

Company number: 10571501

Charity number: 1178168

# CDAC Network Limited

Report and financial statements

For the year ended 31 December 2023

Contents

For the year ended 31 December 2023

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Reference and administrative information

For the year ended 31 December 2023

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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** Sayer Vincent, 110 Golden Lane, London, EC1Y 0TG

**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 |
| Richard Lace                           | Treasurer  |
| Jamo Huddle (resigned 7 November 2023) |            |
| Roseanna Parkyn                        |            |

|                                 |                                                     |                    |
|---------------------------------|-----------------------------------------------------|--------------------|
| <b>Key management personnel</b> | Marian Casey-Maslen<br>(resigned 30 September 2023) | Executive Director |
|                                 | Helen McElhinney<br>(appointed 2 October 2023)      | Executive Director |

**Bankers** NatWest  
Chancery Lane & Holborn  
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  
110 Golden Lane  
LONDON  
EC1Y 0TG

The directors present their report and the audited financial statements for the year ended 31 December 2023.

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 organisations working to ensure people can access safe, trustworthy information and communicate during crises.

Our network brings together UN agencies, the Red Cross/Red Crescent Movement, local and international NGOs, media development and specialist communications entities. Together, we are committed to putting the power in humanitarian and development decision-making back in the hands of communities.

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**

It gives me great pleasure to present the 2023 annual report for CDAC Network, the global alliance of organisations committed to ensuring that people and their communities have access to safe and trustworthy information during times of crisis and can actively participate in programmes designed to support them. 2023 has been another extraordinarily challenging year, with an estimated 339 million people in need of humanitarian assistance globally. And despite record levels of humanitarian funding, 2023 also saw the largest funding shortfall in years, with only one-third of the requested \$57 billion received. I would like to be able to report on the increased engagement, consultation and ownership of aid programmes by affected populations but, as a sector, we still have a long way to go to deliver on this global commitment.

I am more convinced than ever that we must prioritise communication that gives people in crisis the information and power they need to make lifesaving decisions and to contribute to their own solutions.

The start of 2023 was shaped, for CDAC Network and many of our members, by the devastating earthquakes that struck [southeast Türkiye](#) and [northwest Syria](#) in February. Later in the year, we found ourselves responding to people's communication needs in other natural hazard-related disasters, including [flooding caused by Storm Daniel in Libya](#) and the [earthquake in Morocco](#). Climate change impacts continued to be a major driver of humanitarian need, as we saw in our extensive work on the response to the worst droughts in decades in the [Horn of Africa](#).

It was also a year marred by conflict and violence – from a [coup in Niger](#) to the brutal [war in Sudan](#). Russia's war on Ukraine entered its second year, and [CDAC reflected on a year](#) of ongoing work to bridge the gap between local and international responders in the regional response. The year ended with horrific scenes of civilian deaths and infrastructure devastation in [Gaza](#), amid rapidly escalating humanitarian needs for the entire population. [Communication blackouts](#) have prevented people from accessing critical information, from reaching loved ones and from telling their stories of pain and resilience to the world.

The war in Gaza, as with so many other modern conflicts, has been characterised by a parallel information war playing out online. Information operations have always been instrumental in armed conflict but, as [Robert Mardini, Director-General of the International Committee of the Red Cross, noted at our 2023 Public Forum](#), what is new is 'how quickly and how easily information today can be created, can be spread and even weaponised and consumed simultaneously on a global scale by states but also by non-state armed actors, private companies and individuals.'

Artificial intelligence (AI) and other emerging digital technologies are fast being recognised as [frontier threats](#) to safe information landscapes. It is for this reason that CDAC's 2023 Public Forum and Annual General Assembly focused on [safeguarding communication in conflict in the age of AI](#). This is a critical issue and one with a limited window of opportunity to influence global policy and governance discussions. CDAC will pursue this agenda with urgency in 2024, aiming to infuse the debate with humanitarian values and ensure communities in crisis have a seat at the table.

*Geoff Loane*  
*Chair, CDAC Network Board*

## Achievements and performance

Our work this year was guided by the four overarching strategic aims of our [2022–2027 Strategy](#):

1. **Enable local drivers of Communication, Community Engagement and Accountability (CCEA)** by supporting efforts to place national governments, local civil society, local communities and private sector actors at the centre of CCEA initiatives.
2. **Provide a strategic global voice for inclusive CCEA** through championing local and national approaches within the international aid system.

3. **Responsibly leverage CCEA digital technologies**, including fostering efforts to democratise digital access and advocating for responsible use of technology.
4. **Sustain and grow CDAC's impact** to ensure the Network has a sustainable foundation of support in order to expand its reach to more communities.

## **Enabling local drivers of Communication, Community Engagement and Accountability**

### **Supporting local leadership and inclusion through national platforms**

CDAC's national platforms are the cornerstone of our efforts to boost participation and accountability in humanitarian response. These locally led hubs unite diverse stakeholders from government, civil society, and the private sector to enhance coordinated communication and engagement. With more than 35 platforms in our network, in 2023 we spotlighted the following (by region):.

#### **Africa**

##### **Sudan**

When conflict erupted in Sudan in April, CDAC was quick to convene a series of emergency community of practice (CoP) calls on in-country coordination and collaboration. In response to needs identified these calls, CDAC partnered with Internews and Diaspora Emergency Action & Coordination (DEMAC) to form the ARISE consortium (Accessible and Responsive Information Services and Engagement for Sudan), which was funded by H2H Network.

Led by two CDAC Experts in the region, two practitioner workshops were co-hosted together with the Regional AAP Working Group and Sudan AAP Working Group. These focused on identifying barriers and needs to elevate the role of communication, engagement and accountability and informed an [interagency brief on priority actions for decision-makers and practitioners](#).

This engagement laid the groundwork for a regional interagency roundtable for operational leaders and decision-makers held in September 2023, in Nairobi and online. The forum, which was co-convened with UN coordination structures, the Inter-Agency Working Group, Sudan INGO Forum and ARISE partners and was attended by 57 participants, is summarised in an [outcomes report](#).

Finally, to respond to practitioner needs on the ground identified by the Sudan AAP Working Group, CDAC developed bespoke training materials in English and Arabic.

##### **Horn of Africa**

CDAC spearheaded efforts to 'accelerate a collective and inclusive approach to communication, engagement and accountability' in the Horn of Africa drought response. Having contracted a CDAC Regional Expert to work closely with OCHA ROSEA and the Regional AAP Working Group, we conducted a comprehensive consultation with stakeholders in Ethiopia, Kenya and Somalia, resulting in a [snapshot report on the state of communication, engagement and accountability in the response](#). Before publication, the report's findings were endorsed at a series of three CDAC

Learning Events co-hosted by CDAC with the OCHA Regional Office for Southern and Eastern Africa in Kenya; the AAP Working Group in Ethiopia; and the Somalia CEA Taskforce in Somalia.

The Learning Events also responded to requests from in-country and regional leadership to create a space for open discussion between diverse stakeholders on context-specific challenges and to workshop tangible ways forward. The events were attended by 96 participants representing more than 60 local and international NGOs, UN agencies, Red Cross/Red Crescent societies, media development entities and humanitarian networks.

Based on the key findings of the regional consultation and snapshot report, CDAC developed [key advocacy messages](#) jointly with the Working Group/Taskforce leads (OCHA, IOM Ethiopia, IOM Somalia, Nexus Somalia) and CDAC/H2H members (BBC Media Action, International Media Support, FilmAid, ACT Alliance). To enhance local partners' access to key messages, CDAC translated the [Communication is aid](#) video into Oromo, [Somali](#) and [Amharic](#), in collaboration with FilmAid Kenya, and adapted [The importance of two-way communication](#) video to the regional context, in collaboration with the Ethiopia AAP Working Group.

## Pacific

### Papua New Guinea

CDAC provided technical assistance to the Papua New Guinea Disaster Management Team from September 2021 to March 2023. As the project came to a close early this year, we supported recruitment of a national Humanitarian Officer as well as developing a guidance note aimed at enabling Disaster Management Team members to integrate communication and engagement into their activities.

Building on this engagement, CDAC then secured new funding from UNDP to further support collective action and coordination of CCEA in Papua New Guinea. The nine-month project, which started in October, focuses on providing technical expertise to the newly appointed Humanitarian Officer, with an emphasis on supporting the establishment of a Community Engagement Working Group.

## Middle East and North Africa

### Türkiye-Syria

The devastating earthquakes that struck southeast Türkiye and northwest Syria sparked a significant H2H Network-funded collaboration between CDAC, Insecurity Insight and CDAC member CLEAR Global, in response to needs identified through the CDAC CoP calls on the disaster. A CDAC Expert was commissioned to lead a comprehensive analysis of the communication and engagement ecosystems in affected areas, complemented by partners' language services for better two-way communication and social media monitoring of community perceptions of aid.

The project kicked off with workshops in Gaziantep to agree the data matrix and key research questions, followed by ecosystem mapping and analysis carried out in consultation with key stakeholders from country coordination structures, CDAC members and local partners. In total, the research team analysed more than 85 documents and held 56 consultations with 139 individuals.

The findings were published in two comprehensive reports on [Türkiye](#) and [Syria](#) and presented at a hybrid donor roundtable convened by OCHA in Beirut in October. Key recommendations for strengthening communication and engagement in the affected areas were also outlined in an [early policy brief](#), which was [later updated to capture lessons learned and remaining gaps](#) six months into the response.

### Libya

Towards the end of the year, CDAC addressed communication and engagement coordination gaps in the response to the Libya floods. Led by a CDAC Expert, the project includes rapid consultations, a snapshot report and two learning bulletins, as well as a hybrid forum held in Tunis in January 2024.

## Europe

### Ukraine region

CDAC's year-long intervention in the Ukraine response, funded by the Disasters Emergency Committee (DEC), has focused on bridging local, national and international responders to promote a coordinated approach to communication, community engagement and accountability across Ukraine and border countries.

To address this challenge, CDAC appointed a dedicated CCEA Convenor from and based in Kyiv, who also served as the acting co-chair of the AAP Working Group while successfully supporting a national NGO (Ukraine Red Cross) to take over on a permanent basis. The CCEA Convenor also helped facilitate CDAC convenings to engage national organisations and build a more inclusive coordination structure throughout Ukraine.

Simultaneously, CDAC's Regional Coordinator, based in Poland, was instrumental in supporting collaborative community engagement efforts in Hungary, Moldova, Romania, Slovakia and Poland. Through technical Quality of Practice meetings and workshops, CDAC has both supported various national coordination forums and shared best practices across the region. facilitated the sharing of best practices and addressed barriers to community engagement. Notably, CDAC led a workshop in Moldova with simultaneous English–Russian–Romanian–Ukrainian translation, as well as Polish– and Ukrainian–language workshops, to address CCEA challenges and foster collaboration.

Overall, CDAC's work to enhance participation of local organisations in communication and accountability coordination mechanisms [has seen results](#), and we continue to support the Ukraine Red Cross in its new role as co-chair of the AAP Working Group. However, significant gaps and

challenges remain in ensuring affected people across the region have access to timely, trusted and accurate information – as identified in the [third and fourth editions of our snapshot report](#), published this year.

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

CDAC CoP calls provide a platform for members to share updates, identify gaps and explore opportunities for collective action in response to new or escalating crises. Reflecting the unprecedented levels of humanitarian needs in 2023, 16 CoP calls were convened over 12 months:

- 8 February: DRC – conflict, displacement
- 8 February: Türkiye-Syria earthquakes
- 1 March: Türkiye-Syria earthquakes
- 26 April: Sudan conflict
- 10 May: Sudan conflict
- 25 May: Sudan conflict
- 1 June: Myanmar – Cyclone Mocha
- 22 June: Sudan conflict
- 25 July: Sudan conflict
- 16 August: Niger coup
- 21 September: Libya floods & Morocco earthquake
- 11 October: Libya floods & Morocco earthquake
- 18 October: Gaza
- 25 October: Gaza
- 23 November: Gaza
- 13 December: Gaza

### **Strengthening CCEA skills development and exchange**

Aside from capacity-strengthening initiatives through national platforms and CoPs, CDAC runs a responsive capacity-bridging programme that includes training sessions and the creation of tools and guidance materials.

#### **Tools**

- **Information management:** CDAC developed and disseminated a [guidance document and summary infographic](#) on information management for communication, community engagement and accountability.
- **Tools for Ukraine:** as part of CDAC's support to the Ukraine response, we developed packages of introductory tools in [Polish](#), [Romanian](#), [Russian](#) and [Ukrainian](#). These contain translations of the how-to guide to collective communication and engagement, the 'Communication is aid' video and two articles on designing messaging and communication strategies for the response.

#### **Trainings delivered in 2023**

- **Disasters Emergency Committee (DEC):** CDAC provided training to DEC members on conflict-sensitive approaches to communication and information ecosystems.
- **DW Akademie:** in January, CDAC delivered training for DW Akademie practitioners in Kakuma refugee camp, Kenya.

- **Germany:** CDAC designed and delivered a week-long, in-person training for 30 senior technical staff from UNICEF, UNHCR and Standby Partnership in Berlin.
- **Horn of Africa:** CDAC delivered three hybrid workshops in Ethiopia, Kenya and Somalia.
- **Moldova:** 12 in-person trainings delivered, including one training of trainers, to 111 humanitarian personnel working on the Ukraine regional response in Moldova.
- **NORCAP:** Coordinators training was delivered to NORCAP's roster members.
- **Pakistan:** the Pakistan AAP/CE Working Group invited CDAC to conduct a webinar on understanding information ecosystems and designing and implementing communication campaigns.
- **Somalia:** in February, CDAC remotely delivered a joint training module at the request of the World Health Organization (WHO) in Somalia.
- **Ukraine region:** CDAC delivered a series of hybrid trainings for both coordinators and practitioners working across the regional Ukraine response.
- **Department of Peace Operations:** in collaboration with Internews, CDAC gave a presentation on analysing information ecosystems for remote Community engagement for the protection of civilians at a hybrid workshop organised by UN Peacekeeping.

## Building the evidence base on CCEA

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

The closure of CDAC and Ground Truth Solutions' four-year joint project to establish locally led communication and community engagement networks in the Pacific was an opportunity for reflection. Case studies on our experiences in [Fiji](#) and [Vanuatu](#), first published in 2020, were updated to share factors that contributed to the success of these innovative, multi-stakeholder and government-led platforms.

We also looked back on a year of promoting effective system-wide communication across the Ukraine response, in a [brief capturing reflections on the project's impact](#) – including efforts to strengthen national NGO networks and facilitate engagement between local, national and international actors.

### Assessing the state of CCEA in context

The final two editions of our [quarterly snapshot reports on the state of communication, community engagement and accountability across the Ukraine response](#) continued to find a wide audience among both local and international responders. The fourth edition found widening gaps in communication aimed at providing refugees with up-to-date information on their legal status and integration, and at easing tensions between displaced people and host communities. The reports are accompanied by an annex and interactive matrix of CCEA structures and activities across Ukraine and bordering countries.

A similar regional analysis was conducted on the response to the drought in the Horn of Africa. The [snapshot report](#), which was validated and further contextualised through a series of multi-stakeholder workshops held in Ethiopia, Kenya and Somalia and endorsed by regional and country

coordination structures, found fragmented approaches to collective communication across the response and largely inadequate, one-way efforts at information provision.

In response to the devastating earthquakes that struck southeast Türkiye and northwest Syria in February, CDAC Network produced analyses mapping the communication and engagement ecosystems in earthquake-affected areas of both countries. By bringing together critical analysis on language, media, culture, information access and preferences – including a spotlight on the experiences of people with disabilities – they aim to deepen understanding of the information flows and communication ecosystems in [Türkiye](#) and [northwest Syria](#). Each report is available in both English and the country's official language (Turkish and Arabic, respectively) and accompanied by illustrated infographics drawing out key findings.

Toward the end of the year, attention turned to the catastrophe unfolding in Gaza. In response to severe concerns raised in CDAC CoPs about the repeated communication blackouts preventing affected people from accessing lifesaving information, we published a [rapid-fire assessment of the status of communication in Gaza](#), as well as calling for a focus on information integrity in coverage and commentary on the conflict.

## Providing a strategic global voice for inclusive CCEA

### Driving collaborative advocacy

In a year characterised by conflict, large-scale crises and an ever-widening funding gap, collective advocacy to prioritise communication and engagement in specific sudden-onset or escalating emergencies formed the focus of our influencing strategy.

As well as facilitating behind-the-scenes collaboration through convenings such as the CoPs, CDAC drove the development and socialisation of a series of advocacy statements prepared either in consortium or on behalf of the Network. These targeted response leadership and highlighted the critical need and recommendations for prioritising effective communication and engagement with affected communities in the [Horn of Africa drought response](#); the [aftermath of the coup in Niger](#); [Sudan's conflict and displacement crisis](#); the responses to the [Morocco earthquake](#) and [flooding in Libya](#); and, finally, the [communications blackouts in Gaza](#).

Lessons on communication, community engagement and accountability for Türkiye-Syria, [published shortly after the earthquakes struck in February](#), was complemented by a comprehensive update six months into the response, [available in English, Arabic and Turkish](#).

### Advocating in key policy forums

CDAC's mission is well represented by the Secretariat in key global forums and advisory groups, including the Grand Bargain, Inter-Agency Standing Committee (IASC), Emergency Telecommunications Cluster (ETC) and Humanitarian Networks and Partnerships Weeks (HNPW). The below captures some of our key points of influence in 2023.

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

As the agreement resulting from the 2016 World Humanitarian Summit transitioned to the 'Grand Bargain 2.0', CDAC remained engaged in the Participation Revolution workstream. We were a critical voice pushing signatories to go further in realising the participation agenda, as illustrated by [The New Humanitarian quoting CDAC's Director of Policy and Programmes](#): 'The gap between what is discussed at global level and actual, tangible change in participation in decision-making grows monthly ... National actors are developing digital and other means for communication, participation, and inclusion much faster than the clunky humanitarian systems.'

### **ETC Strategic Advisory Group**

The World Food Programme (WFP)–convened ETC Strategic Advisory Group (SAG) is drawn from the global ETC partnerships, with each member providing specific technical insights as well as overall support and guidance. CDAC was elected for its humanitarian and community engagement expertise and in 2023 the Secretariat represented Network priorities at an intensive in-person workshop at WFP in Rome.

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

This year CDAC continued our longstanding engagement at HNPW by hosting the remote event, [Information as a right: what's holding us back?](#). Attracting 70 participants and platforming interdisciplinary experts from CDAC members IMS, Internews, IOM and Save the Children International, the event explored constraints to rights-based approaches to communication and engagement.

The CDAC Secretariat was also invited to share insights as panellists at two other events: a joint event with GSMA, IMPACT and REACH on inclusive and dignified approaches to digital communication; and a Ground Truth Solutions–hosted event exploring the impact of the sector's deep-seated power imbalances on participation.

### **Responsive Information Services in Emergencies (RISE) Advisory Group**

CDAC was invited to join the Advisory Group for the International Rescue Committee (IRC)–led RISE project, which aims to develop a consolidated, comprehensive toolkit for use in emergency settings that centres affected people as drivers of information production. CDAC has helped shape the toolkit through participation in several consultations and design workshops.

### **Pact for the Future**

CDAC contributed to shaping the Pact for the Future, an action-oriented outcome document for the Summit of the Future, which will be held in September 2024. CDAC's submission outlined advocacy messages for five proposed chapters of the Pact, in response to a call for inputs on the zero draft. Highlighting the importance of international cooperation, CDAC's contribution emphasised the need to safeguard people's rights to information and freedom of expression amid technological advancements, surging misinformation and attacks on independent media.

## Responsibly leveraging CCEA digital technologies

### Democratising digital access and advocating for responsible technology use

As the ever-accelerating advancement of digital technologies continued to transform the way we produce, access and share information, CDAC stepped up its efforts to champion equitable access and responsible technology use.

In May, we co-organised an in-person event with CDAC member the World Association for Christian Communication (WACC) in London, delving into the [intersections between development, decolonisation and digital access](#). CDAC's outgoing Executive Director moderated the panel and was joined by representatives from BBC Media Action and Meta to explore pathways towards equitable digital inclusion, with a spotlight on human rights and gender equality perspectives from Africa.

The incoming Executive Director brought a new and timely focus on the ways in which artificial intelligence (AI) is impacting communication ecosystems and, in particular, information integrity. CDAC engaged in strategic outreach on this issue, engaging with Accenture Development Partnership to expand our networks and elevate CDAC's role in critical AI discussions. Additionally, the Executive Director provided vital insights to the UK Foreign, Commonwealth and Development Office (FCDO), advocating for community perspectives to be integrated into the Humanitarian AI Summit in 2024.

This strategic focus culminated in CDAC's annual Public Forum, hosted by Viasat in London in November. Titled [Communication in conflict: can we safeguard lifesaving information in the age of AI?](#), this pivotal event brought together interdisciplinary experts from across the Network and beyond to confront the challenges posed by emergent technologies to the information landscape in conflict zones. [Robert Mardini, Director-General of the International Committee of the Red Cross \(ICRC\) opened the event](#), answering questions from BBC News presenter Geeta Guru-Murthy on the way shifts in the digital landscape are shaping modern conflict and the role played by private tech companies. He noted that humanitarian sector take-up of new technologies must be guided by the humanitarian principles of humanity, impartiality, neutrality and independence – a theme he expanded on in an [article reflecting on the event](#).

An illuminating panel chaired by CDAC's Executive Director and featuring Amil Khan (CEO, Valent), Jonathan Tanner (Founder, Rootcause) and Kristin Bergtora Sandvik (Research Professor in Humanitarian Studies, Peace Research Institute Oslo) delved into the [geopolitical forces shaping global narratives in today's AI-enabled world](#) – and explored the impacts on both conflict-affected communities and humanitarian response. The panel emphasised the need to seize the current policy moment around AI to infuse it with humanitarian values, concluding that the time is now for us to collectively determine 'the future we want and how we shape it'.

The final session of the day explored solutions for [scaling digital opportunities and secure safer information landscapes for people caught in conflict](#). Chaired by CDAC Board member Dr Gozibert

Kamugisha, the panel featured Briana Orr (IRC); Mike Walton (UNHCR), Stijn Aelbers (Internews) and Suzy Madigan (The Machine Race). Critically, the panel came together around the need to centre crisis-affected communities in the design and governance of AI and other digital technologies – an agenda CDAC will take forward in 2024.

## Using digital communications for advocacy

Social media remains central to our advocacy strategy. On X (Twitter), [@CDACN](#) continues to see strong engagement, particularly over our Public Forum and AGA, despite the turbulence affecting the platform across the year. In part due to the instability of X, our 2023 social media strategy prioritised growth and impact on LinkedIn, where our following almost doubled across 2023.

Increased multimedia output – including key message infographics and illustrations, short explainer videos and audio/video clips from CDAC events – have been key to enhancing our reach on social media, enabling us to advocate for key priorities in shareable, digestible formats. This year we also put special emphasis on creating bespoke promotional assets and campaigns to help disseminate our translated products to relevant non-anglophone audiences on social media.

Our bimonthly public [newsletter](#), relaunched in 2022, attracted more than 100 new subscribers in 2023, representing an engaged audience within and beyond the membership. We sent seven issues this year, with a healthy average open rate of 39% – well above the industry benchmark of 25%.

Ongoing work on the [website](#), which was relaunched at the end of 2021, focused on ensuring it is visually engaging and user-friendly. An overhaul to refresh its look and feel and improve user journeys on the site has been prioritised for 2024.

### Rapid response to current affairs

Our advocacy and influencing strategy was complemented by a series of articles across the year, many written in collaboration with our members and Expert Pool and responding to both new and emerging crises and key influencing opportunities. Articles published in 2023 included:

- [How radio can help build peace: World Radio Day 2023](#) – in collaboration with CDAC members Amplifying Voices, BBC Media Action, DW Akademie, Fondation Hirondelle and International Media Support (IMS).
- [Connecting communities: navigating information gaps and community trust in post-earthquake Türkiye](#) – in collaboration with CDAC member IFRC.
- [Information as a right: what's holding us back? Key takeaways on advancing rights-based approaches to communication and participation](#) – reflecting on the CDAC-hosted HNPW panel featuring members Internews, IOM, IMS and Save the Children International.
- [Using video to enable meaningful participation of refugees in monitoring, evaluation and learning](#) – in collaboration with CDAC member InsightShare.
- [Urgent call to response leadership: advance communication and dialogue in Libya](#) – Network-wide advocacy.

- [Status of communication and information in Gaza](#) – reflecting CDAC emergency CoP on Gaza conflict.
- [The digital frontier: Robert Mardini on the information landscape in conflict](#) – summarising key messages from the headline interview at CDAC's 2023 Public Forum.
- [Empowering communities: insights from the #ShiftThePower Summit in Bogotá](#) – in collaboration with CDAC member Loop.
- [Who shapes global narratives in today's AI-enabled world – and what do conflict-affected communities and humanitarians need to know?](#) – key takeaways from the 2023 Public Forum.
- [The next level in community-led engagement and accountability: integrating a participatory mixed-methods approach](#) – in collaboration with CDAC member InsightShare and CDAC Expert Pool.

## Sustaining and growing CDAC's impact

Our work under the fourth strategic aim – to sustain and grow CDAC's impact – seeks to ensure that the Network is sustainably supported to advocate at regional and global levels and deepen our impact with a broad reach of communities. Efforts include a focus on growth in terms of:

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

We were pleased to welcome three new members to the Network in 2023. First, Loop: a remote platform for communities to self-initiate feedback. Second, Insecurity Insight, which primarily collects and analyses data about violence against civilians, and with whom CDAC first partnered on our [Turkiye-Syria project](#) this year. Third, Upinion, whose facilitation of real-time, digital engagement to amplify the voices of crisis-affected communities was showcased at the 2023 Public Forum.

In this year of leadership transition, the arrival of our new Executive Director presented an opportunity both to renew relationships with members and wider stakeholders and to take stock of ways of working, institutional learning and best practices – a review which will continue into 2024.

Through outreach by the Executive Director, as well as the 2023 Annual General Assembly (AGA), members expressed interest in expanding geographic reach, replicating successful solutions and enhancing programme sophistication and scalability.

Emerging priorities include a regionalisation strategy, supported by Executive Director travel to Asia-Pacific and East Africa in early 2024 to engage with members and explore potential partnerships in these regions. This is supported by sessions at the 2023 AGA to workshop possible approaches to achieving impact on a more local scale. Our intent towards greater regionalisation and localisation was signalled with two regional meetings held in the run-up to the AGA to identify and take forward priorities for Southern and Eastern Africa and Asia-Pacific.

The new Executive Director engaged with the CDAC Expert Pool through two introductory calls in early December, garnering ideas, and participation from more than 30 of the Experts. This engagement highlighted a desire for greater connectivity within the Pool, leading to the establishment of quarterly meetings for 2024.

## **Financial review**

CDAC Network Ltd total income for 2023 was £481,338 (2022: £650,673) with a total expenditure of £586,137 (2022: £895,817). Income from Charitable activities was £481,338 (2022: £650,673); £156,688 from Membership fees, £120,885 from Danish Refugee Council under the H2H Fund Mechanism, £57,473 from UNDP PNG, £74,652 from Disasters Emergency Committee and £71,640 from Members UNICEF, and Deutsche Welle Akademie.

CDAC Network Limited ended 2023 with total reserves of £213,720 (2022 £318,519); £152,946 unrestricted (from Membership) and £60,774 restricted (from Charitable activities' funders).

## **Principal risks and uncertainties**

Charity Auditors Sayer Vincent were re-engaged in 2023 to perform the Audit for the accounting period ended 31 December 2023.

The risks assessed by CDAC Network in the Risk Register include the following: Financial, Membership, Network functioning, Operational, Environmental, Safeguarding and Duty of Care, Governance and other External Forces (eg Pandemics, Fraud and Cyber Security).

The principal risk is in an environment of increased needs and lower growth in key donor countries, overall funding for the sector is tighter. In this constrained funding environment, institutional donors have also been directing their funding towards supporting large-scale refugee flows domestically, and prioritising support to primarily politically significant conflicts such as Gaza, Ukraine and Sudan, rather than neglected crises. CDAC continues to expand its efforts to secure funding from a variety of sources.

To ensure long term sustainability of its unique network CDAC is focussing on expanding its global reach through its membership and localisation.

No other principal risks or uncertainties are reported at 31 December 2023.

## **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 2023 is £68,777. The closing unrestricted reserves of the company at this date are reported as £152,946. 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 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.

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 April 2025, there will be sufficient unrestricted reserves to meet the requirements of the Reserves Policy which is set at £62,039.

## 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 2023, CDAC Network Ltd has not undertaken material levels of fundraising activities and has not received any complaints in this regard.

## Plans for the future

Building on the steer from CDAC members at the 2023 AGA, CDAC Network is poised to leverage our 2022-2027 strategy with renewed vigour in 2024, emphasising increased regionalisation and localisation of the Network (strategic aims 1 and 4) and an accelerated focus on emerging and frontier threats to communication, community engagement and accountability affecting communities in crises (strategic aim 3). This will be nested within a wider process of renewal, commencing with the mid-term review of the Strategy set to commence in the second quarter and culminating at the 2024 AGA, which will take place in a global majority country.

Meeting our members' needs remains critical to CDAC Network's mission, and in the coming year we will intensify targeted engagement efforts, spotlight members through a convening series and foster a culture of shared best practices.

The structure and make-up of our membership is also key to achieving impact, particularly as we support progressive and locally led approaches to decision-making in crises and aid systems. As

such, a review of our operational model, including membership, will accompany the mid-term strategy review.

We will advance our work on localisation – a cross-cutting aim threaded throughout the strategy. Alongside our own localisation efforts, we will encourage CDAC members and other relevant practitioners to explore a more systemic approach to embedding deliberate processes to shift power further in aid systems and structures.

New thematic communities of practice will be established on artificial intelligence and mis/disinformation, to bolster efforts to anticipate impacts on communication, community engagement and accountability in crises in the years ahead. At the same time, we will seek to protect the important progress achieved within the aid sector towards greater systemic and collective accountability practices, rights-based approaches to information and the recognition of communication as a form of aid.

CDAC maintains a busy in-country project and capacity-bridging programme for 2024 as we continue to respond rapidly to disasters and crises in which people and communities urgently need information to help them make life-saving decisions. Emerging priorities include the Gaza conflict and related crises in the Middle East, Sudan and the Horn of Africa. Throughout our work, we will advocate for the timely and regular provision of information in accessible languages and modalities, for the maintenance of a healthy information environment and protection against mis/disinformation, for the establishment of two-way communication channels and locally led responses, and for the greatest integrity and accountability of whomever is involved in providing assistance.

## **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 2023 there were no related parties identified. There was a relationship with the following member organisations during the year.

### **CDAC members in 2023**

- ActionAid International
- Amplifying Voices
- Anthrologica
- BBC Media Action
- CLEAR Global
- Community World Service Asia
- DAHLIA
- DW Akademie
- EarthX
- FilmAid Kenya
- First Response Radio
- Fondation Hironnelle
- Goonj
- Ground Truth Solutions
- Insecurity Insight
- InsightShare
- International Media Support
- International Organization for Migration
- International Rescue Committee
- Internews
- Lifeline Energy
- Loop
- NORCAP
- Plan International

Trustees' annual report

For the year ended 31 December 2023

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- Save the Children
- Smile Again Africa Development Organisation
- The International Committee of the Red Cross
- The Peace and Conflict Journalism Network Asia
- Thomson Reuters Foundation
- United Nations Children's Fund
- United Nations High Commissioner for Refugees
- United Nations Office for the Coordination of Humanitarian Affairs
- United Nations Population Fund
- Upinion
- World Association for Christian Communication
- World Food Programme
- World Health Organization
- World Vision International

## 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 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.

## **CDAC Board of Trustees**

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

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 2023 was 4 (2022: 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 April 2024 and signed on their behalf by

Geoff Loane  
Director and Chair of CDAC Network Limited

## Opinion

We have audited the financial statements of CDAC Network Limited (the 'charitable company') for the year ended 31 December 2023 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 2023 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.

## **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)

14 June 2024

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

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

For the year ended 31 December 2023

|                                               | Note | Unrestricted<br>£ | Restricted<br>£  | 2023<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£  | 2022<br>Total<br>£ |
|-----------------------------------------------|------|-------------------|------------------|--------------------|-------------------|------------------|--------------------|
| <b>Income from:</b>                           |      |                   |                  |                    |                   |                  |                    |
| Charitable activities                         |      |                   |                  |                    |                   |                  |                    |
| Membership                                    | 2    | 156,688           | –                | <b>156,688</b>     | 134,167           | –                | 134,167            |
| H2H                                           | 2    | –                 | 120,885          | <b>120,885</b>     | –                 | 55,824           | 55,824             |
| UNDP – PNG                                    | 2    | –                 | 57,473           | <b>57,473</b>      | –                 | 56,077           | 56,077             |
| DEC – Ukraine                                 | 2    | –                 | 74,652           | <b>74,652</b>      | –                 | 223,955          | 223,955            |
| Member Initiatives                            | 2    | –                 | 71,640           | <b>71,640</b>      | –                 | 180,650          | 180,650            |
| <b>Total income</b>                           |      | <b>156,688</b>    | <b>324,650</b>   | <b>481,338</b>     | <b>134,167</b>    | <b>516,506</b>   | <b>650,673</b>     |
| <b>Expenditure on:</b>                        |      |                   |                  |                    |                   |                  |                    |
| Charitable activities                         |      |                   |                  |                    |                   |                  |                    |
| Membership                                    | 3    | 166,400           | –                | <b>166,400</b>     | 147,345           | –                | 147,345            |
| DFAT – Fiji and Vanuatu                       | 3    | –                 | –                | <b>–</b>           | –                 | 346,287          | 346,287            |
| H2H                                           | 3    | –                 | 142,697          | <b>142,697</b>     | –                 | 26,310           | 26,310             |
| UNDP – PNG                                    | 3    | –                 | 13,461           | <b>13,461</b>      | –                 | 81,286           | 81,286             |
| DEC – Ukraine                                 | 3    | –                 | 201,850          | <b>201,850</b>     | –                 | 96,757           | 96,757             |
| Member Initiatives                            | 3    | –                 | 61,729           | <b>61,729</b>      | –                 | 197,832          | 197,832            |
| <b>Total expenditure</b>                      |      | <b>166,400</b>    | <b>419,737</b>   | <b>586,137</b>     | <b>147,345</b>    | <b>748,472</b>   | <b>895,817</b>     |
| <b>Net (expenditure)/ income for the year</b> |      | <b>(9,712)</b>    | <b>(95,087)</b>  | <b>(104,799)</b>   | <b>(13,178)</b>   | <b>(231,966)</b> | <b>(245,144)</b>   |
| Transfers between funds                       |      | 8,962             | (8,962)          | –                  | 13,265            | (13,265)         | –                  |
| <b>Net movement in funds</b>                  |      | <b>(750)</b>      | <b>(104,049)</b> | <b>(104,799)</b>   | <b>87</b>         | <b>(245,231)</b> | <b>(245,144)</b>   |
| <b>Reconciliation of funds:</b>               |      |                   |                  |                    |                   |                  |                    |
| Total funds brought forward                   |      | <b>153,696</b>    | <b>164,823</b>   | <b>318,519</b>     | 153,609           | 410,054          | 563,663            |
| <b>Total funds carried forward</b>            |      | <b>152,946</b>    | <b>60,774</b>    | <b>213,720</b>     | <b>153,696</b>    | <b>164,823</b>   | <b>318,519</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.

As at 31 December 2023

|                                                | Note | £              | 2023<br>£             | 2022<br>£             |
|------------------------------------------------|------|----------------|-----------------------|-----------------------|
| <b>Current assets:</b>                         |      |                |                       |                       |
| Debtors                                        | 9    | 138,552        | 123,018               |                       |
| Cash at bank and in hand                       |      | 265,622        | 394,386               |                       |
|                                                |      | <u>404,174</u> | <u>517,404</u>        |                       |
| <b>Liabilities:</b>                            |      |                |                       |                       |
| Creditors: amounts falling due within one year | 10   | (190,454)      | (198,885)             |                       |
| <b>Net current assets</b>                      |      |                | <u>213,720</u>        | <u>318,519</u>        |
| <b>Total assets less current liabilities</b>   |      |                | <u>213,720</u>        | <u>318,519</u>        |
| <b>Total net assets</b>                        |      |                | <u><u>213,720</u></u> | <u><u>318,519</u></u> |
| <b>The funds of the charity:</b>               | 13a  |                |                       |                       |
| Restricted income funds                        |      |                | 60,774                | 164,823               |
| Unrestricted income funds:                     |      |                |                       |                       |
| General funds                                  |      | 152,946        | 153,696               |                       |
| Total unrestricted funds                       |      |                | <u>152,946</u>        | <u>153,696</u>        |
| <b>Total charity funds</b>                     |      |                | <u><u>213,720</u></u> | <u><u>318,519</u></u> |

Approved by the trustees on 30 April 2024 and signed on their behalf by

Geoff Loane  
ChairRichard Lace  
Treasurer

## Statement of cash flows

For the year ended 31 December 2023

|                                                                                       | 2023<br>£ | £         | 2022<br>£ | £         |
|---------------------------------------------------------------------------------------|-----------|-----------|-----------|-----------|
| <b>Cash flows from operating activities</b>                                           |           |           |           |           |
| Net income for the reporting period<br>(as per the statement of financial activities) | (104,799) |           | (245,144) |           |
| (Increase)/decrease in debtors                                                        | (15,534)  |           | 65,327    |           |
| Increase/(decrease) in creditors                                                      | (8,431)   |           | 895       |           |
| <b>Net cash provided by operating activities</b>                                      |           | (128,764) |           | (178,922) |
| <b>Change in cash and cash equivalents in the year</b>                                |           | (128,764) |           | (178,922) |
| Cash and cash equivalents at the beginning of the year                                |           | 394,386   |           | 573,308   |
| <b>Cash and cash equivalents at the end of the year</b>                               |           | 265,622   |           | 394,386   |

## Analysis of cash and cash equivalents and of net debt

|                                        | At 1<br>January<br>2023<br>£ | Cash flows<br>£ | Other non-<br>cash<br>changes<br>£ | At 31<br>December<br>2023<br>£ |
|----------------------------------------|------------------------------|-----------------|------------------------------------|--------------------------------|
| Cash at bank and in hand               | 394,386                      | (128,764)       |                                    | 265,622                        |
| <b>Total cash and cash equivalents</b> | 394,386                      | (128,764)       |                                    | 265,622                        |

**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 Sayer Vincent–Invicta House, 108–114 Golden Lane, London, EC1Y 0TL.

**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.

**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              | 23% |
| ● DFAT – Fiji and Vanuatu | 0%  |
| ● DRC (H2H)               | 25% |
| ● UNDP – PNG              | 0%  |
| ● DEC – Ukraine           | 51% |
| ● Member Initiatives      | 1%  |

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) 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.

**j) 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.

**k) 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.

**1 Accounting policies (continued)****l) 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.

**m) 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<br>£ | Restricted<br>£ | 2023<br>Total<br>£ | Unrestricted<br>£ | Restricted<br>£ | 2022<br>Total<br>£ |
|-----------------------------------------|-------------------|-----------------|--------------------|-------------------|-----------------|--------------------|
| Membership                              | 156,688           | –               | 156,688            | 134,167           | –               | 134,167            |
| Sub-total for Membership                | 156,688           | –               | 156,688            | 134,167           | –               | 134,167            |
| H2H                                     | –                 | 120,885         | 120,885            | –                 | 55,824          | 55,824             |
| Sub-total for DRC                       | –                 | 120,885         | 120,885            | –                 | 55,824          | 55,824             |
| UNDP – PNG                              | –                 | 57,473          | 57,473             | –                 | 56,077          | 56,077             |
| Sub-total for UNDP                      | –                 | 57,473          | 57,473             | –                 | 56,077          | 56,077             |
| DEC – Ukraine                           | –                 | 74,652          | 74,652             | –                 | 223,955         | 223,955            |
| Sub-total for DEC                       | –                 | 74,652          | 74,652             | –                 | 223,955         | 223,955            |
| Member Initiatives                      |                   |                 |                    |                   |                 |                    |
| NORCAP                                  | –                 | –               | –                  | –                 | 16,700          | 16,700             |
| UNICEF EMOPS                            | –                 | 9,471           | 9,471              | –                 | 103,966         | 103,966            |
| Deutsche Welle                          | –                 | 23,836          | 23,836             | –                 | 54,888          | 54,888             |
| International Media                     |                   |                 |                    |                   |                 |                    |
| Support                                 | –                 | –               | –                  | –                 | 5,096           | 5,096              |
| UNICEF Moldova                          | –                 | 38,333          | 38,333             | –                 | –               | –                  |
| Sub-total for Member Initiatives        | –                 | 71,640          | 71,640             | –                 | 180,650         | 180,650            |
| Total income from charitable activities | 156,688           | 324,650         | 481,338            | 134,167           | 516,506         | 650,673            |

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 USA's BHA, UK's FCDO and Disasters Emergency Committee (DEC). Funding received in 2023 was restricted.

## 3a Analysis of expenditure (current year)

|                                          | Charitable activities |                               |                |               |                  |                       |                     |                  |                |                |
|------------------------------------------|-----------------------|-------------------------------|----------------|---------------|------------------|-----------------------|---------------------|------------------|----------------|----------------|
|                                          | Membership            | DFAT – Fiji<br>and<br>Vanuatu | H2H            | UNDP – PNG    | DEC –<br>Ukraine | Member<br>Initiatives | Governance<br>costs | Support<br>costs | 2023 Total     | 2022<br>Total  |
|                                          | £                     | £                             | £              | £             | £                | £                     | £                   | £                | £              | £              |
| Staff costs (Note 5)                     | 125,273               | –                             | 58,558         | 8,360         | 82,007           | 17,387                | 3,221               | 32,506           | 327,312        | 328,465        |
| Project consultants                      | –                     | –                             | 56,418         | 5,045         | 88,404           | 38,960                | –                   | –                | 188,827        | 406,747        |
| Project other                            | 783                   | –                             | 9,124          | –             | 4,433            | 4,808                 | –                   | –                | 19,148         | 61,525         |
| CDAC Annual Public Forum                 | 10,410                | –                             | –              | –             | –                | –                     | 3,501               | –                | 13,911         | 12,028         |
| Communications and marketing             | –                     | –                             | 5,975          | –             | 2,748            | –                     | –                   | –                | 8,723          | 56,981         |
| Staff travel, accommodation and per diem | 2,780                 | –                             | –              | –             | –                | –                     | –                   | –                | 2,780          | 8,812          |
| Premises costs                           | 0                     | –                             | –              | –             | 234              | –                     | –                   | 356              | 590            | –              |
| Office costs                             | 0                     | –                             | 1,601          | 20            | 2,228            | 93                    | –                   | 5,953            | 9,895          | 7,348          |
| HR and staffing costs                    | 0                     | –                             | –              | –             | –                | –                     | –                   | 2,186            | 2,186          | 1,180          |
| Finance and administration               | 0                     | –                             | 304            | 36            | 346              | 142                   | 10,825              | 1,112            | 12,765         | 12,731         |
|                                          | 139,246               | –                             | 131,980        | 13,461        | 180,400          | 61,390                | 17,547              | 42,113           | 586,137        | 895,817        |
| Support costs – NPAC                     | –                     | –                             | 10,717         | –             | 21,450           | 339                   | –                   | (32,506)         | –              | –              |
| Support – Other                          | 9,607                 | –                             | –              | –             | –                | –                     | –                   | (9,607)          | –              | –              |
| Governance costs                         | 17,547                | –                             | –              | –             | –                | –                     | (17,547)            | –                | –              | –              |
| <b>Total expenditure 2023</b>            | <b>166,400</b>        | <b>–</b>                      | <b>142,697</b> | <b>13,461</b> | <b>201,850</b>   | <b>61,729</b>         | <b>–</b>            | <b>–</b>         | <b>586,137</b> |                |
| <b>Total expenditure 2022</b>            | <b>147,345</b>        | <b>346,287</b>                | <b>26,310</b>  | <b>81,286</b> | <b>96,757</b>    | <b>197,832</b>        | <b>–</b>            | <b>–</b>         |                | <b>895,817</b> |

Of the total expenditure, £166,400 was unrestricted (2022: £147,345) and £419,737 was restricted (2022: £748,472).

## Notes to the financial statements

For the year ended 31 December 2023

## 3b Analysis of expenditure (previous year)

|                                          | Charitable activities |                               |               |               |                  |                       |                     |                  |                |
|------------------------------------------|-----------------------|-------------------------------|---------------|---------------|------------------|-----------------------|---------------------|------------------|----------------|
|                                          | Membership            | DFAT – Fiji<br>and<br>Vanuatu | DRC (H2H)     | UNDP – PNG    | DEC –<br>Ukraine | Member<br>Initiatives | Governance<br>costs | Support<br>costs | 2022<br>Total  |
|                                          | £                     | £                             | £             | £             | £                | £                     | £                   | £                | £              |
| Staff costs (Note 5)                     | 102,458               | 33,694                        | 5,605         | 32,269        | 41,009           | 52,140                | 1,465               | 59,825           | 328,465        |
| Project consultants                      | 4,316                 | 218,907                       | 14,239        | 43,162        | 36,589           | 86,103                |                     | 3,431            | 406,747        |
| Project other                            | 80                    | 30,694                        | 4,536         | 5,232         | 4,129            | 16,854                |                     |                  | 61,525         |
| CDAC Annual Public Forum                 | 7,564                 | –                             | –             | –             | –                | –                     | 4,464               |                  | 12,028         |
| Communications and marketing             | 57                    | 12,319                        | –             | 450           | 9,742            | 34,413                |                     |                  | 56,981         |
| Staff travel, accommodation and per diem | 8,226                 | –                             | –             | –             | –                | –                     | 586                 |                  | 8,812          |
| Premises costs                           | –                     | –                             | –             | –             | –                | –                     |                     | –                | –              |
| Office costs                             | –                     | 607                           | 120           | 50            | –                | 1,027                 |                     | 5,544            | 7,348          |
| HR and staffing costs                    | –                     | –                             | –             | –             | –                | –                     |                     | 1,180            | 1,180          |
| Finance and administration               | –                     | 650                           | 83            | 123           | 151              | 319                   | 10,306              | 1,099            | 12,731         |
|                                          | 122,701               | 296,871                       | 24,583        | 81,286        | 91,620           | 190,856               | 16,821              | 71,079           | 895,817        |
| Support costs – NPAC                     |                       | 49,416                        | 1,727         | –             | 5,137            | 6,976                 | –                   | (63,256)         | –              |
| Support – Other                          | 7,823                 | –                             | –             | –             | –                | –                     | –                   | (7,823)          | –              |
| Governance costs                         | 16,821                | –                             | –             | –             | –                | –                     | (16,821)            | –                | –              |
| <b>Total expenditure 2022</b>            | <b>147,345</b>        | <b>346,287</b>                | <b>26,310</b> | <b>81,286</b> | <b>96,757</b>    | <b>197,832</b>        | <b>–</b>            | <b>–</b>         | <b>895,817</b> |

## Notes to the financial statements

## For the year ended 31 December 2023

**4 Net income for the year**

This is stated after charging / (crediting):

|                                         | 2023<br>£ | 2022<br>£ |
|-----------------------------------------|-----------|-----------|
| Net foreign exchange (gains) / losses   | 87        | (5)       |
| Operating lease rentals payable:        |           |           |
| Property (excluding VAT)                | –         | –         |
| Auditor's remuneration (excluding VAT): |           |           |
| Audit                                   | 9,000     | 8,400     |

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

Staff costs were as follows:

|                                                                 | 2023<br>£      | 2022<br>£      |
|-----------------------------------------------------------------|----------------|----------------|
| Salaries and wages                                              | 283,907        | 282,992        |
| Social security costs                                           | 26,486         | 17,618         |
| Employer's contribution to defined contribution pension schemes | 16,919         | 16,980         |
| Freelance consultants                                           | –              | 10,875         |
|                                                                 | <u>327,312</u> | <u>328,465</u> |

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

|                   | 2023<br>No. | 2022<br>No. |
|-------------------|-------------|-------------|
| £60,000 – £69,999 | –           | 1           |
| £70,000 – £79,999 | –           | 1           |

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £91,277 (2022: £90,881).

The directors were neither paid nor received any other benefits from employment with CDAC Network Limited in the year (2022: £nil).

Directors' expenses represents the payment or reimbursement of travel and subsistence costs totalling £183 (2022: £586) incurred by 1 (2022: 2) members relating to attendance at meetings.

## Notes to the financial statements

## For the year ended 31 December 2023

**6 Staff numbers**

The average number of employees (head count based on number of staff employed) during the year was 5.8 (2022: 5.75).

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

|                         | 2023<br>No. | 2022<br>No. |
|-------------------------|-------------|-------------|
| Membership              | 1.9         | 1.6         |
| DFAT – Fiji and Vanuatu | –           | 0.5         |
| DRC (H2H)               | 0.9         | 0.1         |
| UNDP – PNG              | 0.1         | 0.5         |
| DEC – Ukraine           | 1.2         | 0.7         |
| Member Initiatives      | 0.3         | 0.8         |
| Governance costs        | 0.0         | –           |
| Support costs           | 0.5         | 0.9         |
|                         | <b>4.9</b>  | <b>5.1</b>  |

**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 (2022: none).

**8 Taxation**

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

**9 Debtors**

|               | 2023<br>£      | 2022<br>£      |
|---------------|----------------|----------------|
| Other debtors | 138,552        | 123,018        |
|               | <b>138,552</b> | <b>123,018</b> |

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

|                              | 2023<br>£      | 2022<br>£      |
|------------------------------|----------------|----------------|
| Trade creditors              | 907            | 17,164         |
| Taxation and social security | 8,827          | 4,738          |
| Other creditors              | 3,011          | 3,432          |
| Accruals                     | 11,029         | 10,080         |
| Accrual for Project Costs    | 9,680          | 6,971          |
| Deferred membership income   | 157,000        | 156,500        |
|                              | <b>190,454</b> | <b>198,885</b> |

## Notes to the financial statements

## For the year ended 31 December 2023

## 11 Deferred income

Deferred income comprises membership fees for 2024 invoiced in 2023.

|                                       | 2023<br>£ | 2022<br>£ |
|---------------------------------------|-----------|-----------|
| Balance at the beginning of the year  | 156,500   | 148,000   |
| Amount released to income in the year | (156,500) | (148,000) |
| Amount deferred in the year           | 157,000   | 156,500   |
| Balance at the end of the year        | 157,000   | 156,500   |

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

|                                | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>£ |
|--------------------------------|------------------------------|-----------------|-----------------|------------------|
| Net current assets             | 152,946                      | –               | 60,774          | 213,720          |
| Net assets at 31 December 2023 | 152,946                      | –               | 60,774          | 213,720          |

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

|                                | General<br>unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | Total funds<br>£ |
|--------------------------------|------------------------------|-----------------|-----------------|------------------|
| Net current assets             | 153,696                      | –               | 164,823         | 318,519          |
| Net assets at 31 December 2022 | 153,696                      | –               | 164,823         | 318,519          |

## 13a Movements in funds (current year)

|                                 | At 1<br>January<br>2023<br>£ | Income &<br>gains<br>£ | Expenditure<br>& losses<br>£ | Transfers<br>£ | At 31<br>December<br>2023<br>£ |
|---------------------------------|------------------------------|------------------------|------------------------------|----------------|--------------------------------|
| <b>Restricted funds:</b>        |                              |                        |                              |                |                                |
| H2H                             | 29,390                       | 120,885                | (142,697)                    | –              | 7,578                          |
| UNDP – PNG                      | (4,980)                      | 57,473                 | (13,461)                     | (3,600)        | 35,432                         |
| DEC – Ukraine                   | 127,198                      | 74,652                 | (201,850)                    | –              | –                              |
| Member Initiatives              | 13,215                       | 71,640                 | (61,729)                     | (5,362)        | 17,764                         |
| <b>Total restricted funds</b>   | 164,823                      | 324,650                | (419,737)                    | (8,962)        | 60,774                         |
| <b>Unrestricted funds:</b>      |                              |                        |                              |                |                                |
| <b>General funds</b>            | 153,696                      | 156,688                | (166,400)                    | 8,962          | 152,946                        |
| <b>Total unrestricted funds</b> | 153,696                      | 156,688                | (166,400)                    | 8,962          | 152,946                        |
| <b>Total funds</b>              | 318,519                      | 481,338                | (586,137)                    | –              | 213,720                        |

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<br>January<br>2022<br>£ | Income &<br>gains<br>£ | Expenditure<br>& losses<br>£ | Transfers<br>£  | At 31<br>December<br>2022<br>£ |
|---------------------------------|------------------------------|------------------------|------------------------------|-----------------|--------------------------------|
| <b>Restricted funds:</b>        |                              |                        |                              |                 |                                |
| DFAT – Fiji and Vanuatu         | 346,287                      | –                      | (346,287)                    | –               | –                              |
| H2H                             | (124)                        | 55,824                 | (26,310)                     | –               | 29,390                         |
| UNDP – PNG                      | 33,494                       | 56,077                 | (81,286)                     | (13,265)        | (4,980)                        |
| DEC – Ukraine                   | –                            | 223,955                | (96,757)                     | –               | 127,198                        |
| Member Initiatives              | 30,397                       | 180,650                | (197,832)                    | –               | 13,215                         |
| <b>Total restricted funds</b>   | <b>410,054</b>               | <b>516,506</b>         | <b>(748,472)</b>             | <b>(13,265)</b> | <b>164,823</b>                 |
| <b>Unrestricted funds:</b>      |                              |                        |                              |                 |                                |
| <b>General funds</b>            | <b>153,609</b>               | <b>134,167</b>         | <b>(147,345)</b>             | <b>13,265</b>   | <b>153,696</b>                 |
| <b>Total unrestricted funds</b> | <b>153,609</b>               | <b>134,167</b>         | <b>(147,345)</b>             | <b>13,265</b>   | <b>153,696</b>                 |
| <b>Total funds</b>              | <b>563,663</b>               | <b>650,673</b>         | <b>(895,817)</b>             | <b>–</b>        | <b>318,519</b>                 |

**Purposes of restricted funds**

**H2H Horn of Africa** – Accelerating a collective and inclusive approach to communication, engagement and accountability in the HoA drought response.

**H2H Turkey/Syria Earthquake** – to map the Communication and Engagement Ecosystem to enable response analysis and support effective accountability to affected populations.

**H2H Sudan** – to bring together critical humanitarian stakeholders and knowledge to protect, adapt and develop timely Community Communication, Engagement and Accountability (CCEA) systems, ultimately to provide reliable, timely and coordinated communication services to the Sudanese population affected by the

**H2H Libya** – to identify pathways for the engagement of diverse media and communication actors in coordination; to collate, synthesise and feedback critical social listening data; and carve effective collaboration between responders and media and other communication actors.

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

**DEC Ukraine** – Ensuring Effective System-Wide Communication across the Ukraine Response by Bridging the Gap between Local and Global Responders.

#### **Member Initiatives**

**NORCAP Training** – To deliver the Communication, Community Engagement and Accountability (CCEA) Coordinator Training Course to experts across the various CAPs supported by NORCAP.

**UNICEF** – 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).

**Deutsche Welle Akademie Kakuma training** – to reinforce project partners' knowledge and skills in communication and community engagement.

**UNICEF Moldova Training** – to provide content development and facilitation services to deliver a series of training on Accountability to Affected Populations and Community Engagement for representatives of civil society and international organisations involved in providing humanitarian assistance to refugees and host communities in Moldova

**UNICEF Standby partner training with ZIF** – enhance and future-proof sector-wide technical and surge capacity for more systematic communication and community engagement to enable better accountability towards people affected by crisis.

**Deutsche Welle Akademie Kenya Media Landscape Guide** – to build on the foundations of a CDAC MLG for Kenya published in 2010, providing an updated media snapshot for Kenya in 2023/2024, which reflects the significant shifts and changes across the country over the past decade.

**Transfers** are associated with contracts delivered under an agreed price, the transferred amount being unrestricted for general funds

#### **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.