £790,697). Income from Charitable activities was £1,174,147 (2020: £998,621); £147,750 from Membership fees, £491,640 from the Australian Department of Foreign Affairs and Trade (DFAT) for Fiji and Vanuatu, £171,665 from Danish Refugee Council under the H2H Fund Mechanism, £33,508 from UNDP PNG and £329,584 from Members UNICEF, International Media Support, NORCAP and Deutsche Welle Akademie.

CDAC Network Limited ended 2021 with total reserves of £563,663 (2020: £420,638); £153,609 unrestricted (from Membership) and £410,054 restricted (from Charitable activities' funders).

CDAC Network Limited

Trustees' annual report

For the year ended 31 December 2021

Principal risks and uncertainties

Charity Auditors Sayer Vincent were re-engaged in 2021 to perform the Audit for the accounting period ended 31 December 2021.

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 securing funding from cash-strapped Donors due to their increased expenditure during the COVID-19 pandemic and the current priority focus on funding the Ukraine response. CDAC has increased its efforts to secure funding from different Donor sources.

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.

No other principal risks or uncertainties are reported at 31 December 2021.

Reserves policy and going concern

The directors have adopted a minimum reserves policy which states that reserves are maintained at all times to cover all liabilities including staff notice and redundancy payments and any other contract liabilities, understanding that liability amounts will vary over time.

The amount required to meet the reserves policy at 31 December 2021 is £55,313. The closing unrestricted reserves of the company at this date are reported as £153,609. The directors are therefore satisfied that the reserves policy requirement is met.

The directors review the reserves policy on an annual basis in the context of the multi-year plans and a review of the risks and opportunities for the organisation. The minimum reserves policy ensures cover in a worst-case scenario, however having reserves above target ensures continuity in the event of a funding gap.

The directors have assessed the residual 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 are actively monitoring the financial situation but do not consider that there are any other material uncertainties about the company's ability to continue as a going concern.

CDAC Network Limited**Trustees' annual report****For the year ended 31 December 2021**

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 July 2023, there will be sufficient unrestricted reserves to meet the requirements of the Reserves Policy which is set at £67,459.

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 2021, CDAC Network Ltd has not undertaken material levels of fundraising activities and has not received any complaints in this regard.

Plans for the future

The year 2021, was the final year of CDAC operationalising its 2016–21 Strategic Plan, and much of the year was spent 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, and was approved at the CDAC 2021 AGA.

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.

CDAC Network Limited

Trustees' annual report

For the year ended 31 December 2021

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 operationalising this new strategy, during 2022, we will continue to build CCEA capacity across the sector, but especially at the local level, advocate globally, and support our members and partners. We have an exciting programme of research, a series of policy briefs, and a number of key events that we will be spearheading, and we look forward to seeing 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.

CDAC Network Limited

Trustees' annual report

For the year ended 31 December 2021

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 2021 there were no related parties identified. There was a member relationship with the following members during the year.

CDAC FULL MEMBERS

- ActionAid International
- Amplifying Voices
- Anthrologica
- BBC Media Action
- Community World Service Asia
- DAHLIA
- Deutsche Welle Akademie
- Development Media International
- First Response Radio
- Fondation Hirondelle
- Freeplay Energy

CDAC Network Limited

Trustees' annual report

For the year ended 31 December 2021

- Ground Truth Solutions
- InsightShare
- The International Committee of the Red Cross
- International Media Support
- International Organization for Migration
- Internews
- NORCAP
- The Peace and Conflict Journalism Network Asia
- Plan International
- Save the Children
- Smile Again Africa Development Organisation
- Thomson Reuters Foundation
- Translators without Borders/Clear Global
- United Nations Children's Fund
- United Nations High Commissioner for Refugees
- United Nations Office for the Coordination of Humanitarian Affairs
- United Nations Population Fund
- World Association for Christian Communication
- World Food Programme
- World Health Organization
- World Vision International

CDAC AFFILIATE MEMBERS

- EarthX
- FilmAid
- 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

CDAC Network Limited

Trustees' annual report

For the year ended 31 December 2021

- 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 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 2021 was 5 (2020:4). 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 27 July 2022 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

Opinion

We have audited the financial statements of CDAC Network Limited (the 'charitable company') for the year ended 31 December 2021 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 2021 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**

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

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

- 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. 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)

9 August 2022

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

CDAC Network Limited**Statement of financial activities** (incorporating an income and expenditure account)**For the year ended 31 December 2021**

	Note	Unrestricted £	Restricted £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Income from:							
Charitable activities							
Membership	2	147,750	–	147,750	145,000	–	145,000
DFAT – Fiji and Vanuatu	2	–	491,640	491,640	–	469,469	469,469
DRC (H2H)	2	–	171,665	171,665	–	299,881	299,881
UNDP – PNG	2	–	33,508	33,508	–	–	–
Member Initiatives	2	–	329,584	329,584	–	84,271	84,271
Other income		–	–	–	3,600	–	3,600
Total income		147,750	1,026,397	1,174,147	148,600	853,621	1,002,221
Expenditure on:							
Charitable activities							
Membership	3	104,056	–	104,056	84,144	–	84,144
DFAT – Fiji and Vanuatu	3	–	463,931	463,931	–	311,433	311,433
DRC (H2H)	3	–	125,837	125,837	–	327,225	327,225
UNDP – PNG	3	–	14	14	–	–	–
Member Initiatives	3	–	337,284	337,284	–	67,895	67,895
Other expenditure	3	–	–	–	–	–	–
Total expenditure		104,056	927,066	1,031,122	84,144	706,553	790,697
Net movement in funds		43,694	99,331	143,025	64,456	147,068	211,524
Reconciliation of funds:							
Total funds brought forward		109,915	310,723	420,638	45,459	163,655	209,114
Total funds carried forward		153,609	410,054	563,663	109,915	310,723	420,638

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 2021

	Note	£	2021 £	£	2020 £
Current assets:					
Debtors	9	188,345		98,810	
Cash at bank and in hand		573,308		522,935	
		<u>761,653</u>		<u>621,745</u>	
Liabilities:					
Creditors: amounts falling due within one year	10	(197,990)		(201,107)	
Net current assets			<u>563,663</u>		<u>420,638</u>
Total assets less current liabilities			<u>563,663</u>		<u>420,638</u>
Total net assets			<u><u>563,663</u></u>		<u><u>420,638</u></u>
The funds of the charity:	13a				
Restricted income funds			410,054		310,723
Unrestricted income funds:					
General funds		153,609		109,915	
Total unrestricted funds			<u>153,609</u>		<u>109,915</u>
Total charity funds			<u><u>563,663</u></u>		<u><u>420,638</u></u>

Approved by the trustees on 27 July 2022 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 2021

	2021 £	£	2020 £	£
Cash flows from operating activities				
Net income for the reporting period (as per the statement of financial activities)	143,025		211,524	
(Increase)/decrease in debtors	(89,535)		(40,811)	
Increase/(decrease) in creditors	(3,117)		18,813	
Net cash provided by operating activities		<u>50,373</u>		<u>189,526</u>
Change in cash and cash equivalents in the year		50,373		189,526
Cash and cash equivalents at the beginning of the year		<u>522,935</u>		<u>333,409</u>
Cash and cash equivalents at the end of the year		<u><u>573,308</u></u>		<u><u>522,935</u></u>

Analysis of cash and cash equivalents and of net debt

	At 1 January 2021 £	Cash flows £	Other non- cash changes £	At 31 December 2021 £
Cash at bank and in hand	522,935	50,373		573,308
Total cash and cash equivalents	<u>522,935</u>	<u>50,373</u>		<u>573,308</u>

CDAC Network Limited**Notes to the financial statements****For the year ended 31 December 2021**

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.

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.

CDAC Network Limited**Notes to the financial statements****For the year ended 31 December 2021**

1 Accounting policies (continued)**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	9%
● DFAT – Fiji and Vanuatu	54%
● DRC (H2H)	19%
● UNDP – PNG	0%
● Member Initiatives	18%

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) 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.

l) 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.

CDAC Network Limited**Notes to the financial statements****For the year ended 31 December 2021****1 Accounting policies (continued)****m) 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.

n) 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 £	2021 Total £	Unrestricted £	Restricted £	2020 Total £
Membership	147,750	–	147,750	145,000	–	145,000
Sub-total for Membership	147,750	–	147,750	145,000	–	145,000
DFAT – Fiji and Vanuatu	–	491,640	491,640	–	469,469	469,469
Sub-total for DFAT Fiji and Vanuatu	–	491,640	491,640	–	469,469	469,469
DRC (H2H)	–	171,665	171,665	–	299,881	299,881
Sub-total for DRC	–	171,665	171,665	–	299,881	299,881
UNDP – PNG	–	33,508	33,508	–	–	–
Sub-total for UNDP	–	33,508	33,508	–	–	–
NORCAP	–	4,240	4,240	–	84,271	84,271
UNICEF	–	142,902	142,902	–	–	–
Deutsche Welle	–	127,404	127,404	–	–	–
International Media Support	–	45,863	45,863	–	–	–
Other	–	9,175	9,175	–	–	–
Sub-total for Member Initiatives	–	329,584	329,584	–	84,271	84,271
Total income from charitable activities	147,750	1,026,397	1,174,147	145,000	853,621	998,621

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 2021 was restricted.

CDAC Network Limited

Notes to the financial statements

For the year ended 31 December 2021

3a Analysis of expenditure (current year)

	Charitable activities								
	Membership	DFAT – Fiji and Vanuatu	DRC (H2H)	UNDP – PNG	Member Initiatives	Governance costs	Support costs	2021 Total	2020 Total
	£	£	£	£	£	£	£	£	£
Staff costs (Note 5)	73,423	69,953	29,018	–	92,435	1,843	43,075	309,747	193,078
Project consultants	150	298,201	74,151	–	194,172	–	8,108	574,782	306,379
Project other	402	40,017	4,252	–	26,454	–	–	71,125	228,905
CDAC Annual Public Forum	9,362	–	–	–	–	–	–	9,362	11,896
Communications and marketing	2,336	15,356	4,431	–	10,640	–	15,000	47,763	22,532
Staff travel, accommodation and per diem	436	–	–	–	–	240	–	676	–
Premises costs	–	–	–	–	–	–	–	–	6,384
Office costs	–	–	–	–	–	–	3,281	3,281	8,514
HR and staffing costs	–	–	–	–	–	–	1,596	1,596	1,255
Finance and administration	–	1,094	281	14	414	9,600	1,387	12,790	11,754
	86,109	424,621	112,133	14	324,115	11,683	72,447	1,031,122	790,697
Support costs – NPAC	–	39,310	13,704	–	13,169	–	(66,183)	–	–
Support – Other	6,264	–	–	–	–	–	(6,264)	–	–
Governance costs	11,683	–	–	–	–	(11,683)	–	–	–
Total expenditure 2021	104,056	463,931	125,837	14	337,284	–	–	1,031,122	790,697
Total expenditure 2020	84,144	311,433	327,225	–	67,895	–	–		790,697

Of the total expenditure, £104,056 was unrestricted (2020: £84,144) and £927,066 was restricted (2020: £706,553).

CDAC Network Limited**Notes to the financial statements****For the year ended 31 December 2021****3b Analysis of expenditure (prior year)**

	Charitable activities					Other expenditure – recharge to IEU	Governance costs	Support costs	2020 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
Project staff costs	2,250	100,563	155,396	35,370	12,800	–	–	–	306,379
Project travel, accommodation and per diem	–	17,878	3,886	–	2,195	–	–	–	23,959
Project other	1,154	121,353	81,054	–	1,385	–	–	–	204,946
CDAC Annual Public Forum	11,896	–	–	–	–	–	–	–	11,896
Communications and marketing	2,577	11,514	8,441	–	–	–	–	–	22,532
Staff travel, accommodation and per diem	–	–	–	–	–	–	–	–	–
Premises costs	–	1,641	–	–	–	–	–	4,743	6,384
Office costs	–	1,342	1,791	391	(8)	–	–	4,998	8,514
HR and staffing costs	–	175	290	–	–	–	–	790	1,255
Finance and administration	–	822	434	147	55	–	9,373	923	11,754
	59,460	305,194	310,905	46,648	20,182	–	14,484	33,824	790,697
Support costs – NPAC	–	6,239	16,320	1,065	–	–	–	(23,624)	–
Support – Other	10,200	–	–	–	–	–	–	(10,200)	–
Governance costs	14,484	–	–	–	–	–	(14,484)	–	–
Total expenditure 2020	84,144	311,433	327,225	47,713	20,182	–	–	–	790,697

CDAC Network Limited**Notes to the financial statements****For the year ended 31 December 2021****4 Net income for the year**

This is stated after charging / (crediting):

	2021	2020
	£	£
Net foreign exchange losses	47	85
Operating lease rentals payable:		
Property (excluding VAT)	–	5,000
Auditor's remuneration (excluding VAT):		
Audit	8,000	7,800

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

Staff costs were as follows:

	2021	2020
	£	£
Salaries and wages	222,496	124,183
Social security costs	25,526	14,319
Employer's contribution to defined contribution pension schemes	13,350	7,451
Freelance consultants	48,375	47,125
	<u>309,747</u>	<u>193,078</u>
	<u>–</u>	<u>–</u>

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

	2021	2020
	No.	No.
£70,000 – £79,999	1	1

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £87,749 (2020: £85,169).

The directors were neither paid nor received any other benefits from employment with CDAC Network Limited in the year (2020: £nil).

Directors' expenses represents the payment or reimbursement of travel and subsistence costs totalling £239 (2020: £0) incurred by 1 (2020: 0) members relating to attendance at meetings.

CDAC Network Limited**Notes to the financial statements****For the year ended 31 December 2021****6 Staff numbers**

The average number of employees (head count based on number of staff employed) during the year was 4.25 (2020: 2.33).

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

	2021 No.	2020 No.
Membership	0.5	0.3
DFAT – Fiji and Vanuatu	0.8	0.5
DRC (H2H)	0.3	0.5
Member Initiatives	1.3	0.2
Governance costs	0.0	0.1
Support costs	0.6	0.3
	<u>3.5</u>	<u>1.9</u>

7 Related party transactions

Transactions with directors are included in note 5.

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

	2021 £	2020 £
Other debtors	188,345	98,810
	<u>188,345</u>	<u>98,810</u>

10 Creditors: amounts falling due within one year

	2021 £	2020 £
Trade creditors	13,554	20,764
Taxation and social security	7,408	5,821
Other creditors	4,306	8,428
Accruals	9,600	10,560
Accrual for Project Costs	15,122	9,034
Deferred membership income	148,000	146,500
	<u>197,990</u>	<u>201,107</u>

CDAC Network Limited

Notes to the financial statements

For the year ended 31 December 2021

11 Deferred income

Deferred income comprises membership fees for 2022 invoiced in 2021.

	2021 £	2020 £
Balance at the beginning of the year	146,500	137,500
Amount released to income in the year	(146,500)	(137,500)
Amount deferred in the year	148,000	146,500
Balance at the end of the year	148,000	146,500

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

	General unrestricted £	Designated £	Restricted £	Total funds £
Net current assets	153,609	–	410,054	563,663
Net assets at 31 December 2021	153,609	–	410,054	563,663

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

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

13a Movements in funds (current year)

	At 1 January 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2021 £
Restricted funds:					
DFAT – Fiji and Vanuatu	318,578	491,640	(463,931)	–	346,287
DRC (H2H)	(45,952)	171,665	(125,837)	–	(124)
UNDP – PNG	–	33,508	(14)	–	33,494
Member Initiatives	38,097	329,584	(337,284)	–	30,397
Total restricted funds	310,723	1,026,397	(927,066)	–	410,054
Unrestricted funds:					
General funds	109,915	147,750	(104,056)	–	153,609
Total unrestricted funds	109,915	147,750	(104,056)	–	153,609
Total funds	420,638	1,174,147	(1,031,122)	–	563,663

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

CDAC Network Limited

Notes to the financial statements

For the year ended 31 December 2021

13b Movements in funds (prior year)

	At 1 January 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2020 £
Restricted funds:					
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)	–	–
Total restricted funds	163,655	853,621	(706,553)	–	310,723
Unrestricted funds:					
General funds	45,459	148,600	(84,144)	–	109,915
Total unrestricted funds	45,459	148,600	(84,144)	–	109,915
Total funds	209,114	1,002,221	(790,697)	–	420,638

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 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.

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.

CDAC Network Limited

Notes to the financial statements

For the year ended 31 December 2021

UNICEF PCA – To continue to implement the Enhancing Surge Capacity project with support under a UNICEF Partnership Cooperation Agreement for follow up actions from previous SSFA funding on enhancing Global Surge Capacity on Communication and Community Engagement (CCE)

H2H Tigray I & II – Funding from the H2H Network to ensure coordinated Communication and Community engagement in the Tigray Conflict Response.

IMS Capacity Bridging on CCE – A project to provide training on Community Engagement to experts in the IMS Africa Programme.

DW Media Landscape Guides – To develop 9 Media Landscape Guides for high risk countries.

UNDP PNG – Support to the PNG Disaster management team in the CCEA Situation Analysis and CCEA Program Roll Out; embedding CCEA in disaster response.

H2H Haiti – Building bridges in surge capacity for Community Engagement and Accountability (CEA) to ensure CCEA was coordinated and considered in the Haiti earthquake response.

14 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.