

Company number: 10571501

Charity number: 1178168

CDAC Network Limited

Report and financial statements

For the year ended 31 December 2024

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Reference and administrative information

For the year ended 31 December 2024

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 (resigned 24 July 2024)	Vice Chair
Richard Lace	Treasurer
Roseanna Parkyn	

Key management Personnel Helen McElhinney Executive Director

Bankers NatWest
94 Moorgate
London
EC2M 6UR

Solicitors A&O Shearman
9 Appold Street
London
EC2A 2AP

Auditor Sayer Vincent LLP
Chartered Accountants and Statutory Auditor
110 Golden Lane
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EC1Y 0TG

The directors present their report and the audited financial statements for the year ended 31 December 2024.

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. Advocating for a humanitarian sector prioritising community engagement and participation.
2. Working to safeguard information as a form of aid, particularly in the context of evolving digital ecosystems and the rise of information disorder.
3. Advocating for responsible and ethical development of AI and its deployment within the humanitarian sector.

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

Writing as I do in the second quarter of 2025, 2024 seems already like a different era. The past few months have had more impact on the humanitarian sector, and by extension the service provided to communities in crisis, than arguably any period since Ethiopia brought famine to our screens for the first time in 1984. This, as we all know, is largely the result of the US government's decision to significantly limit the vast majority of US humanitarian and development assistance, and to de-prioritise this – its potentially most influential form of soft power, that has dominated the sector and how it functions for generations. In addition, themes like climate change and DEI have largely been removed from the US agenda entirely. This development, of course, has also been followed by significant lowering of budgets by the UK, Germany, Netherlands and other historically leading donors.

It is, of course, inevitable and with merit, to only see a negative impact on our sector and people in crisis coming from these developments. The humanitarian sector will need to review its own offer, as much as it was humanitarian leadership such as Band Aid in the eighties which contributed to such an explosion and growth of the humanitarian sector, a new narrative is needed now. Highlighting the role of information as aid and the essential agency of communities in conflict, as CDAC does – has overnight become even more critical and yet challenging as donor support has suddenly and dramatically dried up.

Where does that leave CDAC now? With an important role to play and work to be undertaken. 2024 was a successful year for our Network and I am immensely proud of what this small but outsized organisation has achieved. It is a reflection of the degree to which CDAC priorities are those promoted by our members that we have been able to have the impact that we have. There are plenty of highlights I could pick out, but I will restrain myself to just three.

Firstly, the [Sudan Local Lifelines](#) project – it is increasingly rare to have the privilege and opportunity to be able to place energy, resources and welcomed expertise into an area of the world which needs it most and which is hugely underrepresented in terms of humanitarian delivery. The support of CDAC to the ERRs and mutual aid groups in Sudan and the committed volunteers who provide critical help to their community has been heartening to see. This project began in 2024 and will continue until mid-2025. It has led to tangible outcomes that have included the raising of profiles and activities of local volunteers and civil society in Sudan. Other outcomes include in depth training, such as on how to cope with harmful information; brokering important discussions with key players, such as representatives from Meta; and sharing resources to support better outcomes for communities in Sudan for many months and years to come.

Secondly, I would like to highlight CDAC's prioritisation of its harmful information workstream as a global priority. This enhanced focus reflects the reality of mis and disinformation as a critical component of modern-day crisis. What I have been so impressed about CDAC's work in this area is the combination of the bigger picture and the smaller one. Representing the big, is the global thematic [Community of Practice on harmful information](#) – which meets monthly to discuss critical issues in this domain and benefits from the expertise of Members to reflect on lessons that can be learned and new trends spotted. Meanwhile the small can be seen through contextualised learning and sharing on specific contexts experiencing mal-information in crisis – thus crisis calls have been held on and with: Yemeni actors, Sudanese colleagues, Myanmar experts, and with partners in Lebanon. Backing up this practical and constructive discussion are CDAC authored resources which support communities to tackle, or work around, harmful information in their context – such as the CDAC tipsheet on harmful information in crisis.

Lastly the ability and willingness of CDAC to step into the Artificial Intelligence space for humanitarian work has been vital. This initiative, informed through internal consultations with members, highlighted the rapidly expanding role of AI in our sector and has started to generate the conversations and reflections needed to ensure that AI deployment is in the best interests of those we serve. Many of us have had a concern that AI, if applied without full consideration of communities themselves, may undermine or damage aid inputs in the humanitarian sector. CDAC

has committed itself to understanding the role of AI, informed itself on the issue and with expert colleagues led and intervened at key events to express these concerns: this includes at the [Alan Turing Institute, AI UK Fringe](#), the [FCDO Wilton Park](#) meeting on risks and opportunities of AI for humanitarian action, and more recently at the [Humanitarian Networks and Partnerships Week](#) in Geneva. From this expertise and observation of AI trends in humanitarian work, CDAC has launched both a [Community of Practice](#) to engage Members on AI, and plans for a [data advocates programme](#) looking to put the power of data and how it can be used back into the hands of communities. It has initiated the [SAFE AI project](#), which seeks to provide practical tools and guidance for Members and donors to find a responsible AI pathway for the humanitarian sector. Finally, CDAC has worked directly with communities – specifically in the [Kenyan Kakuma refugee camp with CDAC Member FilmAid Kenya](#) – to both research and understand perceptions of AI currently, and ensure that in our work at every stage, we are able to loop in the voice of people in crisis. A lot then has been achieved, and the legacy of this innovative work will continue for many years.

Whilst this Report focuses on 2024, given that the conceptual and resource underpinnings for 2025 and beyond are set to be so different, it is critical its content also gives us the chance to take stock and learn lessons for the immediate and mid-term future in this very changed environment.

It is premature to anticipate what form the humanitarian sector will now take, nor the Networked way of working and CDAC itself. However, what we do know is that the communities we work for will continue to need reliable information as well as a chance to have their voices heard. The way in which CDAC has approached the beginning of 2025 is very much the way in which I expect it to continue: with thought, friends, curiosity and engagement – adapting to the priorities of local communities and its own members. We have hosted several discussions on the dramatically changed internal humanitarian environment. CDAC has brought new and different actors into discussions, and as noted earlier, adapted priority concerns around harmful information, AI and crises that require further exposure to policy and other decision makers. We will continue to explore the boundaries of humanitarian action and retain the flexibility and deftness to be able to do so.

I would like to thank the Secretariat and Network members for all their hard, dedicated, often unnoticed and continuing work. And I would like to express my solidarity and compassion for all those suffering in crisis, as this organisation seeks to ever shift the narrative and agency in your direction.

Achievements and performance

Our work this year was guided by the strategic aims of our 2022–2027 Strategy and informed by the strategy refresh for 2025–27:

1. **A humanitarian sector prioritising community engagement and participation.** This includes moving beyond traditional accountability frameworks and recognising that communities possess the capacity and knowledge to shape humanitarian responses actively. CDAC continues to work to champion a shift towards approaches that empower communities to communicate their needs, access information, and participate in decision-making processes.
2. **Raising attention to the impact of harmful information in crises.** CDAC works to safeguard information as a form of aid, particularly in the context of evolving digital ecosystems and the rise of information disorder. This involves addressing the impact of harmful information on communities directly and on aid actors, promoting freedom of expression, new capabilities and tools to navigate the information domain in crises.
3. **Looking towards the development and deployment of responsible AI in humanitarian settings:** Advocating for community sovereignty and meaningful consent in using AI-enabled solutions, as well as supporting research and analysis to understand the impact of technologies on communities affected by crises. CDAC is working to ensure that AI technologies enhance, rather than diminish, community agency and participation in humanitarian action. It is also advocating for responsible data practices, prioritising data security, protection, and access to generate opportunities and manage risks effectively.

1. A humanitarian sector prioritising community engagement and participation

Facilitating in-country collaboration

CDAC's convening at national level have been a cornerstone of our efforts to boost participation and accountability in humanitarian response. 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. These efforts continue to unite diverse stakeholders from humanitarian, media development, government, civil society, and the private sector throughout 2024 and into 2025.

Gaza: Working with key partners to enable community focused humanitarian solutions.

- A CDAC scenario planning workshop was facilitated for members in February where materials for conflict trajectories were cross referenced with external sources and informed discussions. The workshop was well attended, generated significant feedback, and led to consensus demand for more targeted discussions on misinformation, disinformation and hate speech risks in Gaza and beyond. This was identified as a concern with limited clarity on response options among members.
- Early in 2024 CDAC members identified that a special focus on radio was required and CDAC set up a Gaza Radio Group, successfully delivering radios into Gaza. In April, CDAC hosted

a call requested by radio group members to discuss the development of humanitarian radio programming in Gaza. Members compiled a list of questions and technical details on the proposed programme, for this to be used by OCHA to start negotiations with COGAT.

- CDAC hosted 'Community of Practice' (CoP) calls on Gaza in May and June. Presentations included: OCHA on a concept on digital solutions to increase access of vulnerable groups to online humanitarian services and complaints channels; BBC Media Action on children's MHPSS audio content developed with UNRWA called Zaza & Zuzu and Ground Truth Solution's work on understanding community perceptions of aid.

Libya: Improved coordination to enable better communication with communities in crisis.

- In February 2024, CDAC successfully concluded its efforts to meet the immediate gap in CCEA coordination in the Libya floods response. A hybrid workshop on community engagement was convened in Tunis with 27 Libya response actors in January 2024, the first occasion where UN, NGO and media actors had convened for dedicated discussions on these issues. CDAC produced a snapshot report and two information bulletins for response actors. The project shone a light on the state of communication, community engagement and accountability in the response, and identified practical steps for strengthening joint working in early recovery efforts and the wider nexus response in 2024 and beyond. Findings were shared with the HC/RC and CDAC's contribution to the Libya response garnered positive feedback from stakeholders, including FCDO and OCHA.

Sudan: Strengthening engagement through the "Local lifelines: strengthening information flows in the Sudan response" project.

- Building on CDAC's support for the Sudan response in 2023, CDAC began a new project to strengthen local actors and diaspora groups. The '[Local lifelines: strengthening information flows in the Sudan response](#)' project aims to strengthen participation and collaboration between international, local actors and diaspora groups, based on 'capacity bridging' models previously undertaken by CDAC in Ukraine and elsewhere. The project also weaves in new workstream areas on harmful information. A predominately Sudanese team was recruited and project activities commenced in August. The project aims to utilise the opportunity of mutual aid practice and limited access for international practitioners in Sudan to support new modalities of locally led aid to emerge for wider strategic gain in "shifting the power". A first paper was finalised, and key findings presented for validation at a CDAC hosted roundtable in Nairobi in Kenya with participants from mutual aid groups, philanthropy, INGO, think tanks and donors working on Sudan humanitarian response. Coaching and advocacy at the cluster level is also ongoing to unblock issues identified.
- CDAC presented on the role of inter-agency collaboration and networks at the UNHCR hosted workshop on Communication with Communities in the Sudan and South Sudan Responses on 27 June, attended by more than 130 participants.
- CDAC facilitated Sudan Community of Practice calls in July, December and February 25 to create space for members to raise priority issues on communication, community engagement and accountability in the response.

- In early 2025 training was undertaken for Sudanese ERR/mutual aid representatives and local officials in Kampala and Nairobi. Summary from roundtable with local and international actors (in [Arabic](#) and [English](#)).
- CDAC hosted a panel at the March 25 Humanitarian Networks and Partnership Week called *Local Lifelines: Information and power sharing between big and little aid in the Sudan response* which was subsequently made available on [youtube](#) and as a [podcast](#). This panel discussed how information flows between different levels of humanitarian response in Sudan, and practical challenges & solutions in information and power. Key points:
 - While local actors (Emergency Response Rooms, diaspora organisations, and national NGOs) are at the forefront of humanitarian response in Sudan, they remain largely excluded from decision-making processes, funding mechanisms, and formal coordination structures in the aid system.
 - There are significant challenges in information sharing between local and international actors, including safety concerns for local responders, language barriers, misaligned reporting requirements, extractive data collection practices, and centralised decision-making that happens outside formal coordination meetings.

Many of the panellists called for transformative change amid funding cuts (FCDO, UNICEF, Cash Consortium, BIMA), with speakers emphasising the need for increased risk appetite, more flexible funding mechanisms, and reimagining coordination structures to truly empower local actors.

Myanmar: Supporting collaboration in the aftermath of the March 25 earthquake

- CDAC Network, at the request of several members, held immediate crisis calls on Monday 31st March (CCE focus); Thursday 3rd April (short wave radio focus); and Monday 7th April 2025 (harmful information focus) to ensure prompt attention to information and communication requirements within the earthquake response. Key messages promoting communications with communities in trusted channels, and a translation of CDAC's Communication as Aid video [in Burmese](#), were circulated to response actors and made available to all members for use in advocacy. Further bilateral consultations included with UN-OCHA, WFP, Global ETC working group, INGOs as well as local media development actors active in the information/communication domain. Emerging concerns included the acute vulnerability of those affected in contested areas, limited coordination of short-wave radio deployment/broadcast capabilities, and several false narratives creating fear yet no ownership or capacity within response structures to cope.
- [March 2025 Thailand/Myanmar earthquake portal](#) – key messages and resources — CDAC Network

Kenya: Partnered working to support media that meets the needs of vulnerable communities.

- CDAC produced a new [Media Landscape Guide for Kenya](#) (in English and [Swahili](#)), supported by DWA. A CDAC Expert based in Nairobi, was engaged from CDAC's expert pool to lead the research. This focuses on social media and refugee media consumption trends, drawing on focus group discussions held in Dadaab and Kakuma camps organised by CDAC member, Film Aid Kenya. The report, reviewed by an external committee, was launched in English and Swahili in April 2024.

Lebanon: Mitigating harmful information with communities

- Working with CDAC members NRC and Save the Children in Lebanon, CDAC consultants examined how harmful information impacts humanitarian needs among communities affected by crises, how it influences their trust in humanitarian action, and how it impacts operational effectiveness of humanitarian actors in Q1 2025. This work will continue to identify opportunities to strengthen awareness of, and mitigate impact of, harmful information generally with a specific focus on improving meaningful community engagement. The work aims to increase awareness of information ecosystems within Lebanon's humanitarian context, to bring different perspectives to this discussion with a focus on communities affected directly, and those outside the humanitarian sector.

Papua New Guinea: Consistent, multi-year support to partners on [CCEA in PNG](#) and the region.

- In 2024 CDAC supported the Asia-Pacific region to lead the second phase of this project. CDAC provided over thirty sessions of mentoring and capacity-building support to the UNDP team, brokered learning exchanges with MDI in Australia and the CCEA platform in Fiji and provided advisory support on the inclusion of CCEA in the volcano response and to 4 UNDP's multi-hazard survey assessment. The nine-month project which began on 1 October 2023, builds on the foundations of CDAC engagement from 2021 and 2022. CDAC provided technical expertise to support the implementation and scale up of existing capacity in CCEA by providing remote technical support to the newly appointed Humanitarian Officer CCEA. A successful in-person training took place in Port Moresby in April 2024, and further support was given to the UNDP team in designing and rolling out trainings at a provincial level, as well as supporting the integration of communication and community engagement good practice into the response to the devastating Enga Landslide which occurred in May.

Strengthening CCEA skills development and exchange

- CDAC signed a new agreement with UNICEF to provide capacity development and 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. The project involves supporting tools, training, and facilitating peer learning.
- In 2024, CDAC attended the Inter-Agency AAP Project Steering Committee workshop in Geneva, in support of the IASC AAP TF Workstream 1 on accountable and enhanced leadership, Priority Area of Work 1.1. (In general, CDAC engages and represents member interests on global forums, including: Grand Bargain, Inter-Agency Standing Committee (IASC), Emergency Telecommunication Cluster (ETC) Strategic Action Group, Humanitarian to Humanitarian Network (H2H), the Global Outbreak Alert and Response Network (GOARN), ITU/WSIS, Risk Communication and Community Engagement Collective Service (RCCE CS), READY RCCE Technical advisory group, WHO Learning Advisory Group and the UN roadmap on surge capacity). CDAC attended the final Plenary meeting of the IASC Taskforce 2.0 on AAP in Q2, a forum that CDAC has contributed to since its inception. The

IASC TF 2.0 have submitted all deliverables to the Operational Policy and Advocacy Group (OPAG), including the training modules of the IOM-led Interagency Training for HCT and In-Country Leadership, an initiative that CDAC has been on the Project Steering Committee of along with many members including OCHA, UNFPA, WFP, UNICEF and others.

- **IASC-led system engagement continued** with participation in the IASC AAP WB interagency biweekly global AAP focal point, the latest Grand Bargain Participation Forum (chaired by member GTS / CWS), and the Global ETC (also members within CDAC). This was complemented by ongoing input to the ERC flagship initiative on community engagement housed within OCHA.
- **CDAC renewed our commitment to the ETC Strategic Advisory Group (SAG)** following participation in the Global meeting in London, and a review of their strategy. CDAC focus remains on the 'supporting the communicating with communities' elements, while introducing areas regarding localisation interplay with technology and digital infrastructure emerging from our AI discussions. CDAC represented the Network at the Annual meeting of ETC in Rome in November continuing to advocate for the views of crises affected populations to be considered at strategic level.
- **CDAC ED is a member of the ERC Flagship Initiative Learning Think Group** which meets monthly, bringing CDAC best practice experience to discussions. CDAC also proposed and secured a researcher from the Philippines to join the advisory group. One focal point has now engaged with new CDAC CoPs as a result. This participation ensures access to Flagship learning and influence on some system wide thinking ongoing.
- **CDAC sat on the Advisory Group for the IRC led Responsive Information Services in Emergencies (RISE) project**, which aims to develop a consolidated, comprehensive toolkit for use in emergency settings that centres affected people as drivers of information production. In the past year, CDAC attended several consultations and design workshops to provide input and shape the toolkit, and in March, CDAC's P&AM participated in a 4-day workshop for the RISE Toolkit finalisation, held in Nairobi.
- **Support to regional structures:** CDAC provided support communication and engagement activities with OCHA ROSEA / Regional AAP Working Group, including trainings for AAP WG: Regional, Sudan, Kenya, Somalia, and South Sudan. This included a mix of CDAC's coordinator/practitioner trainings, with focus on communication and community engagement. CDAC responded to a request from UNDP for advice on communication and community engagement in Chad/Sahel, in support of their Early Warning For All (EW4All) initiative.

Advisory Support and Trainings delivered in 2024/5

- **Online:** CDAC launched a new online training in September 2024 on Kaya '[Community crisis intelligence: elevating community voices with AI](#)' with Centre for Collective Intelligence Design – Nesta, Data Friendly Space and Humanitarian Leadership Academy.
- **Sudan:** Communicating with communities' workshop in South Sudan and Sudan responses in June 2024, with 130 people attending.
- **Papua New Guinea:** CDAC held CCEA trainings for UNDP in Papua New Guinea in April and July 2024.

- **Uganda:** We held a four-day training on CCEA for local humanitarian responders in Sudan held in Kampala in February 2025
- **Kenya:** In December 2024 CDAC held a free two-day CCEA training in Nairobi for practitioners working in East Africa with a special focus on Sudan.

Tools

- Communication and community engagement in the Libya flood response: a round-up of social media listening, media analytics and resources for practitioners – In [English](#) and [Arabic](#)
- Recommendations for strengthening communication and community engagement in the Libya flood response – In [English](#) and [Arabic](#)
- How to spot harmful information in crises tipsheet – In [English](#) and [Arabic](#)
- Kenya Media Landscape Guide – In [Swahili](#) and [English](#)
- Media Landscape Guide: [Empowering crisis-affected communities in Papua New Guinea through information](#)
- [Pathways for strengthening community feedback and complaints approaches in Papua New Guinea](#), Policy Brief

2. Raising attention to the impact of harmful information in crises

CDAC launched a new global Community of Practice on Harmful Information to explore how information disorder is impacting communities affected by crises and CDAC members' operations. This provided a space for members to present ongoing work, share information and resources, and enable collaboration.

Harmful Information [COP](#) was first launched in February, with two calls held in Q1 2024 inviting speakers from Insecurity Insight, BBC Media Action and Internews to reflect on field challenges and the state of the evidence. A member driven programme of work for the discussion is under development, with key issues surfaced already for the Network to explore together. In collaboration with the CoP, we produced the '[How to spot harmful information in crises](#)' tip sheet on tackling harmful information, designed for communities.

A further two calls were held in Q2 2024, inviting speakers and members leading the discourse and practice on information integrity. ICRC presented on the Response Framework for harmful information; and UNHCR presented on the information integrity workstream and a pilot project on pre-bunking. The CoP continues to attract members, with the calls consistently attended by 20–30 participants from diverse agencies. A newly launched webpage for the CoP collates key resources from CDAC and members on harmful information, as well as heightening visibility of this workstream and inviting new members to join.

At the HNPW in May 2024, CDAC co-hosted a session titled 'Digital Protection – Misinformation, Disinformation and Hate Speech' with UNHCR. Key takeaways on developing a protection lens to information risks were submitted with UNHCR, and the CDAC Community of Practice on Harmful information was publicised. CDAC continued to work closely with UNHCR in developing their work under the Global Pledge on Misinformation, Disinformation and Hate Speech.

CDAC was invited to represent member priorities at a high-level workshop with Meta Human Rights Division in London. Objectives of the workshop were to enhance mutual understanding of Meta's impact in humanitarian crises, share potential harms created by content on its platform, and identify gaps and priorities for improved collaboration to enhance effectiveness and safety. Through CDAC's CoP on Harmful information, CDAC sought members' insights and key advocacy priorities. CDAC used the CoP to disseminate key outcomes and discussion points.

On 24th and 25th June, CDAC ED participated in a workshop convened by the ICRC in Geneva on coordination of sector efforts to understand and respond to harmful information. CDAC ICRC focal point hosted a session, with CDAC ED, on specific links between communicating with communities and harmful information, emphasising this angle within the analysis.

CDAC submitted inputs to a call for public comments on the USAID's draft Digital Policy 2024–2034. CDAC welcomed the Policy's comprehensive approach to leveraging digital technologies in development and humanitarian contexts and urged the policy to place greater emphasis on the nuanced challenges of deploying digital technologies in conflict settings. CDAC noted how

emerging technologies are profoundly changing how information is created, shared, and weaponised, and the need to make explicit the interface between data, digital public infrastructure, and the localisation agenda, detailing how these elements will support and enhance local capacities and governance.

Two Community of Practice calls were held in Q3, inviting speakers and members leading the discourse and practice on information integrity. Issues discussed included the ICRC-hosted experts' workshop on harmful information in armed conflicts, the UN global principles for information integrity and resource gaps in the sector. DW Akademie presented their new online learning guide and MOOC on ecosystem approaches to countering disinformation. CDAC Global Community of Practice on harmful information convened in October continuing to provide a space to members for exchange.

CDAC and OCHA launched a new initiative to facilitate rapid discussion at operational level on harmful information, its impact on aid operations and the ability of communities to secure the information they need. A terms of reference was agreed to co-host crisis calls in key contexts. CDAC and OCHA co-hosted pilot crisis calls firstly on Sudan and then Yemen in Q4.

CDAC ED was on panel for the launch of the report on misinformation, disinformation and hate speech in humanitarian contexts arranged by Grand Challenges Canada in November.

In early 2025 the CDAC Information Integrity lead attended the bi-annual RightsCon conference, representing the Network, supporting members who were leading panels and building bridges with digital rights community.

CDAC Community of Practice on Harmful Information met twice at the global level in the first quarter of 2025. 27 January featured Iain Levine, Meta's Director of Policy Initiatives with the Human Rights Policy team, to enable members to engage with their recent policy announcements on trust and safety, and implications of Meta's announcement for those in crisis settings. 24 February featured WHO's Africa Infodemic Response Alliance (AIRA) Coordinator Elodie Ho discussed how the Regional Office for Africa leads infodemic management through a network focused on countering health misinformation and promoting accurate information. AIRA unites fact-checkers, media organizations, data and AI experts, and public health entities to combat infodemics.

A dedicated project to explore the impacts of harmful information, and particularly manipulated online methodologies, affecting humanitarian outcomes in Sudan was also established led by the Information Integrity lead in early 2025. This involved bringing on board a new Sudanese consultant, recently published on the gender dimensions of the information threats to civil society. Key informants' interviews are ongoing, and the initial draft research shared with FCDO.

3. Development and deployment of responsible AI in humanitarian settings

A Global CoP on AI was launched by CDAC in early April. It was very successful bringing in a lot of interest and ideas from members, successfully enabling a widening of relations with members, and informing collective advocacy as the CDAC Network. Three AI CoP calls were held in Q2, with a primary focus on developing collective thinking for a blueprint for accountable A.I design and governance. CLEAR Global presented new research with GSMA on digital language inclusions and exclusions in A.I tools, and Insecurity Insight presented learning from developing a bespoke AI tool for social listening. A newly launched webpage collates key resources from CDAC and members on AI, as well as heightening visibility of this work and inviting new members to join.

In May, the CDAC Executive Director was invited to a two-day meeting on the risks and opportunities of AI on humanitarian action hosted by the Foreign, Commonwealth and Development Office (FCDO) at Wilton Park. The summit brought together leading experts' views from UN, NGOs, industry, academics, and several donor governments. The focus was on how the use and development of AI can be consistent with humanitarian ethics, principles, and standards, responsibilities different actors have, and pathways for further collaboration. CDAC ED Helen McElhinney shared emerging thinking on participatory and responsible AI developed with the CDAC Community of Practice, facilitated a session on participatory AI, and presented on AI-enabled disinformation trends in humanitarian emergencies. CDAC's recent community consultation on AI with Filmaid: [Perspectives on AI from Kakuma refugee camp](#), Kenya (9 April) was shared with the group and brought the only crisis-affected voices into the debate.

A [CDAC Expert Seminar with Professor Kristin Bergtora Sandvik](#) took place on 29th April. Kristin (professor of legal sociology at the Faculty of Law, University of Oslo, and a Research Professor in Humanitarian Studies at Peace Research Institute Oslo) discussed her new book, 'Humanitarian extractivism', with a focus on community participation in development of AI tools, drawing also on Kristin's experiences as advisor with CDAC's previous Innovation hubs in Jordan and Bangladesh.

A new project with Nesta was launched looking at how CCI technologies combine the collective intelligence of crisis-affected communities and frontline humanitarian responders with Artificial Intelligence (AI) with the intention of providing more effective, timely and accountable humanitarian action.

CDAC launched new training as a result having contributed the community engagement element of the CCI training, being hosted by the Humanitarian Leadership Academy: New online course – [Community crisis intelligence: elevating community voices with AI](#) (18 September). Phase 2 commenced in October, involving advising on the viability of establishing a safety label for A.I tools in humanitarian programming.

One Community of Practice call was held in Q3, at which IRC's Signpost and the ETC presented recent work on AI-enabled chatbots for two-way communication and information services, including learning from multiple country pilots. The group also contributed to shaping the

thinking behind CDAC's collaboration with Nesta on community crisis intelligence, participatory AI and exploring the potential of AI safety labelling for the humanitarian sector.

In October at the World Summit AI, CDAC's Executive Director, Helen McElhinney, [made the case](#) for deeper community participation in the development and use of artificial intelligence (AI) technologies in humanitarian settings. Despite the increasing role of AI and digital tools in crisis response, the voices of those most affected by crises are often absent from decision-making spaces. On a panel titled *The [double edged sword of AI](#)*, Helen spoke alongside Katya Klinova (Head of Data and AI Initiatives, UN Secretary-General's Innovation Lab), Paul Uithol (Director of Humanitarian Data, Humanitarian OpenStreetMap Team) and Paola Yela (Information Management and Data Science Officer, IFRC), moderated by Sarah Spencer (Director, EthicAI). The key takeaway was that meaningful community engagement around AI is both an ethical imperative and a strategic one. By incorporating local knowledge and lived experience, humanitarian tech can be more accountable, improve data quality, foster community buy-in and allow for quick course correction when needed. 'If we get community engagement right around technology, it's not just the right thing to do – it's the smart thing to do,' Helen emphasised.

As part of The Alan Turing Institute's AI UK Fringe in March 2024, CDAC Network hosted an event at London's Frontline Club to ask: '[Do we need a humanitarian manifesto for AI?](#)'. The keynote speech was delivered by Abeba Birhane, an Ethiopian-born cognitive scientist featured in the [TIME100 Most Influential People in AI](#). CDAC's Executive Director, Helen McElhinney, then hosted a panel discussion with Sarah Spencer (independent expert on AI for good), Foni Joyce Vuni (Lead Researcher, Refugee-Led Research Hub Nairobi), Billy Perrigo (Tech Correspondent, TIME magazine), and Stella Suge (Executive Director, FilmAid Kenya).

ED was also an invited speaker to Social Impact: SIGNAL 2024 – London, Twilio's inaugural London event on the launch of their non for-profit digital engagement research 2024, and delivered a presentation on accountability in situations of humanitarian crises, arrival of AI-enabled aid capabilities, and what lessons to accelerate from the Global North in response.

CDAC is actively collaborating with academics to advance the fast-evolving conversation on accountable AI and other emerging tech in humanitarian settings. This has enabled input and expert 3 review of CDAC's work, including the development of a nascent 'blueprint'. CDAC ED also fed into opinion pieces by MERL Tech and PRIO in the reporting period on technology and ethics.

At the REAIM 2024 side event organised by OHCHR and the Geneva Academy at the conference in Seoul, CDAC secured a virtual platform for Suspline news agency from Ukraine to brief on the civilian implications of AI-enabled weaponry and information disorder, on 9–10 Sept 2024. At the NetHope Conference in October, CDAC ED joined panel with MERL Tech and Nethope on "Humanitarian AI and Communities of Practice: We've been here before – what have we learned?"

CDAC partnered with CDAC member FilmAid in December 2024 to further develop the applied methodologies and approaches to community consultation on AI governance in low resource settings, working closely with lead consultant Sarah Spencer. The field research was undertaken in

Kakuma, Northern Kenya and analysis is forthcoming in Q2, 2025. This builds upon the [pilot initiative undertaken in Kakuma](#) in February 2024, and aims to make the case for attention to existing accountability commitments in the deployment of AI-enabled technology in crises.

CDAC partnered with Data4SDGs to advocate for data literacy for communities affected by crises at the Global Data Forum in Colombia (virtually). In November 2024, we launched the '[Shift the power in humanitarian data: support the Data Values Advocates Program](#)' in partnership with Data4SDGs to support a cohort of 'data value advocates' to seek to include data-led decision-making.

CDAC ED participated in the inaugural meeting of the [International Association for Safe & Ethical AI — IASEAI](#) in Paris in early January 2025 making the case for crisis affected communities impacted to be better represented and humanitarian considerations to be more prominently on the agenda.

ED also participated in early 2025 on a virtual panel with MerlTech and IFRC making the case for crisis affected communities perspectives to be taken into consideration in AI design and governance in emergencies RightsCon [Recap – Assessing humanitarian AI: what M&E frameworks do humanitarians need in the face of emerging AI? – MERL Tech](#). A broader strategic partnership with MerlTech is under development.

Launch of the [SAFE AI project](#) in February dominated the first quarter of 2025, with the administration of the consortia and the re-design of the workplan and results framework considering US impacts to the sector taking up unexpected time. An inception meeting and well-attended roundtable launch [at the FCDO](#) were successful, with initial Community of Practice virtual meeting with members in February, Geneva evening reception with Swiss/UK support, and an HNPW panel to gather inputs, and ongoing feedback mechanism taking views from stakeholders.

Considering US changes, CDAC and Data4SDGs are re-designing the 'data value advocates' cohort launched in late 2024 in early 2025 to enable crisis affected communities to influence data-led decision-making in humanitarian aid, details to be forthcoming and may involve the collaboration being narrower.

Using digital communications for advocacy

CDAC has more than 10,000 followers across social media platforms. We continue to see strong growth and with followers doubling on [LinkedIn](#), which was recommended for prioritisation in the strategic digital review given the audience and content type alignment. LinkedIn will continue to be a priority throughout 2025.

Outputs from CDAC Network's Public Forum, the Humanitarian XChange and [AI UK Fringe events](#) generated strong engagement and multiple reposts – our LinkedIn videos from the Public Forum interviewing members about their perspectives on AI and accountability reached nearly 2,000 views ([1](#), [2](#) and [3](#)).

CDAC participated in and supported members' sessions at the Humanitarian Network and Partnerships Week in Geneva in 2024 and 2025. In 2024 we co-hosted a session titled 'Digital Protection – Misinformation, Disinformation and Hate Speech' with UNHCR with ED a panellist. Supporting IRC in organising a dedicated session to launch the Responsive Information Services in Emergencies (RISE) Toolkit. Supporting Upinion to host a hybrid session titled "'Listen to us': affected people reimagining feedback', which CDAC's Executive Director moderated. Expert Pool member Khadiga Agab represented CDAC on a H2H panel focused on Sudan, 'How is local media affecting the delivery of humanitarian response and why do we have to care?'

In 2024 CDAC also launched a member spotlight series. These are monthly webinar opportunities to feature member's new and ongoing initiatives to generate member engagement, learning and collaboration. Ground Truth Solutions kicked off the series with a presentation on their new research on perceptions of aid in Gaza.

In early 2025 we have continued to update the CDAC website to make it more user friendly, including a new area for the SAFE AI project, and dedicated pages for Sudan work. All external communications were filtered against the wider discussions within the sector on the humanitarian 'reset'.

In April 2025 we launched a CDAC Network podcast 'Information is Aid', posting our live events and enabling panels from HNPW 2025 to be available in audio format.

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 responding to both new and emerging crises and key influencing opportunities. Articles published in 2024–mid 25 included:

- [The clock is ticking to build guardrails into humanitarian AI](#) – Helen McElhinney & Sarah Spencer opinion piece for The New Humanitarian (11 March 2024)
- [Responsible AI: The Aid Sector's New Challenge](#) – Suzy Madigan's coverage of CDAC's AI UK Fringe event on The Machine Race (28 March 2024)
- [Protect civilians and aid workers: a global call on World Humanitarian Day](#) – CDAC was a signatory to OCHA-organised open letter (19 August 2024)
- [What's AI doing to information airways in conflict and crises?](#) (30 August 2024) – also published in WACC's [August 2024 issue of Media Development](#)
- [Mariya Frey: 'wars are often the result of battles fought long before them in the information space'](#) – Suspilne press release on Mariya Frey representing CDAC at REAIM Summit (10 September 2024)
- [AI could help scale humanitarian responses. But it could also have big downsides](#) – Helen McElhinney quoted in Associated Press article (14 November 2024)
- RightsCon Recap – [Assessing humanitarian AI: what M&E frameworks do humanitarians need in the face of emerging AI?](#) – Quito Tsui on MERL TECH's website (10 March 2025)

4. 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 and able to have a deeper impact with a broad range of communities.

Most significant was the commissioning and completion of the CDAC Network Strategy refresh for 2025–27. This was reviewed and completed during the first quarter of 2025, with final round of inputs following the new US administration announcements on aid. This was key to sense check our proposals under the new global dynamic. Mindful of the need to be able to focus on how to navigate the shifting landscape, the refresh was finalised with focus on updating governance arrangements and risk register for closer monitoring of near-term uncertainty.

In order to improve CDAC inclusion we have actively sourced and recruited more Arabic speakers with AAP and CCEA skills to the CDAC expert pool in early 2025 enabling better delivery of Sudan and Lebanon projects.

The ongoing website restructure achieved significant milestones. These included a simplified 'Services' offer: Services menu reflects our updated offer to members and simplify navigation: Core Services, Communities of Practice and Training & Capacity Bridging. In addition, we have new Communities of Practice pages: Artificial Intelligence and Harmful Information. These pages have already attracted several CoP membership requests via the website. There is also a revamped Resources section: The page now allows users to search and filter all CDAC resources by theme, country/region or resource type. Added to resource portals for active crises given a prominent place in main navigation, with the emergency tools simplified for accessibility and plain language.

In Q3, a new and more compelling Membership page was launched, outlining clearly the membership offer and simplifying the process for prospective members to enquire.

CDAC continues to work to promote Greater Organisational Diversity and inclusion within the Network. All CDAC events equally consider diversity. – Expert Pool has been recruited with D&I criteria, and active outreach to those in global south. – Training for CCEA coordinators has a specific aim of increasing national coordinators. Shifting power: Both CDAC flagship events were female-led, both included refugee voices, and the latter managed to secure equal global north and south representation. A draft position paper on CDAC's approach to 'Intentional Inclusion' is also available. Racism & Neo-colonialism: Work on this remains a priority in 2024. The policy paper is being finalised within the Secretariat for the strategy mid-term refresh and sits alongside internal paper on localisation. Our new expert webinar series commenced with focus on decolonising aid by the first two guest speakers. Notably new workstreams on AI and crisis affected communities' participation in global governance discussions is surfacing risks regarding systemic bias and 'data colonialism' which can contribute to updating the paper. 4D: Broaden the Foundation of Support Finance, funding, and business model: Work continues to build a sustainable level of funding and resources.

CDAC Expert Pool has also grown to respond to the new workstreams with new skills to offer enabling new offers of service in response to member requests.

Continued to accept applications from those approaching CDAC with skills in new priority areas of harmful information and/or emerging technologies with humanitarian or low resource setting experiences, while particularly trying to focus on those from the Global South, this needs a determined push in 2025. ED and membership lead undertook several meetings with those enquiring about CDAC including a Global South government representative in West Africa, a local media development NGO in Somalia and several larger entities within the humanitarian sector. One dialogue was most promising and resulted in confirmation of Norwegian Refugee Council as CDAC Network's latest new member.

The Geneva based Humanitarian Networks and Partnerships Week was a focus in the first quarter of 2025 on sector engagement on CDAC strategic priority areas to bolster profile and impact. CDAC Network delivery at HNPW this year was increased and deliberately more diverse than in previous. Firstly, we secured a slot at the opening event for CDAC Member Stella Suge, ED of FilmAid Kenya to speak alongside new ERC Tom Fletcher on information as aid and the changing communications environment. We followed that with a Sudanese – led panel on breaking down participation barriers in the aid response. We facilitated a Sudanese ERR representative to meet with several senior donors throughout the week. Our community engagement panel was all female, and the panel on disinformation led with representatives from within Ukraine and Sudan. In addition to the Swiss/UK hosted evening reception, CDAC staff maintained an engaging stall with interactive participation throughout the week securing plenty of active leads and contributing to re-orientating perceptions of the Network at a crucial time.

Addendum – Global engagement: facing the new reality and challenges in 2025

It is critical that CDAC is responsive to the world in which it exists and operates to support communities. This year such an approach has meant recognising the upheaval and long-term adjustment that the humanitarian sector, and world, is facing in 2025. Throughout the first quarter of this year CDAC has sought to be a collaborative player sensitive to the needs and concerns of members, whilst keen to share the insight of experts and be on the front foot in response to a changing world.

CDAC hosted three member meetings exploring the impacts of the US administration cut in international aid in the early months of this year. These took place with Members and experts, looking at: 1) impacts for CCEA and the Network, 2) impacts on new technologies and data, and 3) impacts on information and communication environment in crises. This engagement will continue throughout Q2 as CDAC seeks to remain truly relevant, in service to the most vulnerable and a supportive partner.

Financial review

CDAC Network Ltd's total income for 2024 was £504,714 (2023: £481,338) with a total expenditure of £450,884 (2023: £586,137). Income from Charitable activities was £504,714 (2023: £481,338); £147,000 from Membership fees, £92,425 from Danish Refugee Council under the H2H Fund Mechanism, £68,485 from UNDP PNG, £27,000 from Nesta and £169,804 from Members UNICEF and Deutsche Welle Akademie.

CDAC Network Limited ended 2024 with total funds of £267,550 (2023: £213,720); £128,759 unrestricted (from Membership) and £138,791 restricted (from Charitable activities' funders).

Principal risks and uncertainties

Charity Auditors Sayer Vincent were re-engaged in 2024 to perform the Audit for the accounting period ended 31 December 2024.

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, other External Forces (eg Pandemics, Fraud and Cyber Security) and, commencing early 2025, the impact from the demise of USAID and wider shifts in foreign policy.

CDAC continuously takes steps to mitigate these risks and works closely with its members. In particular, CDAC has facilitated member calls with subject matter experts and has a new Board member with major donor background contributing to CDAC's understanding of shifts in the humanitarian sector. CDAC Secretariat retains an agile staffing and operational structure, including its Expert Pool, designed for adaptation to demand from membership. This model serves particularly well as a key mitigation mechanism against any uncertainty surrounding pipeline income.

No other principal risks or uncertainties are reported at 31 December 2024.

Reserves policy and going concern

The directors have adopted a minimum reserves policy which states that reserves are always maintained 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 2024 is £45,723. The closing unrestricted reserves of the company at this date are reported as £128,759. 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 the minimum 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 May 2026, there will be sufficient unrestricted reserves to meet the requirements of the Reserves Policy.

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 2024, CDAC Network Ltd has not undertaken material levels of fundraising activities and has not received any complaints in this regard.

Plans for the future

The humanitarian landscape is in flux. CDAC Network has remained true to its 2022–27 strategy in 2024 whilst noting that in the current environment it has been necessary to undertake a strategy refresh. This refresh recognises CDAC needs to evolve to remain effective in achieving our vision.

Over the past fifteen years the humanitarian environment has changed significantly, but the need to engage and listen to communities effected by crisis has not. CDAC's commitment to empowering communities in crisis to leverage technology, and among aid actors to uphold values-driven commitments to accountability and participation, remains relevant and important. While gains have been made within the aid sector, we have not come far enough.

New challenges have emerged which threaten progress – information disorder impeding the ability to communicate and listen in crises; and increasing automation of aid requiring new participation and community engagement approaches at the operational and governance levels. By embracing a more targeted approach focused on these areas, prioritising collaboration, and actively engaging with the evolving landscape, CDAC is positioned to shape a more inclusive, participatory, and accountable humanitarian ecosystem – whatever it looks like.

The humanitarian landscape is undergoing rapid and profound transformation. In a short span of time, global foreign aid spending—once a cornerstone of the sector—has been drastically reduced. At the same time, challenges in the Global South are intensifying, driven by global financial and political decisions. These shifts, combined with the fast pace of technological and societal change, are straining traditional approaches to humanitarian action, and driving the need for more agile, forward-thinking strategies. Humanitarian organisations are now under increasing pressure to "do more with less," particularly through the adoption of artificial intelligence (AI). In 2025, this volatility is unfolding against a backdrop of widening humanitarian needs. A record number of people are affected by increasingly complex and protracted crises, often shaped by conflict,

displacement, and climate change. Meanwhile, trust in the humanitarian system is declining. Multilateralism is under strain, international law and aid norms are being tested, and the rise of information disorder is complicating response efforts as both communities and responders navigate fragmented and contested information ecosystems.

These intersecting pressures demand a fundamental rethinking of humanitarian practice. New partnerships are essential, and traditional models must evolve to remain relevant, effective, and accountable to the communities they aim to serve. In this context, CDAC plays a critical and unique role. As a network that bridges the humanitarian and media development sectors, CDAC fosters dialogue and innovation around how people access and experience information, and how they have their voices heard and seek redress. The way individuals communicate, mobilise, and express power has been transformed, and CDAC's ability to convene diverse actors globally allows it to rapidly identify and respond to emerging challenges. Through its collaborative model, the Secretariat enables the swift exchange of ideas and best practices across crises and geographies—efficiently and cost-effectively.

CDAC adds value by advocating for information, championing it as a right rather than a comms issue. Quoting our member Stella Suge, FilmAid Kenya, from the HNPW opening segment: "Access to information is not a privilege but fundamentally lifesaving in humanitarian settings—as essential as food, water, and shelter." At the same time, the network equips its members to navigate the rise of harmful information—misinformation, disinformation, and manipulated narratives—that now shape crisis environments. By supporting communities to access reliable, trusted information and engage meaningfully with responders, CDAC strengthens both the accountability and effectiveness of humanitarian action.

Technology—especially AI—offers both promise and peril. While it can enhance humanitarian action, there is a risk that it could undermine community agency if not implemented responsibly. CDAC Network, grounded in its longstanding commitment to participation, is well-positioned to ensure that the use of AI and other technologies upholds accountability and empowers crisis-affected populations—a gap yet to be addressed in the humanitarian space. At the same time, the erosion of trust in aid systems and the threat of misused technologies further heighten the need for principled, community-focused participation. CDAC is already playing a leading role in promoting participatory approaches, helping ensure that humanitarian responses remain transparent, inclusive, and grounded in the realities of affected people.

As a sector, we must prepare for ongoing disruption. But within these challenges lies opportunity. By embracing change and pivoting towards areas of most potential impact across network members, CDAC can continue to champion novel and meaningful two-way community participation, support efforts to protect the information environment, and advocate for a more accountable and equitable humanitarian system—whatever shape it may take.

CDAC's vision and values remain as relevant as ever. Communities and people with the most to lose are ever more isolated from the centres of power, which themselves are shifting, and least able to control resources meant for them. At the same time, approaches prioritising the

participation and engagement of people, communities, and other local actors in determining their outcomes remain critically under-resourced with limited incentives to drive progress. In this context, we will continue to focus on the community interface with aid, to elevate communities' perspectives, ensure systems and governance of aid include those affected, remove barriers to participation, and safeguard the information environment, even during crises.

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, current Board member and/or 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 2024 there were no related parties identified. There was a relationship with the following member organisations during the year.

CDAC members in 2024

- ActionAid International
- Amplifying Voices
- Anthrologica
- BBC Media Action
- CLEAR Global
- Community World Service Asia
- Dahlia
- Deutsche Welle 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
- Norwegian Refugee Council
- Plan International
- Save the Children
- Smile Again Africa Development Organisation
- The International Committee of the Red Cross
- The Peace and Conflict Journalism Network Asia
- Thomson Reuters Foundation
- United Nations Children's Fund
- United Nations High Commissioner for Refugees
- United Nations Office for the Coordination of Humanitarian Affairs
- United Nations Population Fund
- 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.

Members of the charitable company 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 2024 was 3 (2023: 4). The directors are members of the charitable company but this entitles them only to voting rights. The directors have no beneficial interest in the charitable company.

CDAC Board of Trustees

- Ahmed Al-Khameri – Independent; Team Lead at Chemonics UK
- CJ Lamb – Humanitarian Accountability Advisor, World Vision International
- Foni Joyce Vuni – Independent; Program Coordinator, Global Refugee Youth Network
- Geoff Loane, Chair – Independent
- Nyalleng Moorosi – Independent; Fellow at Distributed AI Research, Co-founder Deep Learning Indaba
- Richard Lace, Treasurer – Director of Programmes, BBC Media Action UK; and Khandokar Hansanul Banna – Humanitarian Project Manager, BBC Media Action Bangladesh
- Roseanna Parkyn – Global Director of Impact, Internews
- Samia Qumri – Independent; Research Consultant, Jordan
- Sara Basha – Project Manager on Accountability to Affected Populations, International Organization for Migration (IOM)
- Tinago Chikoto – Chief, Needs and Response Analysis Section, Assessment, Planning and Monitoring Branch at OCHA.

All Trustees have equal decision-making and voting powers at meetings of the Board of Trustees.

Auditor

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

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

The directors annual report has been approved by the directors on 27 May 2025 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 2024 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 2024 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

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

Capability of the audit in detecting irregularities

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

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

Independent auditor's report

To the members of

CDAC Network Limited

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

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

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

Use of our report

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

Jonathan Orchard (Senior statutory auditor)

20 June 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

CDAC Network Limited

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

For the year ended 31 December 2024

	Note	Unrestricted £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Income from:							
Charitable activities							
Membership	2	147,000	–	147,000	156,688	–	156,688
Nesta	2	–	27,000	27,000	–	–	–
H2H	2	–	92,425	92,425	–	120,885	120,885
UNDP – PNG	2	–	68,485	68,485	–	57,473	57,473
DEC – Ukraine	2	–	–	–	–	74,652	74,652
Member Initiatives	2	–	169,804	169,804	–	71,640	71,640
Total income		147,000	357,714	504,714	156,688	324,650	481,338
Expenditure on:							
Charitable activities							
Membership	3	171,187	–	171,187	166,400	–	166,400
Nesta	3	–	19,680	19,680	–	–	–
H2H	3	–	74,920	74,920	–	142,697	142,697
UNDP – PNG	3	–	103,917	103,917	–	13,461	13,461
DEC – Ukraine	3	–	–	–	–	201,850	201,850
Member Initiatives	3	–	81,180	81,180	–	61,729	61,729
Total expenditure		171,187	279,697	450,884	166,400	419,737	586,137
Net (expenditure)/ income for the year		(24,187)	78,017	53,830	(9,712)	(95,087)	(104,799)
Transfers between funds		–	–	–	8,962	(8,962)	–
Net movement in funds		(24,187)	78,017	53,830	(750)	(104,049)	(104,799)
Reconciliation of funds:							
Total funds brought forward		152,946	60,774	213,720	153,696	164,823	318,519
Total funds carried forward		128,759	138,791	267,550	152,946	60,774	213,720

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

CDAC Network Limited

Balance sheet

Company no. 10571501

As at 31 December 2024

	Note	£	2024 £	£	2023 £
Current assets:					
Debtors	9	126,500		138,552	
Cash at bank and in hand		338,735		265,622	
		<u>465,235</u>		<u>404,174</u>	
Liabilities:					
Creditors: amounts falling due within one year	10	(197,685)		(190,454)	
Net current assets			<u>267,550</u>		<u>213,720</u>
Total assets less current liabilities			<u>267,550</u>		<u>213,720</u>
Total net assets			<u><u>267,550</u></u>		<u><u>213,720</u></u>
The funds of the charity:	13a				
Restricted income funds			138,791		60,774
Unrestricted income funds:					
General funds		128,759		152,946	
Total unrestricted funds		<u>128,759</u>		<u>152,946</u>	
Total charity funds			<u><u>267,550</u></u>		<u><u>213,720</u></u>

Approved by the trustees on 27 May 2025 and signed on their behalf by

Geoff Loane
Chair

Richard Lace
Treasurer

CDAC Network Limited

Statement of cash flows

For the year ended 31 December 2024

	2024 £	£	2023 £	£
Cash flows from operating activities				
Net income/ (expenditure) for the reporting period (as per the statement of financial activities)	53,830		(104,799)	
(Increase)/decrease in debtors	12,052		(15,534)	
Increase/(decrease) in creditors	7,231		(8,431)	
Net cash provided by/ (used in) operating activities		73,113		(128,764)
Change in cash and cash equivalents in the year		73,113		(128,764)
Cash and cash equivalents at the beginning of the year		265,622		394,386
Cash and cash equivalents at the end of the year		338,735		265,622
Analysis of cash and cash equivalents and of net debt				
	At 1 January 2024 £	Cash flows £	Other non- cash changes £	At 31 December 2024 £
Cash at bank and in hand	265,622	73,113		338,735
Total cash and cash equivalents	265,622	73,113		338,735

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, 110 Golden Lane, London, EC1Y 0TG.

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	26%
● Nesta	5%
● H2H	8%
● UNDP – PNG	31%
● DEC – Ukraine	0%
● Member Initiatives	30%

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 £	Restricted £	2024 Total £	Unrestricted £	Restricted £	2023 Total £
Membership	147,000	–	147,000	156,688	–	156,688
Sub-total for Membership	147,000	–	147,000	156,688	–	156,688
Nesta	–	27,000	27,000	–	–	–
Sub-total for Nesta	–	27,000	27,000	–	–	–
H2H	–	92,425	92,425	–	120,885	120,885
Sub-total for DRC	–	92,425	92,425	–	120,885	120,885
UNDP – PNG	–	68,485	68,485	–	57,473	57,473
Sub-total for UNDP	–	68,485	68,485	–	57,473	57,473
DEC – Ukraine	–	–	–	–	74,652	74,652
Sub-total for DEC	–	–	–	–	74,652	74,652
Member Initiatives	–	–	–	–	–	–
UNICEF EMOPS	–	53,039	53,039	–	9,471	9,471
Deutsche Welle	–	5,031	5,031	–	23,836	23,836
UNICEF Sudan	–	111,734	111,734	–	–	–
UNICEF Moldova	–	–	–	–	38,333	38,333
Sub-total for Member Initiatives	–	169,804	169,804	–	71,640	71,640
Total income from charitable activities	147,000	357,714	504,714	156,688	324,650	481,338

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 the UK's FCDO. Funding received in 2024 was restricted.

3a Analysis of expenditure (current year)

	Charitable activities									
	Membership	Nesta	H2H	UNDP – PNG	DEC – Ukraine	Member Initiatives	Governance costs	Support costs	2024 Total	2023 Total
	£	£	£	£	£	£	£	£	£	£
Staff costs (Note 5)	131,513	14,164	24,756	31,395	–	29,879	2,260	25,531	259,498	327,312
Project consultants	6,166	3,600	40,706	49,332	–	32,547	–	–	132,351	188,827
Project other	2,460	206	2,940	10,561	–	2,143	–	–	18,310	19,148
CDAC Annual Public Forum	742	–	–	–	–	–	2,463	–	3,205	13,911
Communications and marketing	500	–	2,713	1,180	–	3,701	–	–	8,094	8,723
Staff travel, accommodation and per diem	3,923	–	–	–	–	–	–	–	3,923	2,780
Premises costs	–	–	–	–	–	–	–	–	–	590
Office costs	–	–	960	562	–	2,355	56	7,386	11,319	9,895
HR and staffing costs	–	–	–	–	–	–	–	738	738	2,186
Finance and administration	–	15	132	139	–	180	11,851	1,129	13,446	12,765
	145,304	17,985	72,207	93,169	–	70,805	16,630	34,784	450,884	586,137
Support costs – Staff	–	1,695	2,713	10,748	–	10,375	–	(25,531)	–	–
Support – Other	9,253	–	–	–	–	–	–	(9,253)	–	–
Governance costs	16,630	–	–	–	–	–	(16,630)	–	–	–
Total expenditure 2024	171,187	19,680	74,920	103,917	–	81,180	–	–	450,884	
Total expenditure 2023	166,400	–	142,697	13,461	201,850	61,729	–	–		586,137

Of the total expenditure, £171,187 was unrestricted (2023: £166,400) and £279,697 was restricted (2023: £419,737).

3b Analysis of expenditure (prior year)

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

4 Net income for the year

This is stated after charging / (crediting):

	2024 £	2023 £
Net foreign exchange (gains) / losses	84	87
Operating lease rentals payable:		
Property (excluding VAT)	–	–
Auditor's remuneration (excluding VAT):		
Audit	9,800	9,000

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

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	220,284	283,907
Social security costs	25,678	26,486
Employer's contribution to defined contribution pension schemes	13,536	16,919
	<u>259,498</u>	<u>327,312</u>

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

	2024 No.	2023 No.
£60,000 – £69,999	–	–
£70,000 – £79,999	–	–
£80,000 – £89,999	–	–
£90,000 – £99,999	1	–

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £106,565 (2023: £91,277).

The directors were neither paid nor received any other benefits from employment with CDAC Network Limited in the year (2023: £nil).

Directors' expenses represents the payment or reimbursement of travel and subsistence costs totalling £56 (2023: £183) incurred by 1 (2023: 1) members relating to attendance at meetings.

Notes to the financial statements

For the year ended 31 December 2024

6 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 4.25 (2023: 5.8).

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

	2024 No.	2023 No.
Membership	1.9	1.9
Nesta	0.2	–
H2H	0.4	0.9
UNDP – PNG	0.5	0.1
DEC – Ukraine	–	1.2
Member Initiatives	0.4	0.3
Governance costs	0.0	–
Support costs	0.4	0.5
	3.8	4.9

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 (2023: none).

8 Taxation

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

9 Debtors

	2024 £	2023 £
Other debtors	126,500	138,552
	126,500	138,552

10 Creditors: amounts falling due within one year

	2024 £	2023 £
Trade creditors	7,017	907
Taxation and social security	1,689	8,827
Other creditors	1,705	3,011
Accruals	17,619	11,029
Accrual for Project Costs	9,155	9,680
Deferred membership income	160,500	157,000
	197,685	190,454

For the year ended 31 December 2024**11 Deferred income**

Deferred income comprises membership fees for 2024 invoiced in 2023.

	2024 £	2023 £
Balance at the beginning of the year	157,000	156,500
Amount released to income in the year	(157,000)	(156,500)
Amount deferred in the year	160,500	157,000
Balance at the end of the year	160,500	157,000

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

	General unrestricted £	Designated £	Restricted £	Total funds £
Net current assets	128,759	–	138,791	267,550
Net assets at 31 December 2024	128,759	–	138,791	267,550

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

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

13a Movements in funds (current year)

	At 1 January 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2024 £
Restricted funds:					
Membership	–	–	–	–	–
Nesta		27,000	(19,680)		7,320
H2H	7,578	92,425	(74,920)	–	25,083
UNDP – PNG	35,432	68,485	(103,917)	–	–
DEC – Ukraine	–	–	–	–	–
Member Initiatives	17,764	169,804	(81,180)	–	106,388
Total restricted funds	60,774	357,714	(279,697)	–	138,791
Unrestricted funds:					
General funds	152,946	147,000	(171,187)	–	128,759
Total unrestricted funds	152,946	147,000	(171,187)	–	128,759
Total funds	213,720	504,714	(450,884)	–	267,550

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

13b Movements in funds (prior year)

	At 1 January 2023 £	Income & gains £	Expenditure & losses £	Transfers £	At 1 January 2024 £
Restricted funds:					
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
Total restricted funds	164,823	324,650	(419,737)	(8,962)	60,774
Unrestricted funds:					
General funds	153,696	156,688	(166,400)	8,962	152,946
Total unrestricted funds	153,696	156,688	(166,400)	8,962	152,946
Total funds	318,519	481,338	(586,137)	–	213,720

Purposes of restricted funds

Nesta – to seed the development of new systemic approaches that could transform the humanitarian sector through the ethical adoption of Community Crisis Intelligence technologies (CCI).

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 conflict.

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.

H2H Lebanon – to improve the humanitarian information ecosystem and support an enabling and more inclusive environment. Strengthen existing local and diaspora networks for the provision of accurate and actionable information for crisis-affected communities, and humanitarian response 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

UNICEF EMOPS – 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 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.

UNICEF SUDAN – to support UNICEF’s commitment to improving information-sharing mechanisms, ensuring that people have access to the information they need to make informed decisions about their lives.

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.