



'FROM WORDS TO ACTION'

COMMUNICATION &
COMMUNITY ENGAGEMENT
IN HUMANITARIAN ACTION

Nairobi, Kenya
29-31 May 2018





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COMMUNITY ENGAGEMENT
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**AFRICA
REGIONAL
WORKSHOP**

	<ul style="list-style-type: none"> ● CCE during the DRC Kasai crisis in 2017 ● Chad AAP Steering Group ● Managing rumors during Plague epidemic – CCE in Madagascar ● Nigeria: Red Cross Radio Programme 	
7.	Advocating to leadership: Building senior management support for CCE and collective efforts.....	32-34
	<ul style="list-style-type: none"> ● Lessons from Kenya Red Cross Experience ● The Oxfam WASH model in Central African Republic ● The Common Feedback Project (CFP) for Somalia 	
8.	Internal and external challenges to CCE and accountability	35-36
	<ul style="list-style-type: none"> ● IRC. Addressing organizational and external challenges to AAP (client responsiveness) ● High level panel “from words to action” - key messages for leadership of CCE 	
9.	Thematic Discussions.....	37-38
	<ul style="list-style-type: none"> ● Terminology and Standardisation, Power, Insufficient integration, Funding, Leadership ● Some ‘Quick win - Solutions’ for CCE Country level actions plans ● Key Steps for country level programming ● Recommendations for Humanitarian Organizational Leadership ● Recommendations for donors 	
10.	Country Action plans.....	39-42
11.	Conclusion.....	43
12.	Annex 1. Country Profiles.....	45

Annex 2: Dropbox link to country profiles

Annex 3: Link to workshop presentations

Annex 4: SLIDO report

Annex 5: Link to Country Action Plans

Annex 6: Workshop Evaluation

Annex 7: Workshop programme

Annex 8: Participants’ List



EXECUTIVE SUMMARY

The overall goal of **Communication and Community Engagement (CCE)** is to strengthen the quality, accountability and effectiveness of humanitarian responses, to ensure that people at risk have the information they need to act to protect themselves, and that the design of humanitarian responses is informed by the views of affected populations.

The **Africa regional workshop** brought together over 60 practitioners and decision-makers, to exchange ideas on new and ongoing initiatives, to deepen their understanding of each other's work, and to hear from those at the frontline of engaging communities in humanitarian responses to learn how this can inform their own humanitarian action.

The workshop theme – 'From Words to Actions' focused the discussions throughout the workshop on opportunities for replication of successful collective initiatives, identified solutions to pressing challenges and moved to concrete collective action plans by the 11 countries, with clear messages to leadership, within organizations, to support, invest and strengthen the centrality of communications and community engagement strategies, humanitarian as well as development contexts.

Overall objective:

To ensure more collective and systematic communication and community engagement approaches in humanitarian responses.

The workshop was co-organised by OCHA, UNICEF, IFRC and CDAC as part of the Communication and Community Engagement Initiative. More than 60 participants from 11 countries took part: Burundi, CAR, Chad, DRC, Ethiopia, Kenya, Lesotho, Madagascar, Nigeria, Somalia and South Sudan. There were a mix of participants from UN, Red Cross, NGOS (inc. media development), CBOs and Governments.

Each country had an opportunity to present existing collective work. A series of challenges for collective and systematic community engagement initiatives at country level were identified. Time and support was then given to collective planning in country teams. The overall aim was to support countries to ensure progress toward the Grand Bargain (and various other) commitments on improving collective systems for community engagement in response coordination.

The workshop opened with an overview of the various global trends, events and processes that influence coordinated CCE in humanitarian action. Presentations on practical experiences from the differing contexts, were shared throughout the three days¹.

Participants identified key challenges and developed SMART country Action Plans building on the current momentum on realizing Communications and Community Engagement collective approaches, as a non-negotiable aspect of programming.

Participants Identified necessary roles and measures for leaders and managers in supporting actions on CCE, collectively.

Major challenges identified were:

Lack of common standards for CCE approaches within programmes and among agencies often leading to uncoordinated interventions and missed opportunities for greater cohesion in humanitarian response

Lack of support and or clear understanding from leadership and coordinating bodies about what

Insufficient integration of CCE in humanitarian action, with the approach often seen as an add-on or a standalone project and thus not properly influencing the program cycle. CE approaches are often misunderstood as an 'add on' for coordination, and thus appear to be top-down. But there is already engagement happening that simply needs to be brought together and strengthened.

Across the board more education is needed on how to build from the bottom up, with community based programme-structures and community participation initiatives supported by, and feeding into, coordination structures and humanitarian architecture.

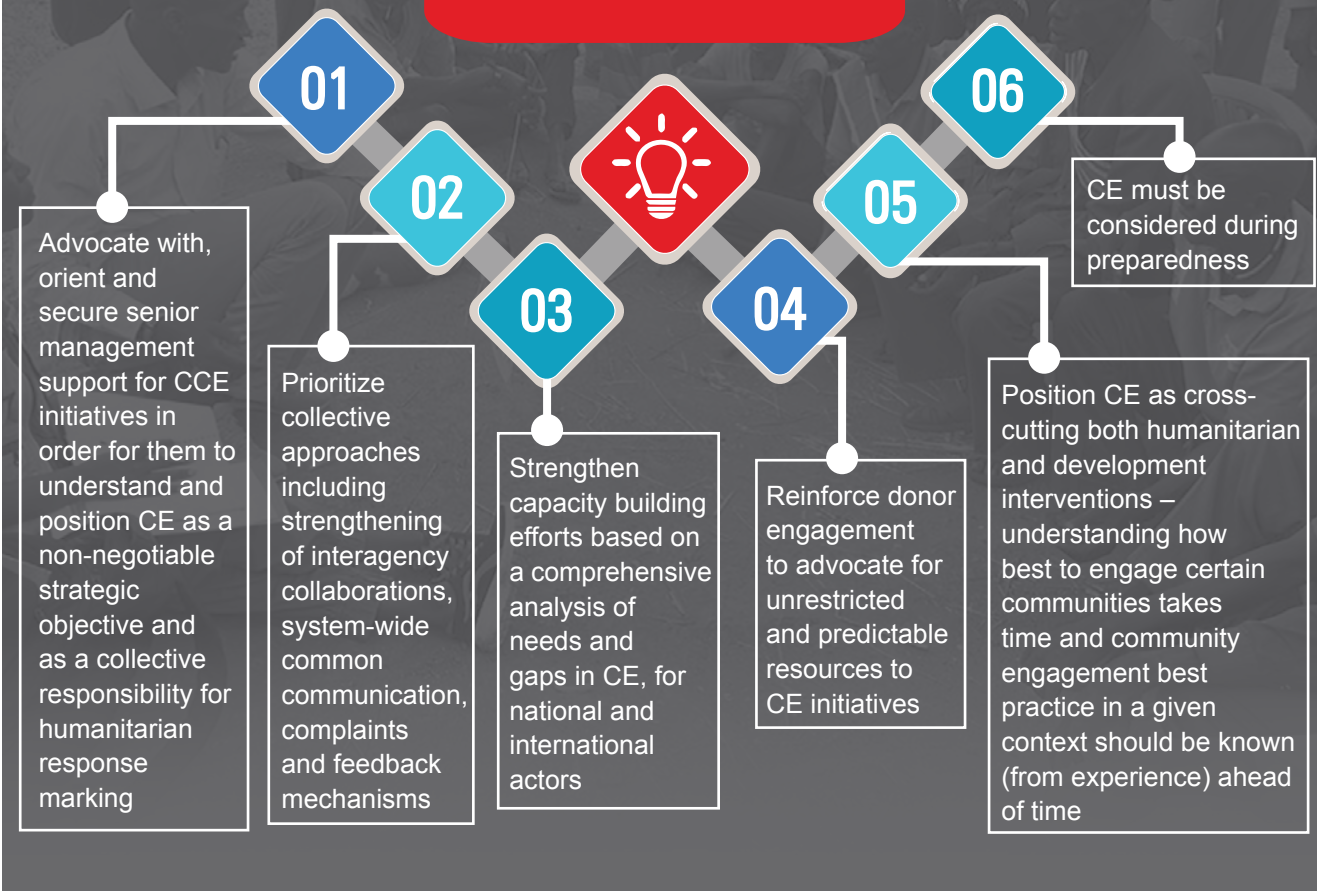
Unpredictable and time-limited funding for CCE. This curtails greater appreciation of the full range of benefits that can be derived from such approaches and does not allow for integration of community engagement in the program cycle. It also means links with architecture are not made soon enough to effectively influence decision-making.



CE approaches are often misunderstood as an 'add on' for coordination, and thus appear to be top-down

¹ Annex 1

Some concrete solutions



Conclusions

It was agreed that community engagement should be at the core of everything we do as humanitarians – that no longer can we get away with imposing on (affected) people what ‘we’ think is best for ‘them’. With more and more responses being protracted crises or conflict, ‘no time’ to engage communities is no longer an acceptable excuse.

In this regard advocacy with donors and other stakeholders need to take place to ensure time is built in to engage communities properly.

It was suggested several times that changing our systems to better accommodate community participation is imperative, but that we should equally consider opportunities for various communities to build response capacity on culture, traditions and challenges.

Moving forward and in addition to being a first opportunity for learning and networking amongst regional CE practitioners, participants agreed upon two key results for moving “from words to action”:

Country-specific Plans of Actions for implementing CCE were developed by all 11 countries participating to the workshop. These mostly built upon existing initiatives and focused on strengthening and coordinating activities rather than creating new ones.

Participants agreed to establish a regional Community of Practice for CCE based on the model already in place in Asia Pacific region.



WORKSHOP BACKGROUND, OBJECTIVES & CONCEPT

Background

Building on recent experience in the East Africa region and elsewhere, there is growing momentum to establish a more systematic and collective approach to communications and community engagement especially in humanitarian contexts. The goal of such approaches is to strengthen the quality, accountability and effectiveness of humanitarian responses to ensure that people at risk have the information they need to act to protect themselves, and that the design of humanitarian responses is informed by the views of affected populations.

While organizations, sectors and clusters have made progress in this area, coherent and coordinated information is still not provided to affected communities in a systematic way, and the design of humanitarian responses remains insufficiently informed by the views and feedback from affected people. Humanitarian response plans and cluster/sectoral strategies make references to communication with affected communities and feedback mechanisms, yet this doesn't always translate into practice.

To address these challenges, UNICEF, OCHA, IFRC, and other partners have established the Communication and Community Engagement Initiative under the auspices of CDAC Network. It aims to organize a collective service to address the need for a more systematic and coordinated approach to communications and community engagement with affected people.



Humanitarian response plans and cluster/sectoral strategies make references to communication with affected communities and feedback mechanisms

Following on the successful workshop on community engagement in humanitarian action organized by OCHA for the Asia Pacific region in October 2016, this regional workshop brought together practitioners and decision-makers to exchange ideas about new and ongoing initiatives, to deepen their understanding of each other's work, and to hear from those at the frontline of engaging communities in humanitarian responses to learn how this can inform their own humanitarian action.



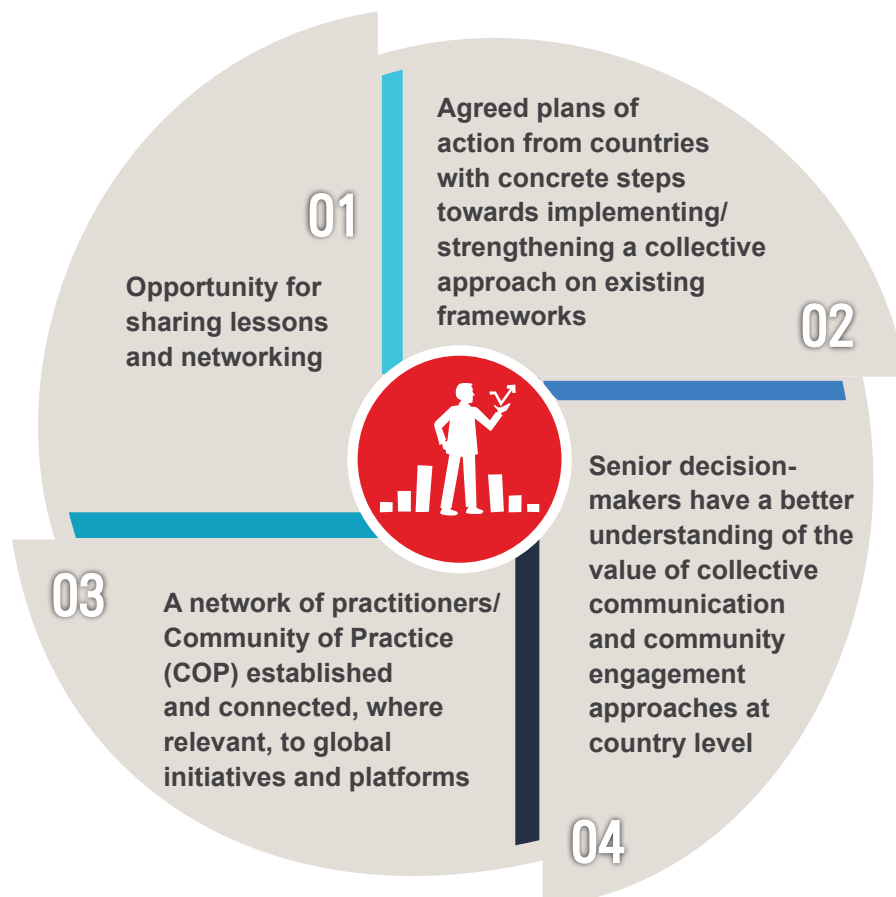
Overall objective

to ensure more collective and systematic communication and community engagement approaches in humanitarian responses.

Specific objectives

- Share good practices and innovative approaches
- which can be replicated in other contexts
- Identify key thematic issues for partners to address in the short to medium term horizon
- Build a regional/Africa wide network of experts interested in supporting communication and community engagement approaches in humanitarian action
- Identify countries willing to engage with the global communication and community engagement initiative
- Strengthen the communication and community engagement elements of strategic planning processes such as the HRPs.

Expected Outputs/Results from the workshop



Participants

Several countries had been identified from the region. Countries which face an ongoing humanitarian crisis were prioritized. They had been identified based on their existing experiences in collective approaches, or their interest in setting up such an approach.

More than 60 participants, from the UN, Red Cross, NGOS (inc. media development), CBOs and Governments, from the following countries were in attendance: South Sudan, Somalia, Ethiopia, Burundi, Kenya, CAR, DRC, Lesotho, Chad, Nigeria and Madagascar.

The working languages of the workshop was English and French translation was provided.

The last session of the regional workshop was organized back to back with CDAC's Annual Forum and Members Council. Key decision-makers (Head/representatives from regional offices / country directors / donors and Government) were invited to the 'wrap up' final sessions, where the outcomes of the workshop were shared.



Scope

The communication and community engagement initiative includes elements of participation, communication with communities, and feedback. This is aligned with the recent CDAC Policy Paper on the Role of Collective Platforms, Services and Tools to Support Communication and Community Engagement in Humanitarian Action as well as with the Grand Bargain "participation revolution" commitments, the IASC Accountability to Affected People commitments, and the Core Humanitarian Standard (CHS). These were referenced, during the 'Setting the Scene' session and used to define the scope of the workshop, looking at all aspects of the humanitarian program cycle, including the important role of emergency response preparedness.

Partners

UNOCHA, UNICEF, IFRC, CDAC and IAWG were members of the organizing team and advocates of CCE/AAP in participating countries and beyond.

The organizers would like to thank OFDA for providing financial contributions in support of the workshop.



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SETTING THE SCENE – TOWARDS A COMMON UNDERSTANDING OF COMMUNICATION, COMMUNITY ENGAGEMENT AND ACCOUNTABILITY

This session outlined concepts, milestones and progress in the drive for accountability to affected populations and included opening remarks by Marian Casey- Director CDAC Network and a key note address by Gemma Connell – Deputy Regional Director, OCHA.

The session outlined the framework for a common understanding of communication, community engagement and accountability including global trends in communication and community engagement (CCE) in humanitarian action:

Core Humanitarian Standards on Quality and Accountability (CHS)

IASC Commitments on Accountability to Affected People (AAP) and Prevention of Sexual Exploitation and Abuse (PSEA). - SG Bulletin

CCE/AAP in IASC Humanitarian Programme Cycle (HPC) and Emergency Preparedness & Response (EPR)

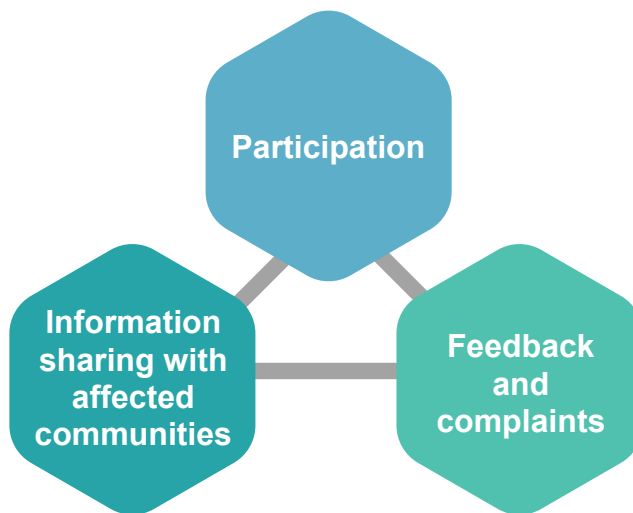
Agenda for Humanity, Grand Bargain and the New Way of Working

Donor commitments on AAP

Highlights

In the context of increased complexity of crises, protracted displacement, overstretched capacity and the lack of resources for meeting growing humanitarian needs in Sub-Saharan Africa, humanitarian and development actors continue to commit to innovative ways to effectively address these needs.

To place people at the center of effective response, the Grand Bargain “participation revolution” commitments, the IASC Accountability to Affected People commitments, and the Core Humanitarian Standard (CHS) all outline that to meet this goal, three essential components must be part of any response throughout the entire



humanitarian programme cycle:

The overall strategic direction of Communication and Community Engagement in Africa has been to advocate for systematic community engagement mainstreaming in the Humanitarian Program Cycle (HPC) and to ensure that community feedback is documented and informs decision-making from senior management level for improved aid response.

The region is beginning to have robust CCE approaches with countries like South Sudan, Burundi, CAR, Chad and Kenya establishing CCE technical working groups. The groups are primarily being used to coordinate CCE activities and ensure key issues find their way to senior management for support in addressing them.

World Humanitarian Summit:

The World Humanitarian Summit (WHS) which took place in Istanbul in May 2016, generated commitments from a broad range of humanitarian actors designed to reduce suffering and deliver more effectively for people around the globe. Accountability to affected people was an important theme in the commitments developed throughout the Summit, demonstrating a clear recognition that people are the central agents of their lives and are the first and last responders to any crisis. 45 stakeholders made individual commitments related to accountability to affected people.

As a means of promoting accountability, multiple stakeholders committed to adopt the Core Humanitarian Standard on Quality and Accountability (CHS), International Aid Transparency Initiative (IATI) Standard, and the Inter-Agency Standing Committee (IASC) statement on AAP commitments at the individual agency level. The AU also



45
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made
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to affected
people

adopted a humanitarian policy to preserve and save lives, alleviate suffering and enhance physical and human security and dignity of crisis-affected people.

The Grand Bargain:

The Grand Bargain is a package of reforms to humanitarian financing that was launched at the World Humanitarian Summit (WHS). Thirty representatives of donors and aid agencies produced “commitments” (2016) to make humanitarian finance more efficient and effective.

The Grand Bargain commits to a range of actions covering greater transparency, including more support and funding tools for local and national responders, increased use and coordination of cash-based programming, a reduction in the duplication and management costs with periodic functional reviews, strengthened joint and impartial needs assessments, an increase in collaborative humanitarian multi-year planning and funding, reductions in earmarked donor contributions, harmonized and simplified reporting requirements and enhanced engagement between humanitarian and development actors.

Importantly, the Grand Bargain calls for a Participation Revolution, with agencies and donors committing to include people receiving aid in the decision-making processes that affect their lives. By doing this, humanitarian response will be more relevant, timely, effective and efficient by ensuring communities have accessible information, that an effective process for participation and feedback is in place, and that design and management decisions are responsive to the views of affected communities and people.

As part of this agreement, aid organizations and donors committed to improving leadership and governance mechanisms at the level of the Humanitarian Country Team and within cluster/ sector mechanisms, as a means of ensuring engagement with and accountability to people and communities affected by crises.

They also committed to developing common standards and a coordinated approach for community engagement and participation, with the emphasis on inclusion of the most vulnerable, supported by a common platform for sharing and analyzing data to strengthen decision-making, transparency, accountability and limit duplication.

New Way of Working:

This is recognizing that humanitarian and development actors, governments, nongovernmental organizations (NGOs) and private sector actors have been progressively working better together. The New Way of Working (NWW) aims to offer a concrete path to remove unnecessary barriers to such collaboration in order to enable meaningful progress. The NWW can be described, in short, as working over multiple years, based on the comparative advantage of a diverse range of actors, including those outside the UN system, towards collective outcomes. Wherever possible, those efforts should reinforce and strengthen the capacities that already exist at national and local levels. A collective outcome can be described as the result that development and humanitarian actors (and other relevant actors) contribute to achieving at the end of 3-5 years in order to reduce needs, risk, and vulnerability.

The Core Humanitarian Standard:

The Core Humanitarian Standard on Quality and Accountability (CHS) is the result



The Grand Bargain calls for a Participation Revolution, with agencies and donors committing to include people receiving aid in the decision-making processes that affect their lives



FIGURE 1: CORE HUMANITARIAN STANDARD

For further guidance and indicators on CHS, please follow this link - <https://bit.ly/2eBE8Me>

of a wide consultation with NGOs, the UN and Global Clusters. It is a set of nine commitments to communities and people affected by crisis starting with what they can expect from organizations and individuals and delivering humanitarian assistance. The CHS offers practical steps on how to achieve accountability and quality programming. It replaces various standards including the Core Standards section of the Sphere Handbook.

Humanitarian Programme Cycle:

In any of the five stages of the Humanitarian Programme Cycle (HPC): *needs assessment and analysis; strategic response planning; resource mobilization; implementation and monitoring, and operational review and evaluation.* Typically, humanitarian actors engage communities in the assessment and monitoring phases—however, consistent meaningful engagement throughout the HPC can improve programme quality and impact.

To improve the quality and effectiveness of humanitarian assistance, as outlined in the in The Core Humanitarian Standard on Quality and Accountability (CHS), humanitarian actors must ensure that:

- Humanitarian response is based on communication, participation and feedback: communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them.
- Complaints are welcomed and addressed: Communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints.

These commitments should be a standing agenda item at the Inter Cluster Coordination and the Humanitarian Country Team levels. Community engagement should be an integral part of the work of humanitarians.



HOW CAN WE IMPROVE COMMUNICATION AND COMMUNITY ENGAGEMENT IN AFRICA? EXAMPLES FROM PRACTITIONERS



Baseline survey of CEA practices and challenges in Red Cross and Red Crescent National Societies in Africa (2017)

Red Cross and Red Crescent Movement defines community engagement and accountability (CEA) as “an approach to Red Cross Red Crescent programming and operations. It is supported by a set of activities that help to put communities at the centre of what we do, by integrating communication and participation throughout the programme cycle or operation”.

Baseline survey conducted from Aug-Sept 2017 to measure community engagement and accountability (CEA) practices, challenges and needs with 43 respondents / 21 National Societies in Africa responding. 67% of respondents work in programmes and operations

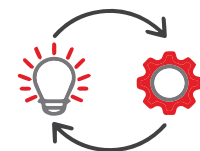
The results showed National Societies are stronger at sharing information (one-way communication) and weaker at two-way communication and use of feedback. CEA practices are generally strongest during assessments and planning, with levels of information sharing and participation declining during implementation.

Gaps in community engagement practices are most evident at stages in the programme cycle when involving communities is not a required part of normal processes and procedures. For example, carrying out the assessment, working with committees, sharing selection criteria and carrying out the evaluation.

These are all well-established points for community engagement in any programme or operation and as such are built into processes, procedures and guidelines. Not engaging with communities at these points would make it almost impossible to deliver the programme or operation.

However, gaps appear when the community engagement practice is not a required or standard part of programmes or operations. For example, finding out about people's information needs or preferred communication channels, checking plans with communities before implementing them, collecting and using feedback and sharing the results of evaluations back with people.

IRC: Challenges and practical solutions to engage with communities to inform project design



Project Design is the phase where our clients could have the greater level of influence on the type of aid they would like to receive and how and how they would want to engage and communicate with us.

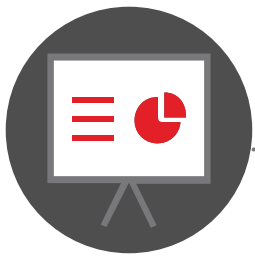
However, project design is mainly determined by agencies' strategic action plans and donors' priorities in targeted regions. Front-line staff collect clients' perspectives, but proposal writing done at Country or HQ levels. Information collected is not always accessible or retrievable to inform project design

Overcoming the Barriers (key lessons)

- Use data collected from previous projects / from other organizations
- Use tablets/ smartphones to collect and analyse data
- Present your data in a simple, accessible format that can easily be extracted into a proposal
- Use low cost feedback channels
- Involve your local staff
- Use remote communication (Call, SMS surveys, Social media)
- Work with local partners
- Recruit independent enumerators
- Ensure your use different feedback channels appropriate to different client groups
- Use existing on-line survey tools to present data in simple charts or graphs
- Ask fewer limited choices questions
- Involve your local staff in interpreting client feedback
- Consider involving a stakeholder reference group
- Inform people why you are collecting information
- Only collect information that you can interpret and utilize/ act upon
- Close the loop – inform people how their feedback informed project design

Emerging issues and Plenary discussion

Based on the presentations, participants discussed the general status and challenges of CCE interventions and how best they could be addressed to improve uptake and streamline integration of CCE in humanitarian response. Among the key questions from participants (using SLIDO) included;



1

How do you practically involve the affected population in the assessment exercise? How do you share back information with the affected population?

2

How do you mitigate active efforts from local authorities to bias or influence assessments results for political purposes?

3

What is the role of governments in ensuring feedback mechanisms are in place and that the feedback is acted upon?

4

Do you, and if yes how do you, consider gender issues/ people with specific need in such assessment?

5

How have you managed sexual violence complaints among community members and complaints on aid workers using aid for sexual favor?





ENGAGING PRACTITIONERS – LEARNING FROM SUCCESS STORIES

Kenya Red Cross Society (KRCS) mainstreaming Accountability to Communities (AtC)

AtC concept introduced to KRCS through IFRC. KRCS piloted the approach for 6 months in one of the projects. Based on pilot findings AtC objective were integrated in the KRCS Strategic plan 2016 to 2020. KRCS developed AtC framework with programmatic minimum standards for accountability followed by organization-wide training for staff, volunteers and community members about the AtC framework and its implementation. Community assessments on preferred channels and feedback mechanisms were also conducted. Complaints and feedback (C&F) Guidelines were developed with community and staff input. M&E of AtC indicators were integrated within the existing organizational M&E systems (data, collection, reporting, evaluation, dissemination and reflections).



A case study of progress of AtC implementation indicated that AtC had;

- **Increased Trust** enabling community members to engage in an honest dialogue about KRCS interventions.
- **Enhanced User-Driven Projects promoting Sustainability** – consultations have encouraged more community members to lead their own development initiatives.
- **Improved Security & Early Warning Systems** – our staff and volunteers operate more safely and appropriately. Communities are easily getting important messages concerning warnings and KRCS responses.

Success Factors include: Leadership buy-in: Senior management's engagement and support of the AtC approach was fundamental. AtC became an **Institutional Objective** embedded in the SP 2016 -2020.

AtC was **allocated an owner** in the MEA&L unit, meaning that all activities related to the approach were to be spearheaded by the unit. Consultative Approach through the staff at different levels, communities and volunteers when setting up feedback mechanisms

Linking AtC to the Program Cycle mitigated concerns that AtC was a new, MEA&L unit-driven initiative. All program reporting and evaluation tools were adjusted to accommodate AtC indicators.

Appropriate Resourcing for the Initial Phases of AtC enabled continuity after the pilot phase and periodic Reflection & Review enabled learning and adjustments



The PMC involve communities from before a project is begun, supporting broad and inclusive community ownership

Community Engagement through Project Management Committees (PMCs) - WFP South Sudan

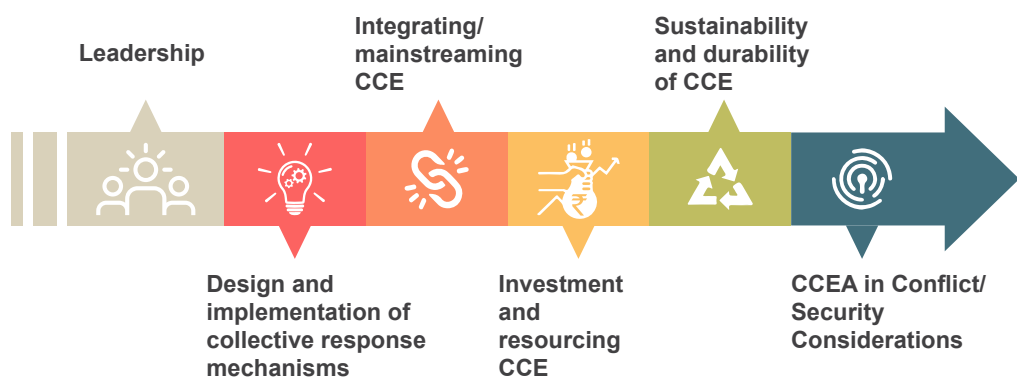
WFP has made community engagement a core strategic focus of its work in South Sudan. Women make up at least 50 percent of the committee. Functioning as voluntary entities, they strengthen two-way communication with affected populations. The PMC involve communities from before a project is begun, supporting broad and inclusive community ownership. The engagement also brings partners and communities together to work more collaboratively, with a longer-term vision.

Staff need to make frequent visits to engage with PMCs and community promoters to ensure that women, men, the youth, the disabled, are all consulted and engaged.

In answer to “what are the most common AND critical challenges in CCE/AAP that we need to work through and propose solutions?”, the following six challenges were voted as the highest priority;

CCE/AAP Identifying common challenges (for country level programming)

In answer to “what are the most common AND critical challenges in CCE/AAP that we need to work through and propose solutions?”, the following six challenges were voted as the highest priority;



In response, various ‘Quick win - Solutions’ were proposed to be considered when country level actions plans are developed.



THE COMMUNICATION AND COMMUNITY ENGAGEMENT INITIATIVE (CCEI) IN ACTION

As a pre-requisite, effective communication and community engagement requires:

- **Understanding communication culture:** Understanding beliefs, language and value systems that influence and drive communication and related behaviour.
- **Providing trusted, timely and accurate information** - information people say they want. Information that affected people believe will enable them to make informed decisions to better protect themselves, their families and their communities.
- Use mechanisms to ensure consistent provision of timely, accurate, reliable and relevant information from trusted and multiple sources. Access to information is the right of every citizen.
- **Communicating solicited and unsolicited feedback:** The need for open lines of communication, ongoing dialogue and information exchange; the right of those affected to be able to communicate a positive or negative statement of opinion about humanitarian action, or those providing humanitarian aid; the need for it to be heard; and, the action taken communicated back to the community via the right language and through the right communication channels.





- **Harnessing complaints (incl. sensitive ones):** The inclusion of communities in designing and setting up complaints-response mechanisms; the right of affected communities to complain; the unique information and communication factors to consider in relation to sensitive complaints such as allegations of sexual exploitation and abuse and fraud and corruption.
- **Leveraging appropriate technology and connectivity:** Leveraging and prioritising use of appropriate and digital technologies to support individual, family, community and inter-community communication as part of preparedness and response.
- **Tracking and managing rumours and false information;** This includes tracking and managing rumours and false information that can put lives at risk.
- **Prioritizing Collective models and innovation:** Using collective models and common service approaches to communication and engagement in preparedness and response to reduce the burden on communities and ensure a more coherent response.

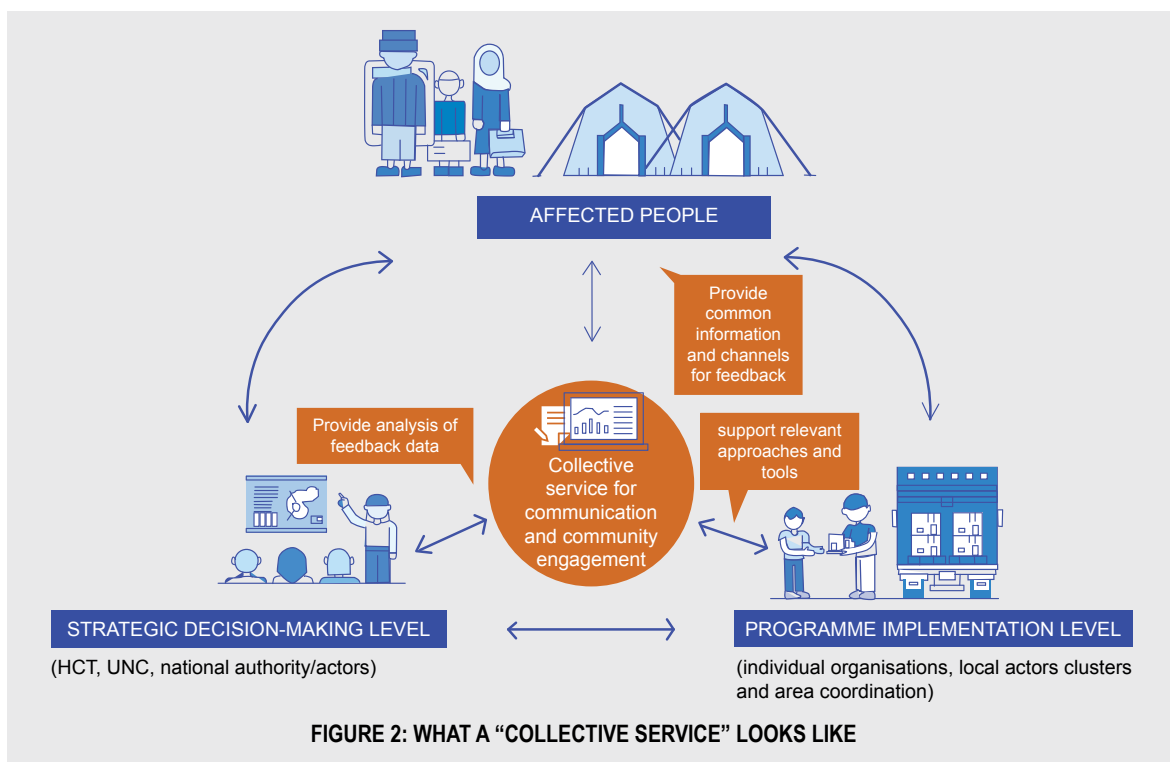
CCE has the following key functions:



- Identify communication needs and appropriate communication channels
- Coordinate the provision of appropriate and relevant information to affected communities
- Regularly monitor rumours and perceptions from affected people about aid quality
- Compile and analyse qualitative and quantitative data about aid quality and effectiveness
- Produce and circulate information to aid providers to support operationalisation, strategy, and decision-making process
- Ensure appropriate communication and community engagement is included in country level preparedness activities
- Convey impacts of participation and engagement on decision-making processes and provision back to the affected communities

Added value of a collective approach

- People's needs and concerns are not necessarily linked to one organization/ sector and broader issues may be overlooked if not addressed collectively
- Collective mechanisms can improve cost-effectiveness, minimises waste and duplication
- A collective/coordinated approach ensures consistent messaging and communication
- Avoids overburdening communities with multiple engagements
- Improves commitment to accountability on humanitarian agencies – can be used to monitor, track and evaluate how well individual and collective agency(ies)'s respond to and use community feedback to inform response
- Evidence suggests that communities themselves prefer collective mechanisms



Towards a more collective approach – key steps for partners

- Support a collective approach/service in more countries
- Share and disseminate learning including through Regional learning workshops (Nairobi, Panama)
- Document lessons and operational research including Online searchable resource
- Request and receive technical support from global level
- Ensure organisational and system-wide leadership engagement and buy-in (SMT/CMTs, ICCM, HCT,)
- Reinforce pool of experts and continue collaboration with partners through the CDAC Network
- Ensure collective CCE is embedded in coordination, preparedness and response mechanisms
- Advocate for more flexible, predictable funding



Examples of Joint-Agency Assessments in Africa - Key Lessons

South Sudan – Inter Agency Rapid Needs Assessments (IRNA)



IRNA is a multi-sector joint assessment endorsed by the Inter Cluster Working Group (ICWG) at national or state level. The objective is to collect key data to inform decisions on multi response. The Needs Analysis Working Group (NAWG) collects and analyses information from various sources on the general situation on behalf of the ICWG, focusing on: Where are critical needs (geographic); who is affected (IDPs, host communities, women, children etc.); why/how – contextual analysis and indicators on food security (IPC), nutrition and disease outbreaks including livestock diseases; how many are affected – best estimate possible; what are the needs (sector specific). Depending on the analysis, the NAWG may recommend an IRNA where information is insufficient to inform a response, or a response where the information is sufficient.

Based on recommendations of the NAWG, ICWG will further assess the following enablers:

Capacity to respond: Is there a partner on ground for each of the relevant clusters? If Yes; does the partner have the funding capacity to respond? If no, what would be the most appropriate form of response?



FIGURE 3 ENGAGING THE COMMUNITY IN NEEDS ASSESSMENT

Access and Logistic: Is there access to the affected location? Who controls the area? If no, when was the last time this location was accessed? Logistics requirements for assessment and response; What does the analysis anticipate regarding windows of potential opportunity to deliver?

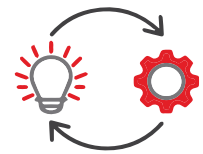
Capacity + Access = Modality: Capacity on ground and access will determine appropriate modalities for assessment/response; Protection analysis of risk to populations

The final report is presented in the ICWG for endorsement. Depending on findings on key indicators, the location maybe prioritized for immediate response by the Operational WG through one of the following response modalities: Scale up through static partners or Deployment of Rapid Response Mechanisms (RRMs) to be followed by longer term response. Further sector specific investigation as necessary.

Lessons learnt and challenges

Progress: New process has minimized the number of IRNAs (12 in 2017 and 5 in 2018 so far).

- Improved response time especially where access is open or teams carry along some light supplies for delivery alongside the assessment mission.
- Improved response tracking- commitments vs capacity.
- Better reporting - focus on critical and quantitative data for decision making by each cluster.

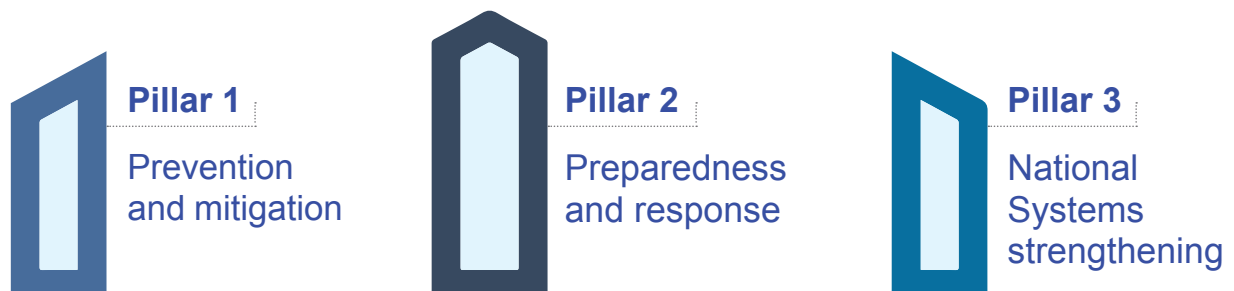


Challenges: Improving national and state level collaboration consistently.

- Using results to better inform evidence-based prioritization.
- Pressure from authorities on NNGOs to conduct assessments even when the NNGOs do not have the capacity to respond.
- Capacity to use the data collection tool/quality of assessments.
- Access constraints

Joint Assessments in Ethiopia - Humanitarian Disaster Resilience Plan (HDRP)

Ethiopia rolls out two regular Government-led and partners supported multi-agency needs assessments based on two rainy seasons: the major summer/kiremt season (June to September) and the short spring/ belg season (mid-February to May) rains. The main objectives are to; assess the performance of rains to harvest, pasture, and water regeneration in receiving areas of the country, market situation and also to; determine and review humanitarian needs and requirements of the country and 3; develop a joint Humanitarian Disaster Resilience Plan (HDRP) for resource mobilization and response. The HDRP is based on three pillar;





Success:

- Nationally standardized tools: HEA, triangulated with satellite mapping (LEAP)
- Induction/briefing on tools and at all levels before the mission
- Debriefing sessions at woreda, zone and regional level on preliminary findings
- Logistic arrangement: Logistic task force activates for regular assessments and flood taskforce during flood incidences
- Donor and other partners support-logistics and finance
- Government opening up access to communities affected by such disasters
- Improved relationship between Government and partners
- Discussion with the affected community is part of the assessment methodology

Challenges include profile of assessors (lacking technical capacity) resulting in poor data collection and data management at district level. Short reporting time that affect the quality of the reports. Assessment fatigue arising from repeated assessments with no response, particularly in conflict-induced IDPs sites/camps. Timing of doing such assessment is irregular (it may happen in one week, one month or even more after the disaster strike. There is also limited participation from non-food sector. Occasional delays by Government to endorse beneficiary figures and associated needs. unforeseen security incidences

- Poor data management at woreda/district level
- Lack of trend analysis for many years of date-to seek long-term durable solutions
- Time too short to discuss with affected communities
- Timing of doing such assessment is irregular (it may happen in one week, one month or even more after the disaster strike)
- Quality and quantity of at woreda level remains challenge

Examples of collective feedback and complaints systems in Africa

Transparency International Kenya – Integrated Complaint Referral Mechanism (ICRM) Uwajibikaji Pamoja

ICRM was established to explore collective approaches to facilitate community feedback as affected communities in Turkana and West Pokot counties didn't know how to provide feedback/ questions on the project design and implementation. It involves participation of over 15 agencies including national and county governments, Oxfam, Save the Children, Adeso, ICRC, USAID, Tecla Lorupe among others.

How it works: All complaints are fed into the web-based system and referred to the organization concerned. Complainants receive a tracking number by SMS and a notification each time any update or progress is made in addressing the complaint. If no action is taken or response is given after a defined period of time, the concerned organization will receive a reminder by email from the convener of the Integrated Complaint Referral Mechanism, who will have been notified to follow up.

The system also generates data and reports regarding the type of complaints received, per geographical areas, per sector, per age group or gender, thus informing policy and decision makers of trends at the county level. All complaints are confidential and feedback is provided within seven days.

Successes: Uwajibikaji Pamoja (UP) encourages community and service providers' participation and ownership of the process from the start. By improving their performance, UP helps service providers become credible, legitimate, and effective in discharging their duties. It has promoted sustainability and reduced dependency by placing a community's destiny in the hands of citizens and service providers. It has created a collaborative, non-confrontational rapport between the community and service providers.

UP has provided a one-stop shop with easy access for people at any time. Coordination among service providers at the county level has improved and with it the quality of information to affected populations, resolution of complaints/ address of feedback from the community.

Where UP platform is implemented, participation by communities in development projects/ programmes and more willingness by service providers to listen to community concerns. This higher rate of participation and service providers' attentiveness underpins sustainability

HOTLINE 109 hosted by Burundi Red Cross

Background: Born out of the Burundi Socio-political situation and natural disasters (El Nino climate phenomenon) that has created humanitarian conditions in the country. There has however been limited communication channels between disaster-affected people and humanitarian community.

Hotline was set by humanitarian partners BRCS, IOM, World Vision, OCHA and Caritas on a 3-months pilot phase with the main objective of ensuring accountability vis-à-vis disaster-affected community and to establish a two-way communication channel with the affected/displaced population.

Hotline109 operates 24h/24 and is accessible to everyone. Operators receive calls from communities. And cases are referred to implementation partners according to their expertise and areas of responsibility. The Call center produces a weekly report that is shared with the implementation partners and discussed during the National Platform for management, prevention and Disaster Risk Reduction. But urgent cases are immediately referred to the focal person of the implementation partner. Complaints and feedbacks are also referred to concerned Organization. Data are managed by the Head of the Call Center and calls are recorded in a data base.

Types of calls include protection, food security and NFI, health, shelter, SGBV, child protection, WASH, education, Complaints, incidents, thanking. Every call is recorded both on Excel sheet and on the response community map. But complaints or other sensitive issues: protection, SGBV, ... are only recorded on a particular excel sheet and referred to the concerned organization.

Publicity and Trust building for Hotline uptake is ensured through engagement with local leaders including women and religious leaders, workshops, open door days (using video advocacy with community voices/testimonials on how the hotline has helped them, TV and radio spot announcements public billboards, brochures, roll-up and promotional radio reports/programmes

Capacity building include Training of operators on referral mechanism, SGBV and basic training on psychosocial support of SGBV survivors, human trafficking, referral pathways.



Every call is recorded both on Excel sheet and on the response community map

Achievements: Hotline 109 contributes in saving lives, facilitating access to health facilities and Improving quality of programs and projects (as complaints and feedback mechanism) both in emergency and in development context. Both governmental and non-governmental organization are held accountable thanks to the hotline

Challenges include expectation of callers who expect rapid delivery of assistance as well as limited capacity of actors to analyse data, respond to callers needs. Inadequate equipment including software platforms and limited internet access are also obstacles. Lack of funding to sustain the call center.

Lesotho Citizen Voice and Feedback Initiative

The *Citizen's Voice and Feedback Initiative* includes citizens' participation in policies, services and decisions affecting them. Designed to increase citizen participation and public accountability into the work of the UN, such as the ongoing CCA, new UNDAF (2019 – 2023) design, and SDGs roll-out and prioritization. It is implemented under LUNDAP Results Group 4 Skills & Innovations pillar chaired by WFP and lead by UNICEF and supported by UNDP through *Lesotho Data for Sustainable Development* project. The Initiative has set up an Advisory Board defining information needs and further coordination of activities among agencies with monthly reporting to UNCT and Innovation Group via Issue Reports and News Updates. Advisory Board consists of Program/M&E Officers and Innovation Focal Points.



3000 citizens

surveyed on SDGs, UN perceptions and other developmental issues as a result of which the new UNDAF (2019-2023) is heavily influenced by public sentiments and perceptions. Social media campaign/ live streaming reached around 16,000 citizens of Lesotho.

Main activities comprise of;

- Interactive Voice and Feedback Dashboard (display and gathering of voices); public perception surveys using SMS, Web and table based outreach activities including KOBO for off-and online surveying, SMS based campaigns, GeoPoll/ RapidPro, Online Polls and Discussion Boards);
- Social Media Campaign (Facebook / twitter: online polls / live streaming of events / suggestion box, displaying of results);
- Volunteer engagement involving two-way communication modality: working with communities, CSOs and Volunteer groups for voice and feedback gathering, Focus Group Discussions / dual-purpose workshops - these simultaneously serve as sources of perception and sentiment gathering;
- **Key achievements;** Dashboard finalized with real-time updates (currently KOBO API integrated). 3000 citizens surveyed on SDGs, UN perceptions and other developmental issues as a result of which the new UNDAF (2019-2023) is heavily influenced by public sentiments and perceptions. Dual-purpose workshop planned after signing. Inter-agency set up triggered continuous support by agencies (resource mobilization, capacity engagement). Social media campaign/ live streaming reached around 16,000 citizens of Lesotho.

Main challenges;

Commitment of partners for engaging communities and uptake of feedback into programming over the long term is wanting. Continuous funding support, limited human resources, technical capacity and funds to carry out effective strategies that can be measured and sustained. Participation of people in some of the most remote areas, particularly in mountainous regions is problematic as is limited ICT availability which aggravates closing the feedback loop (smartphone / laptop distribution limited, high internet / mobile data costs, network coverage in remote areas limited).

What we can learn from

CCE during the DRC Kasai crisis in 2017

Complex emergency started in August 2016 with the uprising of a local militia. It was an exacerbation of pre-existing intercommunal tensions linked to territorial redistricting, the erosion of traditional mediation systems and customary power structures, and the local manifestation of national political rivalries. Conflict spread to 5 provinces, with 1.4 M IDPS in 8 provinces.

It was a challenge engaging with affected populations because there were only development actors in the area before the crisis coupled with lack of access. The response was not sufficient so populations complained and it created tensions with humanitarian actors. The more tensions there were, the less humanitarians actors could bring assistance.

System wide approach to AAP

During the UN system-wide L3 Emergency (Oct 2017-April 2018) the HCT adopted specific benchmarks on AAP and Protection from Sexual Exploitation and Abuse (PSEA) with UNFPA as lead agency. An AAP/PSEA working group was created (PAM, UNICEF, OCHA, WVI, ACF, INGO Forum).

AAP was then included in the 2017-2019 HRP strategic objective 4: humanitarian action is rapid, efficient and accountable to affected people in line with humanitarian standards/ principles and CHS.

CERF Funded AAP project led by UNFPA

In April 2018, USD 900,000 CERF RR allocation was approved to support AAP through an inter Agency approach. Key tasks were to ensure a better understanding of AAP and its mainstreaming through the HPC and inter Agency approaches (mapping, capacity building at field level etc.) and to strengthen access to information and complaints mechanisms for affected populations (sensitizations and AAP tools). It also requires setting up an Inter Agency mechanism to collect and manage feedbacks.

CCE Approaches: Local key messages on humanitarian principles and actors' mandates developed by Inter Agency Provincial Committees (CPIA) in the 3 Kasai (Tshikappa, Kananga, Mbuji Mayi). CCE activities include awareness campaign through the radio, through local community leaders, door to door visits of households, or community sensitizations. Joint commitment of humanitarians actors, including UN Agencies INGOS and local NGOs to disseminate these messages using their own capacities and resources.

Key lessons: Strong HCT leadership and commitment is crucial for effective AAP roll-out – AAP is an inter-agency mechanism set up for and by 120 organizations. Existence of and sharing of AAP practices to learn from - NGOs already using WFP's green line (CRS, HI, ACF).

Donor commitment to AAP is vital -DRC Humanitarian Fund already requires all its partners to set up feedback mechanism

Challenges: AAP activities are expensive and require full time capacities but bilateral funding opportunities are rare. Only actors with sufficient funding can set up feedback mechanisms (few can actually manage complaints). Participation of agencies in the AAP Working Group remains low.



More donor flexibility is needed to allow actors to revise assistance modalities based on complaints received and AAP need to plan for long term sustainability beyond CERF allocation

The use of technologies/ innovations is still limited. Implementation of AAP in all affected areas is undermined by the geographical extent of the crisis. More donor flexibility is needed to allow actors to revise assistance modalities based on complaints received and AAP need to plan for long term sustainability beyond CERF allocation. Alternative funding mechanisms need to be explored.

Chad AAP Steering Group

AAP Steering Committee established in November 2016 reporting to HCT (with rotating presidency among agencies). It developed the National AAP Strategy and Action Plan endorsed by HCT in June 2017.

Work in Progress: Clusters have integrated AAP in Cluster work plans, strategy, TOR etc. AAP agenda included during Clusters' monthly meetings by the AAP Committee.

Clusters' "Sectorial Checklist on AAP/Protection mainstreaming. HRP 2018: AAP indicators. Ongoing: perception surveys and inter-agency hotline by WFP

Challenges. No universal buy-in of actors. Difficulties in communication between National Clusters in Ndjamena and sub-Cluster for sharing good practices and rolling out AAP

Key lessons: Aligning AAP efforts with Cluster system and HPC is effective. Close follow up and support to Cluster Coordinators are essential for cluster roll-out of AAP interventions. Mobilization of additional support (CCE-UNICEF, CHS, GTS) is helpful. Roll-out takes time: patience!

Managing rumors during Plague epidemic – CCE in Madagascar

Plague is an endemic disease in Madagascar, not yet eradicated in over 100 years of presence. Every year 200 to 400 cases of plague are registered mainly of bubonic form. The favorable season to the transmission is between September and April. The plague epidemic of 2017 was special because of its extent, its urban character affecting the country's major cities and the predominance of the pneumonic form. By 1st of August, 2673 cases of plague were registered out of which 2,032 cases were pneumonic with 237 deaths. The outbreak was characterized by rumours that spread fear and made it difficult to control the epidemic effectively.

Community engagement in Rumor management;

- Established **Information Watch Cell** concerned with daily tracking of information (TV, Web, radio, newspapers), verification of information, impact analysis and risk (low, moderate, high), questioning of officials, formulation of recommendations.
- **Multichannel interventions** based on impact intensity analysis: Press conference, statements, posts and interventions on social media, appropriate messages through the media and community volunteers to respond to clarify negative information
- **Training** of community and media actors on the treatment of rumors.



Every year
200
to 400 cases
of plague are
registered
mainly of
bubonic form

Key messages to community and media actors

- **Analyze and verify information:** Do not tire of making sure that sensitive information is truthful or not, look for, cross check and verify with several people or entities that can attest reliability. It's a matter of really understanding what happened, not just assumptions and interpretations.
- **Verify:** If the information has not been verified, do not relay it: In general, people think that if unreliable information is disseminated but with caution (“this is not yet confirmed”, “Hono/one says that...”), there will be no impact. It is wrong, just don't broadcast sensitive information until you're sure of its veracity.
- **Think twice before disseminating information:** Although the information seems to have been verified, ask first what this information will bring to the well-being of the population.
- **Act quickly by correcting and delivering the exact information:** If the correct information is not quickly delivered, the rumor will spread even more and will continue its damaging work. Do not confuse speed and haste, however: response messages must be quickly but carefully defined.
- **Use the appropriate channels to respond to the rumor:** Prioritize the channels to use, for a rumor likely medium impact, no need to make a press conference. For a serious rumor that can cause a lot of debate, you can opt for a press conference, appearances on TV set, design recurring messages through social networks, etc.

Nigeria: Red Cross Radio Programme

During an assessment carried out in July by the Field Assessment and Coordination Team (FACT) in early 2017, revealed that (at the level of targeted communities) radio was the most widely used and easy to access media channel. For people in Northeast Nigeria, radio is not only a source of entertainment and news but also education.

The International Federation of Red Cross and Red Crescent Societies (IFRC) in collaboration with the Nigerian Red Cross began a weekly live radio show called “Tattuana Da Red Cross”, which means “Discuss with Red Cross” in Yola Adamawa State and “Mu tattauna Da Red Cross” which means “Let's Discuss with the Red Cross” in Damaturu Yobe State, Nigeria.

The show invites personalities from different sectors (government and partner organisations) to discuss topics ranging from hand washing, sanitation, cholera, Lassa fever, malaria, any trending issue related behaviour and social change communication (basically health, WASH and DRR sectors) etc.

Programme design and format: Selection of titles of the programmes: Joint planning with program sectors to design activities on a quarterly basis but this is mostly subject to change based on what is trending in the Health, WASH and Disaster Risk Reduction (DRR) sectors to ensure that we are disseminating information that are relevant to communities at a given period of time e.g. outbreak of diseases like cholera, Lassa fever, measles, immunization, floods, etc.

Duration: 1 hour (divided into two sections), first 30 minutes is used for introduction of the topic of the day, guest(s) in the studio, questions and answers on the topics, Vox-pops or street interviews from communities, next 30 minutes, the studio toll-free lines are switched on for listeners to contribute by asking questions, seeking clarification(s), sharing experiences on the discussions, behaviour at risks, myths (common resistance reaction), to encourage active participation we organise quizzes where listeners asked questions and also win prizes e.g. hygiene kits, portable radios, hand sanitizers etc and finally conclusion of the programme.



For people in Northeast Nigeria, radio is not only a source of entertainment and news but also education



ADVOCATING TO LEADERSHIP: BUILDING SENIOR MANAGEMENT SUPPORT FOR CCE AND COLLECTIVE EFFORTS

Lessons from Kenya Red Cross Experience

“ We are there to serve and work with the people in the communities and they are the ones who knows what works and what doesn't... ”

Dr. Abbas Gullet SG - Kenya Red Cross Society

Senior management understanding of and support to community engagement and accountability is critical for effective integration and uptake of CEA approaches.

KRC offers the following insights; Hold Individual briefings and conversations with senior management teams on communication and community engagement approaches from the beginning and ensure CEA is regularly on senior management meetings' agenda for updates on the approach.

Strive to include CEA -AAP as a strategic focus of the organization – CEA is an integral part of KRCS Strategic Plan 2016 to 2020. Review and integrate CEA in corporate planning, monitoring and evaluation tools (e.g. reporting templates and

evaluation tools). This removes additional reporting burden to the program teams plus it supports institutionalization efforts.

Use evidence on the significance/impact of the approach on organizational performance and brand and ensure the evidence is well disseminated to staff, partners and donors

Continuous reflection forums to update management and other staff on feedbacks from the communities and volunteers on what is working well or not working regarding the process.

Approach existing and interested donors to advocate for review of budgets to include CEA activities

Documentation and sharing of successes, challenges and lessons learnt with stakeholders motivates the management team and also helps them remain on the alert concerning any perceptions by other partners.

(KRCS has just published a case study found on this link <http://media.ifrc.org/ifrc/document/mainstreaming-accountability-communities-operational-case-study>)

Oxfam WASH model in Central African Republic

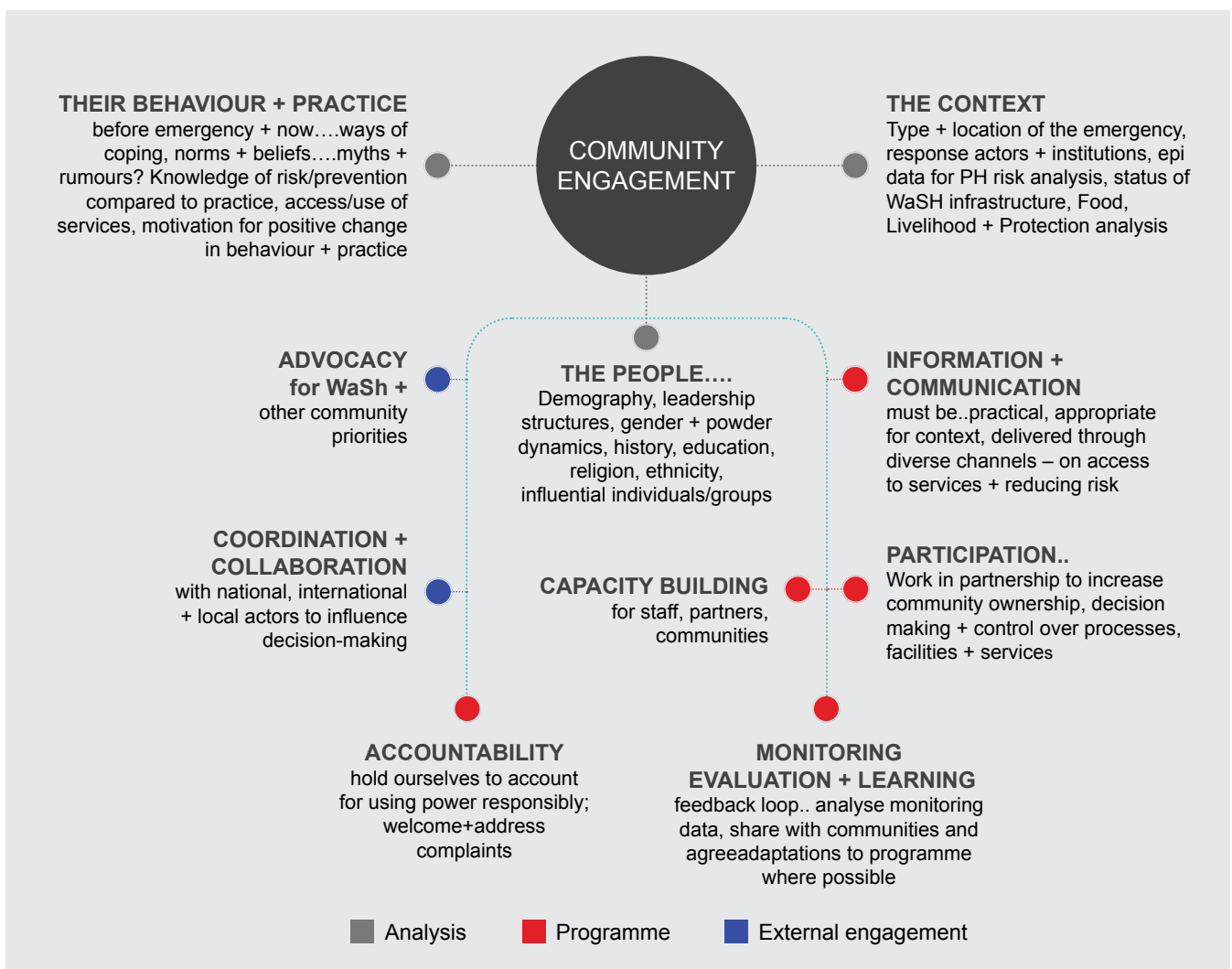


FIGURE 4 OXFAM WASH COMMUNITY ENGAGEMENT MODEL

This Oxfam-led WaSH model was developed and tested in a large-scale emergency. Pink boxes describe information and analysis needed; orange relates to programme implementation, and white to working with other stakeholders.

The intention of this model is to involve communities affected by crisis in the response so that the delivery of WaSH facilities and services works for them. Community engagement is a continuous process - listening to different groups and individuals is key to effective community engagement.

Key lessons for senior management buy-in and support

01	Base ideas on solid evidence, raise profile externally as a way to get internal recognition
02	Have a senior manager who will champion the approach (not the obvious choice though)
03	Push for evaluations/reviews of successful programmes, requiring senior leadership signoff
04	Crises provide opportunities for change and access – the high prof

The Common Feedback Project (CFP) for Somalia

Proposed during a Senior Transformative Agenda Implementation Team (STAIT) mission to Somalia (September 2016) out of a need for system-wide approach for Somali communities to inform strategic decision-making. OCHA's CFP concept note endorsed by HCT in April 2017 with three main actors identified in the common approach: OCHA, REACH, and IMS-Radio Ergo.

CFP was a 6-month project funded by the Somalia Humanitarian Fund (SHF) and implemented by Radio-Ergo. CFP directly linked community feedback to the clusters for response (e.g. feedback from Galmudug) and to the clusters for sharing information with Ergo for radio programming (e.g. cholera in Mogadishu).

Lessons (have they been learned?); New things take time and may not give instant impact in the way anticipated. In any case, put your money where your mouth is, don't reinvent the wheel (invest in what exists already and don't expect people to say what you want them to say. Finally, learn to listen!



INTERNAL AND EXTERNAL CHALLENGES TO CCE AND ACCOUNTABILITY

Addressing organizational and external challenges to AAP (client responsiveness) – IRC

Within organizations competing priorities, lack of incentives, limited time and limited resources are all serious obstacles to effective client responsiveness (AAP). Externally, limited access, lack of trust and limited cooperation (among agencies) as well as donors' lack of flexibility all contribute towards poor client responsiveness.

International Rescue Committee recommends for Humanitarian Organizational Leadership to communicate through words and actions that client-responsiveness is important and to model responsive behavior in interactions with staff that promote client-responsiveness. Managers should allocate unrestricted resources to teams to invest in client-responsive project design and reinforce the importance of client consultation and engagement during project design. Develop partnerships with local organizations.

Recommendations for Donors: Clearly communicate in calls for proposals that alternative intervention strategies based on client feedback are welcome. Similarly extend the time for proposal development where contextually appropriate to allow for more client consultation and engagement during design. Lastly, include client-responsiveness as an essential funding criterion in calls for proposals. Provide and encourage applicants to allocate resources to client-responsiveness. Require



applicants to plan for an inception phase in which to update and further develop the design based on client feedback and other contextual changes. Permit applicants to include a contingency line in their budget and allow for maximum flexibility between budget categories to adapt the project based on client feedback.

High-level panel “from words to action” - key messages for organization -wide leadership of CCE

- Ensure commitments from global level to country - Grand Bargain commitments required by Country, to ensure implementation.
- Clear Opportunity, within the current reform processes – to strengthen UN country teams in CCE and transform how we work
- Standardized Methodology – Necessity for concrete actions and KPIs on CCE



- Ensure clear tracking of evidence of impact given trends
- There is a clear ‘Value Add’ for CCE – including Cost effectiveness and the essential nature of CCE to fulfill mission and mandate.
- Donors need to engage in fora for CCE
- We need to reinforce CCE, as part of good quality programming
- Representative- Champions need to be identified within coordination groupings
- Ear mark 5% of budgets to CCE
- IA Approach is lifesaving
- All Africa National Societies to integrate CCE



THEMATIC DISCUSSIONS

This section provides a brief overview of key themes, from the discussions held throughout the workshop.

Terminology and Standardisation:

Although the term Communicating with Communities (CwC) and others are also used to describe the work, communication and community engagement is now the preferred term, as it implies a more pro-active process that encompasses all aspects of response programming, distinct from conventional public information and advocacy.

However, there is general lack of common standards for CCE approaches within programmes and amongst agencies often leading to uncoordinated interventions and missed opportunities for greater cohesion in humanitarian response.

Core elements of CCE identified include



Community leadership



Information exchange and dialogue



Participation



Accessibility and response to complaints (and sensitive complaints)



Feedback



Connectivity



Protection



Coordination

Systematically and collectively collect the diverse perspectives; use those perspectives to inform programme design and delivery; and in which agencies are accountable for those decisions and subsequent actions.

The intent is to develop and deliver assistance which is more responsive, appropriate and effective in meeting the needs of people affected by crisis. International Rescue Committee

Power; communication and community engagement is a game changer in terms of power relationships, between affected communities and those who have resources and the ability to decide how they will be used. True commitment to communication and community engagement is a step forward in changing the traditional top-down dynamic of the humanitarian eco-system that typically influenced who decided a program, and strives to ensure communication with communities actually is a two-way process that results in better, more appropriate and targeted responses.

Insufficient integration of CCE in humanitarian action, the approach is often seen as an add-on or a standalone project and thus not properly influencing the program cycle. CE approaches are often misunderstood as an 'add on' for coordination, and thus appear to be top-down. But there is already engagement happening that needs to be brought together and strengthened.

Across the board more education is needed on how to build from the 'bottom up', with community based programme-structures and community participation initiatives supported by, and feeding into, coordination structures and humanitarian architecture.

Unpredictable and time-limited funding for CCE. This curtails greater appreciation of the full range of benefits that can be derived from such approaches and does not allow for integration of community engagement in the program cycle.

It also means links with overall humanitarian architecture are not made soon enough to effectively influence decision-making.

Leadership was repeatedly emphasized as an important factor for ensuring organizational and collective communications and community engagement is successful. Ensuring senior leadership buy in and investment enables and strengthens agencies and collective capacities to integrate feedback into the preparedness, assessment and design of responses and avoids making communication and engagement with affected communities a stand-alone activity.

Commitment and actions from senior leadership transforms potential into reality and as emphasized, moves our collective approach 'From Words to Actions'. When good leadership is in place in the organization, that models expectations, it can be felt throughout the entire organization and everyone understands how CCE is part and parcel of the vision, mandate and goals of the organization.



Commitment and actions from senior leadership transforms potential into reality and as emphasized, moves our collective approach 'From Words to Actions'

Some 'Quick win – Solutions' for CCE Country level actions



- Mapping of organizational feedback mechanisms, approaches and practice by September 2018, by HCTs, through Inter-Cluster Working Group. Mapping, to include community structures and infrastructure, CE mechanisms, capacity of international actors, capacities within communities, media and community preferences etc.
- Contextual assessment – to include assessment of communities preferred platforms and channels and organisations assessment of existing mechanisms and ability to respond.
- Development of collective Communications and Feedback, Standard Operating Procedures (SOPs) and Minimum standards that include; roles and responsibilities (inter-agency), standard response time, data sharing protocols (considering confidentiality concerns)
- Promoting of common understanding and capacity strengthening amongst humanitarian organisations' by CCE Focal points by the end of December 2018.
- The necessity to 'turn the narrative on its head' and ensure a mindset change on who has the capacity with a focus on Communication and Community engagement with communities, especially in conflict/insecure locations. There is a need to acknowledge the unique role and capacity of national actors and organisations!
- Engagement needs to be reinforced and less passive – more engaged!
- Create 'common understanding' of collective referral system e.g. capacity development based on collective referral system, with joint accountability to support struggling agencies.
- Develop Key Performance Indicators (KPIS) and Monitoring and Evaluation frameworks for CCE mainstreaming. Including ongoing, systematic surveys on CCE practice and improvement.
- Ensure management and leadership support for Community Engagement, through awareness sessions, with leadership, on community feedback to inform integrated planning.

Key Steps for country level programming

- Identify CEA Focal Points
- Map feedback systems
- What capacities, resources and expertise exist within communities
- Monthly feedback analysis reports produced
- Present to management/leadership and follow up monthly on actions taken
- Invite leadership to FGDs
- Assign responsibility 'Champion' to someone in management/leadership role to ensure action.

Presentations were made one Day 1 and Day 3 of the workshop on the IRC Guidance on client responsive project design³. Further practical recommendations were presented for both organizational leadership and donors, which included;

³ The Guidance on Client-Responsive Project Design

Recommendations for Humanitarian Organisational Leadership



- Communicate through words and actions that communications and community engagement is important
- Model responsive behavior in interactions with staff
- Allocate unrestricted resources to teams to invest in client-responsive project design
- Reinforce the importance of consultation and engagement during project design
- Develop partnerships with local organizations
- Share learning with other organisations
- Recommendations for donors
- Clearly communicate in calls for proposals that alternative intervention strategies based on client feedback are welcome
- Extend the time for proposal development where contextually appropriate to allow for more client consultation and engagement during design
- Include client-responsiveness as an essential funding criterion in calls for proposals
- Provide and encourage applicants to allocate resources to client-responsiveness
- Require applicants to plan for an inception phase in which to update and further develop the design based on client feedback and other contextual changes
- Permit applicants to include a contingency line in their budget and allow for maximum flexibility between budget categories to adapt the project based on client feedback





EXAMPLES OF COUNTRY ACTION PLANS

All 11 countries, in attendance, designed and committed to draft collective country plans, which included implementing new and/or strengthening current CCE initiatives. It was agreed that these would be taken forward within inter-agency country discussions, to ensure final commitments.



CHAD

Establish an effective inter-agency referral system which ensures the tracking of the treatment of the cases.

CAR

Refine the planning phase of the 'Collective Service project', to ensure stronger institutional linkage and adjustment according to funds available, roles, responsibilities and capacity of partners

Ethiopia

Introduce/Establish a CCE initiative in Ethiopia, to include a common understanding, management buy-in and Community awareness (on humanitarian response, actors in place) and sense of empowerment (that 'their' voices count, where to convey 'their' feedback) is strengthened.

Madagascar

Development of a multi-risk CCE National Action plan and to advocate to national and international partners on integrating CCE within programming.

Lesotho

Agreement on a national mapping exercise on CCE in emergencies. Advocate for funds to undertake the mapping exercise, for the development of a single registry for CCE in emergencies and for the development of a national CCE Strategy.



Nigeria

Development of an Inter-agency HCT CCE/AAP Strategy. Strengthening existing CCE/AAP initiatives (e.g. radio, sms, hotlines etc.) through joint Inter-Agency work plans, funding proposals and implementation and strengthening of the existing CCE/ AAP Technical Working Group

Somalia

Reactivate the Common Feedback Project (CFP) through the HCT and Government to secure full commitment by key stakeholders. Establish technical CCE Task-Force to operationalize and develop the task-force's ToRs and work plans. Identify key stakeholders in the field for CCE and through the CCCM



CONCLUSION

There was a clear and consistent message throughout the workshop that unless we deepen and expand our collective approach to communication and community engagement, we are almost certain to fall short in achieving our vision, mandate and in turn effective programming.



It was agreed that communications and community engagement should be at the core of everything we do as humanitarians – that no longer can we get away with imposing on people what ‘we’ think is best for ‘them’. Especially with more and more responses being protracted crises or conflict, ‘no time’ to engage communities is unacceptable (but advocacy with donors needs to take place to ensure time is built in to engage communities properly). Changing ‘our’ systems to better accommodate community participation is imperative, but that we should equally consider opportunities for various communities to build response capacity on culture, traditions and challenges.

There was clear momentum, within countries, to develop and strengthen contextually relevant collective strategies and communities of practice (COP), however for this to be achieved clear ‘champions’ in leadership within organizations, is needed, with commitment, investment and action to ensure the centrality of communications and community engagement in how we do business.

“ It always seems impossible until it’s done ”

Nelson Mandela



ANNEXES

ANNEX 1A. COUNTRY PROFILES

1. CCE/AAP COUNTRY PROFILES

CHAD

Chad continues to face interconnected humanitarian crises, in a context of chronic poverty and low social and economic development. The security situation in neighboring countries continues to generate significant population movements towards Chad, particularly in the south of the country, as well as internal displacements in the Lac region. Millions of people suffer the consequences of food insecurity and malnutrition every year, especially in the Sahel belt and recently in previously spared areas, such as Tandjilé. The health system remains weak, exposing the country to epidemic risks and persistent diseases such as measles, hepatitis E and malaria, with a direct impact on morbidity and mortality.

The AAP steering committee was established in November 2016 and has since developed a national strategy with an annual action plan. While a strategy specific to “Community Engagement” does not exist, the AAP strategy addresses the promotion of the participation and engagement of affected people as it is one of the five pillars of the strategy. In line with the strategy, in 2017, the AAP steering committee assisted the Clusters to integrate AAP into clusters’ work plans, strategies and terms of references. In October 2017, with the help of the UNICEF Communication & Community Engagement Initiative Senior Adviser, a workshop with partners was conducted to reinforce the capacity of partners. Another workshop on the CHS was organized in February 2018 which led to clusters drafting their AAP sectoral action plans.

Overall, the AAP steering committee has been implementing AAP through clusters closely involving Cluster Coordinators, which is one of their good practices. However, the compilation of some key lessons learnt and good practices of individual partners remains a challenge. In early 2017, three organizations presented their good practices during a general coordination meeting. In addition, clusters have been encouraged to share their practices during regular cluster meetings. Some examples include:

- **Chadian Red Cross (CRT):** The CRT established suggestion boxes in late 2015 in internally displaced persons camps in the Lake Region of Chad. However, these did not work at all due to high illiteracy rate in the area. They instead formed complaint committees to collect feedback from communities using volunteers who understand local languages. This resonated well with communities and helped to better collect feedback from affected people. CRT is still facing challenges to get feedback from women: most of the complaints were shared and raised by men due to the cultural context of the Lake Region.
- **Ground Truth Solutions (GTS):** Since 2018, GTS has been collecting perception data on humanitarian response. The approach of GTS is innovative in the sense that once the results of the data collection are available, GTS can share the results with the communities where the data come from as well as aid workers to act on the data.
- **WFP:** At the moment, WFP is in the process of setting up an inter-agency hotline. This will be a good starting point for humanitarian partners to work together to set up an inter-agency referral system of feedback and complaints and to elaborate a policy/strategy to advocate for the hotline.



The health system remains weak, exposing the country to epidemic risks and persistent diseases such as measles, hepatitis E and malaria, with a direct impact on morbidity and mortality

One of Chad's key challenge is the effective and practical application of the concept of CCE/AAP in the field. While partners are now to some extent familiar with this concept, they don't have clear ideas on concrete actions to take or how to improve their current project delivery in terms of CCE/AAP.

Another challenge is sharing key humanitarian planning and response documents with affected populations in the context where the illiteracy rate is high and many local languages and dialects exist.

- AAP/PSEA website in Chad/Humanitarian Response page - <https://bit.ly/2k1AomR>

MADAGASCAR

Madagascar is highly vulnerable to natural disasters, given its geographical location, low income levels and weak institutional capacity. Beyond the continuing drought in the south, the cyclone season 2018 is underway. From August to November 2017, a severe outbreak of bubonic and pneumonic plague has stretched the capacity of the health system. Additionally, the return of poliovirus in the country in 2015 and continuing campaigns to eradicate poliomyelitis continue. Socio-economic tensions are expected to increase before the presidential and legislative elections in 2018 and unrests have already started with a popular movement led by some parliamentarians.

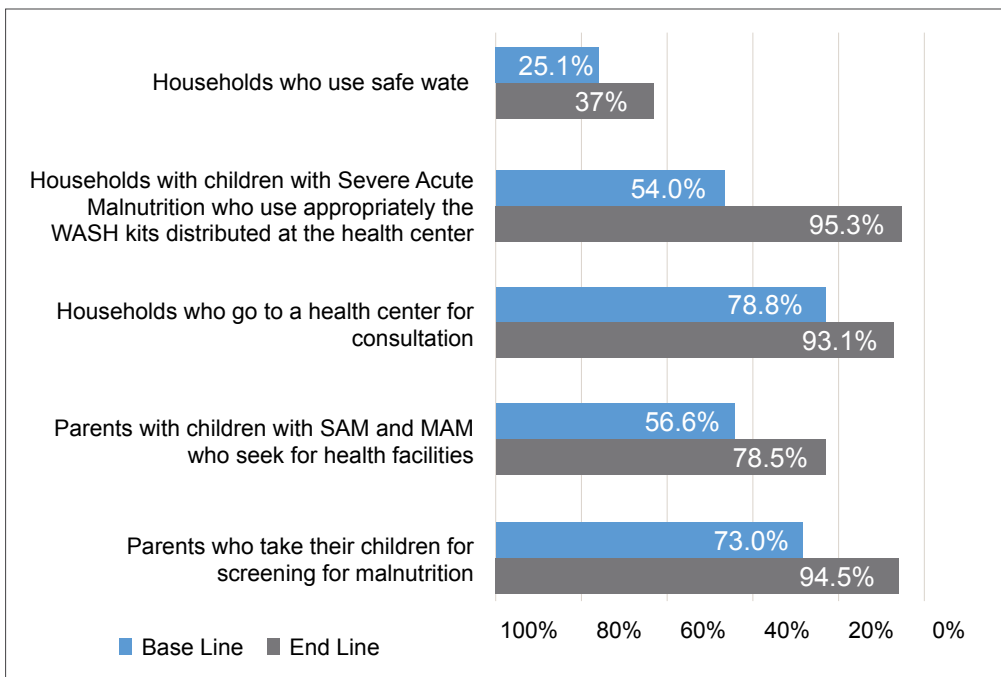
The CCE/AAP is defined in the adapted Communication for Humanitarian Actions Toolkit (CHAT) strategy and in the Emergency Communication strategies designed on the basis of behavioral and social rapid assessments. Using community dialogue methodology within the Stimulate, Appreciate, Link, Transfer (SALT) approach or applying classical community advocacy, community engagement activities are generally implemented and supervised by local departments of relevant national ministries. This is with support from national and international NGOs. The role of multilateral institutions (UN, USAID) remains on capacity building and technical support. UNICEF is one of the UN agencies which supported the adaptation of the CHAT and SALT approaches and has trained up to 200 national partners on implementing CCE methodologies. Some of the lessons learnt are that CCE methodologies should be clearly adapted to the context of the country and to the type of emergency, involvement and mobilization of national partners is crucial as well as the existence of a coordination structure at national and local levels.

Some examples of community engagement initiatives include:

- Since 2015, nearly 1.5 million people are affected by an ongoing drought in the southern Madagascar, further exacerbated by the El Nino phenomenon in 2016. Some 52 per cent of households in eight districts are severely food insecure.
Stakeholders embarked on promoting essential behaviors (Nutrition, Health, Wash) among parents, caregivers and household members with. Regular coordination meetings were held with regional and local authorities and establishment of an Emergency Communication Network at national and local level was accomplished. Entertainment-education activities including collective listening sessions, cultural contests, puppets and cultural shows were also held. Capacity building on CHAT and Behavior change communication sessions were organized. Some 89,000 people participated in mobile and outreach activities, 117,000 people participated in listening group sessions and 22,500 young people were reached through Young Peer Educators and youth associations.



UNICEF which supported the adaptation of the CHAT and SALT approaches has trained up to 200 national partners on implementing CCE methodologies



Entertainment-education activities with the active engagement of community members proved to be an effective approach that triggered behavior change. Use of pre-recorded radio programs for the listening group sessions is a more engaging and participative approach that allows community to access information and to relevant messaging.

- The plague epidemic that began in August 2017 was different from the usual plague outbreaks as it affected urban areas and the predominance of the pneumonic form. Some 2,600 cases of plague were reported, 2,032 cases were pneumonic and 237 people have died. The big challenge in addressing response was rumors and misconceptions of the disease. People were self-medicating and consulting traditional healers saying pneumonic plague is not real and that it was invented by the government for money. The Plague CCE strategy was updated, a “rumors mitigation” sub-commission and a watch committee in charge of monitoring media and social networks were set up. Training of more than 7,900 community agents, chiefs of Fokontany and volunteers mobilized to conduct community engagement. The production of a cartoon to address stigmatization in schools and community levels was commissioned. The end of the epidemic outbreak of urban pneumonic plague was declared by November 2017. Daily meetings were conducted by the Communications Commission to evaluate pre- and post-rapid baseline surveys on perceptions, behavioral and social aspects.

Some of the challenges were getting leadership to support initiatives, the different mandates of organizations, different communication approaches, and arduous decision-making/validation processes. There is need for more concerted efforts to work together, mobilize every potential communication and community engagement practitioners and entities. Communication with affected people during emergencies is first a ‘human competency’ as opposed to being technical. There is lack of capacity for CCE practitioners in the National office of risk and disaster reduction (BNGRC), those that exist cannot mobilize and provide good leadership for the multi-sectoral communication network.

- » Madagascar CHAT package (French and Malagasy)
- » Video documentation of the C4D interventions in response to the drought in Madagascar southern areas (6mn)



Some **89,000** people participated in mobile and outreach activities, 117,000 people participated in listening group sessions and 22,500 young people were reached through Young Peer Educators and youth associations

- » Community dialogue training package (French and Malagasy)
- » Final report, monitoring activities of the drought response C4D component (HNI document, French)
- » Emergency Communication strategies: Plague outbreak, drought, cyclones and floods
- » Communication materials: Plague Quiz cards, plague posters and booklets, plague cartoon & comic, plague game board
- » Video documentation of communication and community engagement responses to plague: volunteers, rumour monitoring unit (2mn each)

DEMOCRATIC REPUBLIC OF CONGO (DRC)

A surge in violent conflict and intercommunal violence forced more than 2.16 million people to flee their homes in DRC in 2017 – an average of 50 families of every hour every day. Today, the total number of internally displaced people in the DRC has reached 4.4 million, which is the highest number of any country on the African continent. North Kivu Province remains the most affected, accounting for over 1.1 million displaced persons. Insecurity has had a devastating impact on people's capacity to access food, and 7.7 million people across the DRC are facing severe food insecurity – a 30 per cent increase from the same time in 2016. The situation is further complicated by political uncertainty and economic downturn.

In an effort to put people at the center of humanitarian response, The DRC Humanitarian Country Team (HCT) endorsed incorporation of a CCE/AAP component in the 2017-2019 Humanitarian Response Plan by including an indicator requesting “% of projects having a complaint mechanism accessible to communities, efficient, anonymous and protected.” Up to now, no major activities have been implemented due to lack of capacity and dedicated funding/resources. However, when DRC was declared an L3 in October 2017, and following an application to the CERF, UNFPA received funding in March 2018 to launch CCE/AAP activities for six months. The aim of the project among others is to strengthen the coordination mechanism at the national and regional level, mapping of actors implementing CCE/AAP activities, harmonize approaches and develop an inter-agency guidance.

In 2017, WFP created a platform to facilitate the collection and treatment of communities' complaints and feedback with a focus on WFP activities. The platform covers WFP food assistance targeted areas of Nord Kivu, Tanganyika, Kasai region and South Kivu Province. The platform works through a free phone number available to community members. The use of mobile phones is very common in DRC and it is accessible to the majority of population living in urban and rural areas. Phones calls are collected by an external service with personnel trained by WFP and data is immediately available and transmitted to WFP focal points. For major protection issues, a protection focal point is available to analyse and treat all requests. Personnel from the call centre are trained regularly on various issues and standard operating procedures have been developed to guide them. Because of the great performance reported by WFP platform, other five INGOs decided to use the same approach. The mechanism could easily be replicated in the rest of the county and beyond food security issues.

The humanitarian workers continue to use traditional options such as regular meetings with communities and suggestion boxes to solicit feedback. Challenges of using these mechanisms exist such as lack of dedicated capacity to complete the communication loop. Solid referral systems are also lacking as well as dedicated funding.



Today, the total number of internally displaced people in the DRC has reached 4.4 million, which is the highest number of any country on the African continent

The main challenges of the CCE/AAP landscape in DRC include women not having good access to mobile phones hence their voices are not commensurate to those of men. To remedy this, WFP has partnered with Vodacom Mobile Telephone Company to distribute phones to women to enable them access the platform. Apart from protection specific issues, that are specifically treated, the majority of requests remain without individual feedback to the person that has called. Information, suggestions and complaints are treated globally and they are taken into consideration in the general improvement process of WFP performance, but it is still difficult to ensure an individual feedback to all users due the number of calls and the cost of calling them back. Several rural areas in DRC are excluded from the telephone network and consequently from the access to the service.

The call service has a cost and it requires continuous and dedicated funding for functioning and advocacy continues ensure specific funding to AAP activities.

The post-distribution/assistance monitoring activities is advantageous as engaging with community members immediately yields on recommendations on how to improve projects, they provide complaints and violations to project managers. Challenges of language barriers are addressed because such monitoring is majorly conducted by national staff who are familiar with local languages. Questionnaires are adopted to the individual education levels. On the flip side, the service is not anonymous because communities' members physically exchange with a staff from the organization. This can limit the free capacity of expression of the interviewed people. There is lack of dedicated staff to treat and analyse sensitive concerns especially pertaining protection. Lack of a clear referral system is also a challenge as feedback gets lost.

The ongoing CERF rapid response CCE/AAP project aims to cover a part of the mentioned challenges. Despite this effort and the future HF allocation, the main gap remains the lack of visibility on available funding for the middle and long term as well as a clear and common donors' engagement.

ETHIOPIA

Ethiopia has experienced three years of consecutive droughts which have eroded livelihoods and put many lives at risk. The Government of Ethiopia (GoE) has demonstrated a strong leadership and responsibility over its humanitarian action with the support of UN agencies, NGO partners and donor community. The humanitarian response, however, has remained relatively centrally-planned and implemented, especially in comparison to the country's development landscape that is conducive to community engagement (e.g. community-based budgeting process, community coalition initiatives). While partners may have their own CCE/AAP initiatives at a project level, the feedback, thoughts, and opinions of the rights-holders need to be better reflected in a systematic manner.

- **Government-led seasonal needs assessment:** The National Disaster Risk Management Commission (NDRMC) and OCHA organize a joint Government and humanitarian partners' assessment twice a year to determine needs and mobilize resources. The findings of the assessment are used as a national response plan, known as, Humanitarian Disaster Resilience Plan (HDRP). The assessment tools (questionnaire, interview and FGDs, e.t.c) usually target Government sectors at regional, zonal and district levels. If negotiated well, there will be a possibility to include few questions that would enforce assessors to engage with affected communities.
- **OCHA managed Humanitarian Response Monitoring:** Prior to seasonal assessments mentioned above, OCHA Ethiopia conducts a call around



Government Communications Affairs Office undertakes mainstream communication through traditional and new media, reaching more than 1,000 districts and 16,000 localities including in affected communities

exercise targeting district early warning experts with highest priority of needs to monitor the level of ongoing response and emerging needs.

- **Government communication and community outreach modalities:** The NDRMC receives daily early warning information through internet/telephone based network, monthly food distribution status using focal persons in more than 1,900 food distribution points. Government Communications Affairs Office undertakes mainstream communication through traditional and new media, reaching more than 1,000 districts and 16,000 localities including in affected communities. The office runs more than 49 community based radio stations in more than 25 local languages in which issues on gender, community based development, health, education and environment are discussed making them a major source of information and encouraging participation.

- **End-user supply monitoring tool** - a pilot stage project by UNICEF: UNICEF is one of the leading partners to the Government-led humanitarian

response in Ethiopia. Due to the scale of the emergency response, totaling USD 111.8 million in 2018 for instance, it has been challenging to reach out to the rights holders and community members, link programmatic implementation and financial expenditures to the results delivered at the community level, and reflect the feedback to improve the humanitarian action. To address the above challenges and to improve social accountability, UNICEF developed a system to monitor that the supplies it procures reach the intended beneficiaries/end users. The system consists of a mobile and web-based questionnaire and a dashboard analyzing the collected data. The questionnaire can be implemented at all levels of the supply chain, from the federal to the community levels, and collects end-user and community feedback if administered at the grassroots level. Content-wise, it collects information on: product information and



procurement details, product dispatch and receipt information, supply and logistics chain and inventory management and Suitability of, and feedback on the product. Challenges include;

- Constraints in human, financial and temporal resources to maintain an AAP system in a long term and in a large scale
- Lack of phone and internet coverage that prevents implementation of a mobile-based system
- Growing, but still low literacy at the community level that limits communication and engagement tools.
- While partner may already have individual AAP mechanisms for their respective projects, there is no harmonized, coherent and comprehensive system
- Also, information is not regularly shared among partners/clusters.
- Sensitivity of the information
- In view of the resource constraints, debate between promoting the sustainability of the AAP (by increasing government ownership) and maintaining the impartiality of the process (by leaving it to a third party).



BURUNDI

The vulnerability of the Burundian populations, already extremely fragile due to the precariousness of the socio-economic situation, has deteriorated since 2015, in particular due to the increase in the prices of basic necessities, the lack of access to basic social services, and state budget restrictions that do not allow for sufficient investments in infrastructure, particularly in priority sectors of water, health and education. The vulnerability of Burundians is also greatly exacerbated by regular and devastating climatic hazards. This multidimensional precariousness is manifested by food and nutritional insecurity, internal and external displacements of populations, increased risks of land conflicts and high exposure to epidemic diseases (malaria, cholera). Currently, 3.6 million people, or one third of the Burundian population, need humanitarian assistance, according to the results of the latest overview of humanitarian needs overview (HNO) of November 2017.

The Burundi inter-agency humanitarian hotline was set up following the 2015 El Nino climate phenomenon and political crisis. The main objective of the hotline is to establish a two-way communication channel with the affected people to timely inform the humanitarian community on urgent needs. It is managed by the Burundi Red Cross Society (BRCS), with the support of the International Organization for Migration (IOM), World Vision, OCHA and Caritas. The call center is located in the BRCS office, where operators answer the calls 24 hours and seven days a week. The hotline team produces weekly reports which include an update on whether the caller has received support or the situation is being looked into; the reports are shared with the humanitarian community. IOM provides technical support on data collection and management and has an interactive dashboard accessible online (<https://burundi.communityresponsemap.org/map>). The Community Response Map compiles information received from beneficiaries to better understand the trends and needs of affected communities in different sectors and different areas as well as their profile. The other partners support with coordination and advocacy efforts.

Additionally, it also helps in developing a better understanding of the humanitarian situation in Burundi and reinforcing the response capacity of humanitarian actors to assist the affected people, including refugees, internally displaced persons, women

Government Communications Affairs Office undertakes mainstream communication through traditional and new media, reaching more than 1,000 districts and 16,000 localities including in affected communities

and children with high vulnerability levels (i.e: separated and/or non-accompanied children, children head of households, widows, persons with specific needs) and host communities.

The pilot phase lasted three months (October to December 2015) with a long code-22274010 in place and callers had to pay for their calls. Then Save the Children and Australian Aid financially supported the call center. In May 2016, with the support of the Government of Burundi and the National Platform for prevention, management and Disaster Risk Reduction⁴, the call center obtained a toll free number 109. The call center was, at the beginning, designed for emergency situations. Over the past two years, the hotline has become a complaint and feedback mechanism used widely by the Burundian population. In addition to receiving calls on humanitarian urgencies, the call center receives calls on different types of needs, including road accidents, medical needs and request for information. It also helps to sensitize the callers, including on how the hotline functions. An ad hoc referral system has been established according to the needs and urgency of the call, the call center refers the cases to implementing partners, including national and international non-governmental organizations. The BRCS volunteers and the civil protection provide assistance when and where it's needed. Other community engagement approaches in Burundi are mobile cinema, live radio shows, community meetings and SMS etc.



Over the past two years, the hotline has become a complaint and feedback mechanism used widely by the Burundian population

Some of the lessons learnt is that the hotline contributes in facilitating access to health facilities. It's also a tool known and used not only by humanitarian actors but also by different departments of the government (i.e. the military). Sensitizing all levels of the population is key as everyone can contribute to saving lives. With the hotline both governmental and non-governmental organization are held accountable. The hotline is a multi-sectorial tool that helps to save lives of victims facing various needs and challenges.

The challenges the BRCS continues to experience are:

- a. Lack of effective data analysis. For some sectors such as in agriculture, direct assistance is not possible as it depends on the extent of damages (mostly due to climate hazards) and timing (if it's harvest or lean season). Being able to better analyze the data collected would help in identifying the most affected areas and inform the planning process of some actors.
- b. Raising expectation of the callers who expect the rapid delivery of assistance. There is a need to sensitize more the population and/or further increase the response capacity of actors.
- c. Lack of capacity to reinforce the existing referral mechanism.
- d. Increase awareness raising among the population
- e. Lack of equipment, including software platform and limited access to internet.
- f. Funding to ensure the functioning of the call center all year round.

NIGERIA

The population of Nigeria is more than 170 million people and over 360 ethnic groups and languages/dialects and is constantly facing human induced and pockets

⁴ The National Platform is an intersectoral governmental committee composed of technicians from line ministries with the mandate to coordinate response to emergencies and with the support of the humanitarian community. It is under the leadership of the Ministry of Public Security, especially the Civil Protection department;

of natural emergencies. The humanitarian crisis in north-eastern region that has spilled over into the Lake Chad region, has left some 7.7 million people in need of humanitarian assistance in 2018 in the worst-affected states of Borno, Adamawa and Yobe (BAY). The UN, INGO forum and Government partners' co – chaired by OCHA and Ministry of Information started supporting the coordination of CCE/AAP commitments in 2015 with establishment of an information task team and a toll-free hotline hosted in a Government office and funded by IOM. In July, 2017 the CCE/AAP working group was established and since then monthly coordination meetings are held to support partners in enhancing accountability. The membership of the working group comprises key actors/partners from INGO Forum, the Government, and the UN.

The IFRC in partnership with the Nigerian Red Cross has been working closely with communities given its wide volunteer base in the country. They use a variety of community engagement approaches including; focus group discussions, community meetings, radio programmes, feedback forms, face to face through volunteers. Community-based volunteers have also been tracking rumors in communities related to health and water, sanitation and hygiene, using flyers and posters with information on aid response, community committees, toll-free hotlines for feedbacks and complaints. The humanitarian community has been jointly airing programs on local radio stations through local languages to sensitize communities on humanitarian issues to avoid miscommunication and false rumors. Similar effects have also been accomplished through television. Other efforts are creating disseminating short videos to dispel rumors about vaccinations through the voices of recognized community and religious leaders (see links for examples) - <https://bit.ly/2lJk1cB>, <https://bit.ly/2rLV45Q>

Some of the challenges include;

1. Humanitarian access impedes CCE/AAP activities partially in the less accessible areas of BAY States.
2. Community trust challenges resulting from misconceptions and rumours about the Humanitarian response and the humanitarian workers from the community traditional and religious leaders leading to resistance of the response from communities.
3. Lack of communication infrastructure in most locations where we have presence of humanitarian organization.
4. Attacks on humanitarian agencies staff and partners by Armed Opposition Groups (AOGs) creates fear and leads to travel ban to remote communities that are mostly in need of humanitarian support.

➔ IFRC Community Engagement Tools: <https://bit.ly/2lu6BxP>



The humanitarian crisis in north-eastern region that has spilled over into the Lake Chad region, has left some 7.7 million people in need of humanitarian assistance in 2018

CENTRAL AFRICA REPUBLIC (CAR)

The security situation in CAR continues to deteriorate. Armed groups fuel inter-communal tensions, exacerbating sectarian violence. More than one million Central Africans have fled their homes and 2.5 million people, more than half of the population, need emergency humanitarian assistance. In addition to protection against violence, the priority needs are food, health care, water, hygiene and sanitation, shelter and household items. The lack of strong CCE/AAP in CAR has been associated, in some instances, to violence directly targeting humanitarian actors; in 2017, more than 200 registered security incidents targeted aid workers. While many of these incidents are due to criminal and economic reasons and of

opportunistic nature, others are also linked to misperceptions, rumors and lack of trust of aid workers by the communities.

There are a large group of actors from civil society (local and international NGOs, platform) working on CCE/AAP initiatives in humanitarian assistance, prevention of violence, social cohesion and peace building, immunization and education. Organizations like Search for Common Ground (SFCG), Danish Refugee Council (DRC) and Internews are contributing to CCE/AAP in CAR. The key lesson learnt is that lack of acceptance of humanitarian actors in certain communities has a strong correlation with the number of security incidents against humanitarian actors.

- ▶ **The Green Line 4040:** The CAR crisis is marked by the challenges of physical protection of civilians who are often victims of abuse by armed groups or community violence. Having identified this as a need, an early warning system in form of a hotline was set-up to enable humanitarians (mainly protection actors) to take the necessary action, including a plea to the security actors (MINUSCA) to support.

Although it plays an important role in the alert tracking system, the 4040 Green Line is primarily a mechanism of accountability towards affected communities. Managed by the NGO Danish Refugee Council (DRC), green line was started in August 2013 and operates 24 hours, seven days a week and serves in 45 zones spread over all 16 regions. This has strengthened the positioning of the Green Line throughout the country and within the humanitarian community over the years. People can call for free to alert about the abuses or violence they are experiencing or witnessing, population displacement or any other problem affecting them. The alerts are relayed to the humanitarian actors (OCHA, Protection cluster, the gender based violence working group, and or the UN Mission for appropriate follow-up of the cases, a clear referral system. Challenges of the system are that it requires a lot of resources, excludes persons who do not have mobile phones, fewer calls on sensitive issues, several data collected on the line 4040 daily are not processed and are therefore not significant to trigger an appropriate humanitarian response during crises, frustration of people who call but do not always have an answer to their problem

- ▶ **Network of radios:** The south-east area of the CAR (at the border with the DRC and South Sudan) faces recurrent attacks from the Lord's Resistance Army (LRA) and/or the armed men affiliated to them. The Secure, Empowered, Connected Communities (SECC) project run by the Catholic Relief Services (CRS) aims to enhance cohesive, self-directed, and connected communities to avoid or reduce their exposure to threats associated with the presence of armed groups and ongoing conflict in areas most vulnerable to attacks. Initially conceived as a counter-LRA and community-based protection program in southeastern CAR, SECC is responding to the current crisis to support communities' ability to maintain and promote social cohesion and address inter-religious and intra-community conflicts.

The network established in XX consists of six community radio stations which relay alerts on the movements of armed groups active in these areas. This system covers 1,500 villages along the border between the CAR and the DRC. This alert system combines High Frequency radio operators and FM community radio stations to collect alerts and disseminate them to communities. In support of community self-protection mechanisms, CRS and Caritas are also working with local communities to identify hiding places in order to escape the violence of armed groups. Some challenges include; no response from security players to the various alerts, the HF Radio network established throughout the region was targeted by the alleged LRA attacks, especially in 2017.

Other general challenges are security and in access-related impacting CCE/AAP and humanitarian response in general in CAR. With two-third of the country controlled by armed groups, interventions pertaining to social mobilization and interpersonal communication are difficult to put in place. Moreover, there are a lot



More than one million Central Africans have fled their homes and 2.5 million people, more than half of the population, need emergency humanitarian assistance

of people displaced adding to the difficulty of engaging communities.

Mass media are very limited with TV broadcasting system only available in the capital city. Printed press is almost inexistent and the quality of the information published in a limited number of periodical is questionable. The network of community radios is remarkable with the presence of a radio station in almost every region. However, the capacity of radio practitioners is low and quality of radio productions are not of high quality.

There are no formal government structures to channel communication at sub-national levels. For example, the health districts are not yet capacitated with formal communication focal point enabling communication about immunization at decentralized level.

With lack of avenues to disseminate information and to seek feedback, rumours and fakes news widely circulate and increases risks among communities and humanitarian workers in general.

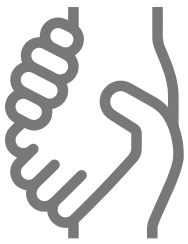
LESOTHO

In 2015/2016, Lesotho experienced the worst drought over the last 35 years caused by the El Niño phenomenon in southern Africa region. Structural poverty and competition over scarce natural resources further deepened the crisis beyond immediate drought-related negative effects that resulted in the progressive erosion of communities' resilience. During the drought response WFP and UNICEF focused on engaging beneficiaries and communities throughout the delivery of humanitarian aid, ensuring contextual decision-making and targeted interventions. The drought response phased out in August 2017.

- ▶ **Humanitarian Background:** UNICEF established a multi-sectoral Communication for Development (C4D) team, which conducted a rapid assessment in the five most affected districts. The findings from the assessment were used to design communication materials and messages on the use of safe water, hygienic practices, how to protect children from abuse, exploitation, infant and young child feeding. Approximately 300 village health workers and rural health motivators in the five target districts were trained on how to deliver the messages as well as the distribution of water purification commodities. Strengthening the capacity of community-based workers to inform and educate members of their communities on how to keep children alive, healthy, well-nourished and safe from abuse, particularly during the drought crisis. Learning from the El Nino experiences, the intervention is also delivered through multi-sectoral approach including education, health, nutrition and agriculture. The role of children as change agents has also been realized hence establishment of WASH clubs in schools and Early Child Development canters continues to be a major thrust of the intervention. Training of teachers in schools to champion and manage the WASH clubs is also another major lesson learned and this is continuing as well as further strengthened.
- ▶ As part of WFPs humanitarian response, a toll-free feedback hotline and suggestion boxes for beneficiaries and other key stakeholders in the field were introduced as well as on-site feedback & complaints gathered by field officers in WFP projects. As there was previously no such system, it was difficult to implement effective measures that would timely address concerns, challenges, risks experienced by the targeted beneficiaries and other stakeholders at different stages of project cycles. Additionally, the main challenge was at times, accessibility of the established toll-free number by the beneficiaries due to unreliable mobile network in Lesotho. Some beneficiaries were scared to use suggestion boxes as they feared being seen by other members of the communities in providing feedback. To ensure quality and accountability measures in using the feedback mechanism, regular meetings with National University of Lesotho as the service provider, focus group discussions with



Approximately 300 village health workers and rural health motivators in the five target districts were trained on how to deliver the messages as well as the distribution of water purification commodities



In 2018, an estimated 5.4 million people require humanitarian assistance; of these, some 2.7 million need urgent life-saving assistance. Over 1.2 million children are projected to be malnourished in 2018.

beneficiaries were undertaken to monitor effectiveness of the tools. Additionally, and to further engage communities in developing their own mitigation strategies, the e-Card modality, as an innovative cash transfer mechanism, was piloted by WFP in partnership with Standard Lesotho Bank, serving a total of 4,265 beneficiaries who had access to money directly through ATMs.

- ▶ The Citizen's Voice and Feedback Initiative was introduced in 2017 aiming at including citizens in policies, services and decisions affecting them, to better inform overall UN programming and project implementation. Citizens' participation was innovated by passive or active ways of conducting user-centred (perception & feedback) surveys while using low-tech off and online means of communication for increased impact. The increase in available communications infrastructure provided powerful ways of both outreaching to, but also integrating citizens' participation into the work of the UN, such as but not exclusively the Common Country Analysis, new UNDAF (2019 – 2023) design and development, and SDGs customisation. Methods for engaging communities were for example focus group discussions, web-, tabled- and SMS-based outreach for perceptions and sentiments gathering; social media campaigns including live streaming of events and discussion boards, gathering of human interest stories etc.
- ▶ Additionally, and as a tool to engage public and youth entrepreneurship on innovative solutions, the UN Lesotho has run an SDG Challenge Prize focusing on developmental issues defined by youth in Lesotho. The competition issued tasks and challenges around 3 key areas: SDGs; HIV and the behaviour of young people; the disconnect between employment and education. While the tasks and challenges have been defined by youth of Lesotho, the selection of participants and ultimately the winners of the competition have been done by a joint jury consisting of UN Agencies, Private Sector, Academia and civil society organisations. The competition was a joint effort of the National University of Lesotho and the United Nations Lesotho.

Some challenges include: Partners' capacity to engage in communication for development activities is hampered by limited human resources, technical capacity and funds to carry out effective strategies that can be measured; Logistical barriers make it difficult to capture perceptions from people in some of the most remote areas, particularly in mountainous regions; Limited ICT availability aggravates closing the feedback loop (smartphone / laptop distribution limited, high internet / mobile data costs, network coverage in remote areas limited); and Operational challenges in delayed procurement processes (vendors, equipment etc.) due to limited fast-tracking policies.

- ➔ Lesotho Citizen Voice and Feedback Initiative Dashboard:
<http://goo.gl/cpzTs5>

SOMALIA

The humanitarian crisis in Somalia is among the most complex and longstanding emergencies in the world. In 2018, an estimated 5.4 million people require humanitarian assistance; of these, some 2.7 million need urgent life-saving assistance. Over 1.2 million children are projected to be malnourished in 2018. More than 1.2 million people, mostly in the rural areas, were driven from their homes last year by drought and conflict. This brings the total number of the internally displaced persons to nearly 2.2 million and constitute 40 per cent of those in need. Disease outbreaks such as Acute Watery Diarrhea (AWD)/cholera and measles continue to lead to preventable deaths across the country.

Somalia has in place a community engagement project which humanitarian agencies aim to communicate with communities to ensure accountability of assistance being provided. The engagement is designed around the major stages of the project cycle management. Somalia undergoes both natural and manmade disasters.

Humanitarian agencies have utilized information needs assessments and mapping in order to understand the key priority needs of communities, various social and vulnerable groups within communities and institutions. The assessments, have been used to work with local media, humanitarian channels, to engage in one-way and two-way communication with communities. Secondly, humanitarian agencies have established mechanisms and communities to coordinated feedback collection and coordination of messages. Thirdly, humanitarian agencies have ensured that messages and information are shared in the adequate medium and language to raise the voices of affected persons through public information products.

▶ **The Common Feedback Project:** Established in 2017 by a number of humanitarian agencies with Radio Ergo, a radio that exclusively highlights humanitarian issues, is one such important avenue that communities can use to raise their voices and needs. Collected feedback data is collectively aggregated, analysed and shared to ensure that the data is analysed in conjunction with other humanitarian data, besides, the continues mapping of existing communication activities.

The challenge has been the absence of a coherent communication mechanism and strategy with communities. This has been addressed through mapping of on-going and existing feedback mechanisms to understand what exists, where they are, how they function, the number of beneficiaries using the feedback mechanisms, the key issues being raised and how information mechanism could be activated. Findings indicated that communities relied on hotline and telephone lines and in particular the use of SMS and calls, CRM (Community Help desks) and suggestion boxes, besides community meetings and post distribution monitoring household Interviews. Information collected from various agencies using a matrix collected highlighting their communication activities is managed and analysed to produce visualization data.

At the moment, aid workers in Somalia plan to establish a communication with communities working group to address and mitigate the tendency for issues of CCE/AAP being addressed on either an agency or cluster level, rather than collectively. It will become a forum where the transmission and exchange of information and dialogue is used to save lives, mitigate risk, enable greater accountability and shape a response, as well as support the communication needs of people caught up in conflicts, natural disasters and other crises.

Humanitarian organizations continue to seek feedback/complaints from through a variety of mechanisms and using the information to improve programming and engagement with communities they respond to.

- ⇒ Somalia Common Feedback Project newsletters - <https://bit.ly/2rM6hnx> , <https://bit.ly/2rP6bLI>
- ⇒ Concept note - <https://bit.ly/2rO4xcZ>
- ⇒ Human interest story - <https://bit.ly/2uhqTUp>

SOUTH SUDAN

With the conflict in South Sudan now in its fifth year, the humanitarian crisis has continued to intensify and expand. As a result of the compounding effects of widespread conflict and violence and a deteriorating economy, 7 million people are projected to be in need humanitarian assistance in 2018. Nearly 4.3 million people have been displaced, including more than 1.8 million who are internally displaced and about 2.5 million in neighboring countries. Of the 1.8 million IDPs, over 200,000 are sheltering in the Protection of Civilian (PoC) sites inside the United Nations Mission in South Sudan (UNMISS) bases and the rest in collective or camp like settings. The conflict exposes all segments of the population to protection risks and access to reliable and trustworthy information can be the difference between life and death.

Recent surveys indicate top priorities for displaced people particularly those in the PoC sites include the need for impartial information regarding the peace process, the situation in their areas of origin, services available to people returning to pre-displacement areas, services available in their place of displacement (including how to access food, education and healthcare), how to find people with whom they have lost contact and the general situation outside of the PoC sites and across the country.

Communication options however vary considerably across South Sudan, as there is not a single communication channel that covers the entire country due to gaps in coverage and defective infrastructure. According to the South Sudan 2016 Humanitarian Needs Overview (HNO), just one per cent of the population has access to the internet. “Word of mouth” therefore remains the most common method of



communication. In more recent surveys among IDPs, only around one third of people who participated felt that they had all of the information they needed. In addition to the poor state of the telecommunication infrastructure, language and lack of trust are the most widely reported barriers to news and information access in the country, according to the survey. The most frequently reported primary news channels for IDPs are the radio (29 per cent) and in person interaction (29 per cent) followed by the telephone (21 per cent). Most of those who rely on direct face-to-face interaction receive news from their family and friends. Many women reported that they tend to receive the news last. Drums, cow horn blowing, smoke signals, war songs, shouting and sending runners to spread news from one location to the next are still common practices in South Sudan. Mobile communication in particular is making these forms of communication less relevant, however mobile penetration does not exceed 23 per cent of the population in South Sudan, according to the most recent estimates.

Inside the PoC sites where humanitarian have installed or provided some communication infrastructure, extensive CCE/AAP activities take place to both gather the necessary feedback and to provide the information needed for effective and responsive humanitarian response so that limited resources available are deployed effectively. **This includes extensive use of media, especially the use of radio (with corresponding radio distributions) as well as face to face engagement with specialized teams, especially in the areas of health, food security and protection, and engaging in focus groups, cultural based messaging and psychosocial help and community events – indeed whatever medium works**

best if used. The situation however is dire for the majority of the IDPs living in camp-like or collective sites in hard to reach areas where assistance and access are irregular due to insecurity. In these locations there is need for creative and extensive efforts in CCE/AAP activities to gather information on needs and response.

- ▶ **Boda Boda Talk Talk project:** When conflict broke out in December 2013, almost overnight thousands of people fled to the overcrowded UN base in Juba seeking protection. The dire humanitarian situation made it immediately clear that a lack of suitable networks to disseminate life-saving information was impeding aid delivery and leading to growing tensions between humanitarians and the IDPs. Aid agencies and organisations also needed to find out what was happening on the ground in this new community and to share information on services. In response to this new gap in service, Internews first recruited and trained a small team of IDPs to serve as community correspondents to gather feedback and rumours from the IDP community which would then be disseminated to the humanitarian community to help improve their response as well as giving the UN and NGO's early warning to correct erroneous rumours and issues before they developed into more serious problems.

Parallel to this the project also used speakers attached at the back of motor-tricycles commonly known as 'boda boda', to micro-broadcast audio programs and messages produced within the camp itself by the Community Correspondents. It is this way of delivering this hyper local audio service that gives the project its name, "Boda Boda Talk Talk" (BBTT). The audio program delivers vital information on food, medical assistance, services for women, education opportunities, correcting rumours and guides to family reunification. The program also provides another platform for people to share their views to camp management and incorporates drama pieces into its broadcasts. An evaluation of program activities after one year of BBTT operations showed how providing information to the Juba IDPs had dramatically increased their well-being and safety. The vast majority of community members in the survey found BBTT both applicable and trustworthy and 94.1% reported changing their behaviour as a result of BBTT. The success of this has meant it has been replicated in three other PoCs serving over 200,000 IDPs.

- ▶ **Community Engagement through Project Management Committees (PMCs):** WFP has made community engagement a core strategic focus of its work in South Sudan. This is through Project Management Committees (PMCs) that are formed in consultation with, but independent of, the traditional male leadership, in a community general assembly. The PMCs are representative, inclusive and empowered – with women making up at least 50 percent of the committee. Functioning as voluntary entities, they strengthen two-way communication with affected populations; provide safe channels to raise feedback and complaints, including about any exploitation or abuse; improve how WFP provides assistance to respond to the different needs of men, women, boys and girls; and help motivate the community to undertake productive or innovative activities. This approach also aids peace building as communities that have not always been friendly come together to agree to work together on the same PMCs.

The simple fact of creating an opportunity for communities to collaborate on issues that affect them has the power to transform the dynamics of a community. This is particularly significant in areas of the country where the protracted crisis has forced displacement and dependence on food delivered by mobile teams, and where there has not been consistent engagement of any kind with communities. In more stable areas, the PMCs ensure community accountability for the food delivered, ensuring that the most vulnerable eat first. They also involve communities from before a project is begun, supporting broad and inclusive community ownership. As the PMCs need to reflect the community they foster women's participation and empowerment, and help promote gender equality. The engagement also brings partners and communities together to work



The PMCs are representative, inclusive and empowered – with women making up at least 50 percent of the committee

more collaboratively, with a longer-term vision.

One of the major challenges for CCE/AAP in South Sudan is poor access to communication infrastructure. This mainly affects majority of the IDPs in settlement and camp like sites outside the PoCs. Secondly, persistent insecurity hampers consistent engagement, in addition to destruction and looting of infrastructure. Thirdly, partners have cited the lack of funding and capacity in CCE/AAP as another critical challenge. As a result, activities have been limited in scope mainly to the PoCs. Finally lack of commitments and cooperation and high staff turnover have greatly affected efforts to coordinate CwC among implementing agencies who may themselves be overloaded with work or facing funding challenges that go with a protracted emergency situation.

- ➔ Boda Boda Talk Talk video - <https://bit.ly/2InTVwy>
- ➔ More information on Boda Boda Talk Talk project - <https://bit.ly/2rMWq0P>



Annex 2. CCE/AAP Country Profiles

<https://www.dropbox.com/sh/gouod2td72513so/AAD8ZT3siYPxOK7wf0qsv9gza?dl=0>

Annex 3. Workshop Presentations

<https://www.dropbox.com/sh/gouod2td72513so/AAD8ZT3siYPxOK7wf0qsv9gza?dl=0>

Annex 4. Slido Report

<https://infographics.sli.do/?i=OGM5NDgwNDItNGQ0NC00YzY5LWJjOWEtN2RjYjY3MzYxMDQx>

Annex 5: Country Action Plans

<https://www.dropbox.com/sh/gouod2td72513so/AAD8ZT3siYPxOK7wf0qsv9gza?dl=0>

Annex 6: Workshop Evaluation

<https://www.surveymonkey.com/results/SM-ZXHS7CFCL/>

Annex 7: Workshop programme

The programme started with an overview of the various global trends, events and processes that influence coordinated CCE in humanitarian action. Presentations were made on practical experiences from differing contexts, on current CCE initiatives.

Participants identified key challenges, SMART Individual and specific Country solutions and Action Plans to take Communications and Community Engagement forward. Participants identified, on the second day, key messages for leaders in supporting actions on CCE, collectively.

08.00	Registration	
08.30	Session 1a – Welcome and Introductions <ul style="list-style-type: none"> • Introduction to the workshop and housekeeping • Participants introduction/ice breaker • Welcome remarks 	<p>Participants have received a welcome and clear articulation of the purpose and expected outcome of the workshop</p> <p>Participants introduced and ready to begin.</p>
09.30	Session 1b – Setting the Scene <ul style="list-style-type: none"> • A common understanding of communication, community engagement and accountability • Global trends in communication and community engagement (CCE) in humanitarian action 	<p>Participants have an overview of the various global trends, events and processes that influence coordinated CCE in humanitarian action in the region.</p>
10.45	Coffee break	
11.00	Session 2a - How can we improve communication and community engagement in Africa? <ul style="list-style-type: none"> • Latest findings and research on CCE in Africa. • Good practice in CCE for an accountable response. • Key challenges faced in scaling CCE. 	<p>Participants have a better understanding of how agencies scale CCE and improve accountability to affected populations throughout the humanitarian programme cycle.</p>
12.00	Session 2b - Engaging practitioners - learning from success stories <ul style="list-style-type: none"> • Sharing examples and challenges of mainstreaming CCE within our organizations • Integrating CCE throughout the programme cycle. • Leveraging this to work better together. 	<p>Participants hear from others who have successfully managed to integrate CCE within their agencies and its contribution to accountable humanitarian action.</p>
13.00	Lunch break	
14.00	Session 3a: CCE/AAP solutions for common challenges <ul style="list-style-type: none"> • Identifying common challenges. • Practical solutions in CCE programming. 	<p>Participants have a stronger awareness and understanding of a range of solutions that could be adapted to address common challenges.</p>
15.15	Coffee break	
15.30	Session 3b: Sharing solutions <ul style="list-style-type: none"> • Presentations on solutions to common challenges 	<p>Participants have a stronger understanding of a range of solutions that could be adapted to address common challenges.</p>
16.30	Session 4: Taking our solutions forward	<p>Participants have an opportunity to focus on the solutions, to take forward.</p>
17.00	Wrap up of Day 1	<p>Participants have an opportunity to reflect on the key themes of the day and highlight outstanding issues to be followed up.</p>

Day Two		
08.30	Welcome and recap	Participants recap Day 1 and receive an overview of Day 2 agenda and expected outcomes.
09.00	Session 5: Introduction to Communication and Community Engagement Initiative (CCEI) <ul style="list-style-type: none"> • What is CCE and CCEI. • Examples of CCEI in practice – successes and challenges. 	Participants gain a better understanding of what the CCEI is both at the global and country level, including why it is a useful service to support improved community engagement and accountability.
09.30	Session 6: CCEI in action - shared assessments <ul style="list-style-type: none"> • Examples of joint-agency assessments in Africa. • Key lessons for others – successes and challenges. 	Participants gain an awareness of where agencies have worked together to carry out assessments or share assessment data.
10.30	Coffee Break	
10.45	Session 7: CCEI in action – shared feedback and complaints systems <ul style="list-style-type: none"> • Examples of joint-agency feedback and complaints initiatives in Africa. • Key lessons for others – successes and challenges. 	Participants gain a better understanding of establishing joint feedback and complaints systems across agencies, including ideas for replication in their own countries.
12.00	Session 8: CCEI in action – shared communication initiatives <ul style="list-style-type: none"> • Examples of joint-agency communication initiatives in Africa. • Key lessons for others – successes and challenges. 	Participants gain a better understanding of where agencies have worked together to share information with communities. For examples, around information and epidemics, rumor tracking, sharing communications channels, using technology, working with governments
12.45	Lunch	
13.30	Session 9a: CCEI action planning <ul style="list-style-type: none"> • Country colleagues initiate new plans or strengthen existing plans on integrating planning for community engagement into country specific emergency response preparedness processes. 	Participants will have a draft plan of action on integrating CCE into country specific emergency response preparedness processes.
14.30	Session 9b: Presentations of country action plans <ul style="list-style-type: none"> • Presentation of country action plans. 	Participants present their draft plan of action.
15.30	Coffee Break	
15.45	Session 10: Challenges to working together <ul style="list-style-type: none"> • Expected challenges and solutions to country plans. • Support needed to implement joint CCE at country level. 	Participants gain a better understanding of the opportunities and challenges to implementing the CCE country action plans.
16.30	Session 11: Advocating to leadership <ul style="list-style-type: none"> • Building senior management support for CCE and collective efforts. 	Participants gain practical advice and examples of how other agencies have managed to build buy-in from senior management
17.15	Session 12: Agreements on next steps	Participants to discuss and agree on key messages and presentation for Day 3
17.45	Wrap up	Participants have an opportunity to reflect on the key themes of the day.

Day Three

08.30	CDAC Registration and Welcome	CDAC
09.30	<p>Session 13: Review key learning from previous two days</p> <ul style="list-style-type: none"> • Introduction to communication, community engagement and CCEI • Working together to improve CCEI and through agreements of COPs: learning, challenges and solutions • Key opportunities moving forward 	Participants articulate their key learnings and outcomes while bringing new participants up to speed on the previous two days.
10.00	<p>Session 14: Overview of high level and external challenges to CCE and accountability</p> <ul style="list-style-type: none"> • Overview of key organizational challenges • Overview of key external challenges 	Participants better understand the broader challenges in improving CCE and accountability that can only be solved at the institutional level or by external parties, such as donors.
10.15	Coffee Break	
11.00	<p>Session 15: Panel discussion – from words to action</p> <ul style="list-style-type: none"> • Panel discussion with agency heads and donors 	Participants hear from industry leaders on the challenges they face, potential solutions and commitments to CCE and accountability to people we respond to.
12.00	Lunch Break	

Annex 3: Online evaluation of the event

How useful did you find the event, overall?

Answer Choices	Responses	
Not at all useful	0.00%	0
Moderately Useful	11.11%	3
Useful	51.85%	14
Extremely useful	37.04%	10
Total Respondents: 27		



Examples on responses from participants on practical ideas to implement on return to work/role were:

As a representative of our local community engagement working group we will redouble efforts to mainstream ideas across the entire response especially in areas where there is duplication at the moment.

Create understanding of the current theme towards CCE and how the future directions are going to be. - Also push for CCE focal person and champion in the organisation.

I will try to make sure that community voices are well represented in my organization's information products. I will also work with colleagues from the inter-cluster coordination unit to make sure that regular and ad hoc assessments consider active engagement of communities. Lastly, I will work with colleagues from other agencies to initiate CCE mechanisms in my country.

Have a discussion/dissemination with departments and understand how community engagement is done at field level and building senior management support for CCE

Further improve our initiatives through approaches of examples shared during the workshop. Mainstream community engagement in the country and advocate for its importance towards other stakeholders.

Start engagement and discussion with agencies and authorities to 1) Collectively coordinate complaints and feedback systems 2) Streamline CCE in all programmes

Through expanding engagement and more holistically engaging communities our organization can

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