

Strengthening information sharing and two-way communication preparedness capacity for better dialogue, better information and better action

A CDAC Network project of the DFID-funded Disasters and Emergencies Preparedness Programme, hosted by World Vision



Prepared by

Lydia Tanner, Sudhanshu Singh, and Catherine Komuhangi
The Research People Ltd
March 2018

Contents

Contents.....	2
Acknowledgements.....	2
Abbreviations and acronyms	3
Executive Summary.....	4
1 Introduction.....	8
2 Summary of Methodology.....	12
3 Approach to project delivery.....	14
4 Country level findings.....	19
5 Comparative analysis of project modalities	40
6 Analysis of the project’s outcomes on a global scale.....	48
7 Conclusions.....	54
8 Recommendations & considerations for future projects.....	56
9 Annexes	58

Acknowledgements

The evaluation team expresses its gratitude and appreciation to the CDAC Network and World Vision, Multi-Stakeholder Platform members, project partners, and other who responded to our questions, offered their views and opinions, and provided information about the project.

CDAC Network and World Vision UK staff were a delight to work with. The team’s hard work and dedication to the project is impressive and the evaluation team appreciated all the support they provided.

Icons used in graphics throughout the report are from The Noun Project.

Abbreviations and acronyms

BRAC	Bangladesh Rural Advancement Committee
CBO	Community Based Organisation
CDAC	Communicating with Disaster Affected Communities
CoP	Community of Practice
CwC	Communicating with Communities
DEPP	Disasters and Emergencies Preparedness Programme
DDM	Department of Disaster Management
DDMC	District Disaster Management Committee
DMC	Disaster Management Committee
DRR	Disaster Risk Reduction
FFM	Flexible Funding Mechanism
GB	Grand Bargain
GBV	Gender-Based Violence
HCCT	Humanitarian Country Coordination Team / Humanitarian Coordination Task Team (Bangladesh)
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
IAWG	Inter-Agency Working Group
IDP	Internally Displaced Person
INGO	International non-governmental organisation
IOM	International Organization for Migration
LNNGOs	Local and national non-governmental organisation
MEAL	Monitoring, Evaluation, Accountability and Learning
MSP	Multi-stakeholder platform
NAHAB	National Alliance of Humanitarian Actors, Bangladesh
NNGO	National non-government organisations
OCHA	Office for the Coordination of Humanitarian Affairs
POC	Protection of Civilians
SOD	Standing Order on Disasters
ToR	Terms of Reference
TRF	Thomas Reuters Foundation
WHS	World Humanitarian Summit

Executive Summary

'Strengthening Information Sharing and Two-Way Communication Preparedness Capacity for Better Dialogue, Better Information, and Better Action' is a four-year project (April 2014 - March 2018) that was implemented by the CDAC Network as part of the Disasters and Emergencies Preparedness Programme (DEPP). The aim of the project was to improve delivery of humanitarian assistance through predictable, coordinated and resourced two-way communication in Bangladesh, South Sudan and the Philippines, and to use evidence to advocate for better humanitarian policy on CwC.

This report, commissioned by the CDAC Network and World Vision UK, provides an evaluation of the project's effectiveness and considers whether the planned outcomes have been achieved. The evaluation methodology included a structured review of project documents and a series of 33 key informant interviews between December 2017 and January 2018.

The project design benefited from a consultative approach and a strong emphasis on research to understand communication channels, languages, needs, gaps and the existing humanitarian communicating with communities (CwC) environment. Consultations were held in South Sudan and Bangladesh to ensure that proposed approaches were relevant to the needs and experiences of affected communities and humanitarian actors. This was particularly effective in Bangladesh where consultations were conducted earlier in the design. In June 2016, renewed fighting in Juba caused suspension of the South Sudan activities for six months, some of the project funds were diverted to the Philippines, which had an established Community Engagement Community of Practice (CoP).

The project was implemented using three modalities, multi-stakeholder platforms (MSPs, also called CwC working groups), core activities and a flexible funding mechanism (FFM), supported by services from the CDAC Network's secretariat.



Multi-stakeholder platforms (MSPs)

MSPs were revived in Bangladesh and established in South Sudan. The MSPs developed their own governance structures, agreed membership criteria, wrote TORs, and developed work-plans. In Bangladesh, the MSP was rebranded as Shongjog and developed its own website.

In all three countries, interviewees felt that the collaborative and flexible project design ensured that members of the MSP were involved in the running of the project. MSPs were seen to be relevant to their context and an effective way of implementing joint preparedness activities. New linkages have been built between local, national and international actors. Nevertheless, the MSPs - especially in Bangladesh and South Sudan - faced two major challenges: difficulty for members to relate engagement in the MSP with their day-to-day work and a loss in membership once funding was assigned.

The evaluation identified six factors that support strong MSPs: (1) Defining common aims and objectives that help MSPs to collaborate rather than compete, (2) Ensuring effective, motivated, and respected leaders are recruited to bring people together, (3) Funding the process, (4) Members prioritising staff time to facilitate and support the process, (5) Finding common projects, such as the FFM, help provide a sense of achievement and garner momentum, and (6) Clarifying roles and responsibilities through a TOR.



Core activities

Capacity in CwC was built through training on communication and community engagement, resources and linkages. In interviews, participants emphasised the benefit of foundation trainings and simulations, which had built individual skills. Training materials had been adapted to account for the local context (for example, including new content on CwC in conflict in South Sudan). Trainings were in demand – and oversubscribed – and were conducted beyond the three project countries: in Jordan, Myanmar, Iraq, Kenya and Nepal, with the training in Kenya leading to the development of a MSP.

A key challenge for all capacity activities was the gap between the time of training or skills building, and events happening during which the acquired knowledge, skills, resources, and relationships could be used. On-going activities are required to maintain new skills between crises. The evaluation also notes that greater contextualisation could be achieved by involving local partners in designing elements of the curriculum and by delivering training components to INGOs.



Flexible funding

Collaboration between MSP members was fostered by the flexible funding mechanism (FFM) that saw them form work streams to develop proposals, with successful proposals awarded funding. The approach was designed to reduce competition between members by having selected lead agencies jointly draft proposals with other members. The project saw the implementation of 13 projects by MSP members in the three countries (seven in Bangladesh, three in South Sudan and three in the Philippines). The projects included an impressive array of tools and guidelines that can be used by humanitarian actors to facilitate two-way communication, to avoid duplication, and to reduce confusion by avoiding mixed messaging.

Several challenges were identified, including the limited engagement with national actors (with few examples of partnership), that most of the projects focused on modalities for information sharing rather than promoting deeper participation, and that there was no explicit focus on women, disabled or vulnerable groups.



Outcomes

The project was implemented with two outcomes in mind: first, that the humanitarian sector is better prepared to meet the information and communication needs of affected populations in Bangladesh, South Sudan and the Philippines. The evaluation identified six important ways that the project has built capacity. In particular, the project has supported a growing interest in CwC at both the global and national levels, and has begun to fill the gap between recognition of CwC needs, and practices to meet those needs.

The project aimed to preposition human and technical resources to contribute to better CwC. This included the prepositioning of resources, coordination capacity and technical support capacity. Resources included those developed during the FFM, as well as message libraries and media landscape guides. The coordination capacity was found to be vital for agencies to be able to access technical support and for information management. However, additional financial and human resources are needed to meet needs during a response. This includes analysts to regularly collate community feedback from across the response.

The second anticipated outcome was that evidence from the multi-stakeholder platforms in Bangladesh, South Sudan and the Philippines, along with other supporting evidence for CwC, is used to advocate at humanitarian policy levels.

Country level MSPs were largely given the flexibility to determine their own approaches and set their own work plan in regards to evidence and advocacy. The work under this outcome was most substantive in Bangladesh, where Shongjog focussed on advocating for CwC to Government, donors and other humanitarian agencies. In particular, Shongjog advocated for CwC to be included in the Humanitarian Coordination Task Team Response Plan to monsoon floods in August 2017, the Joint Response Plan to Cyclone Roanu in August 2016, and the review process for the national Standing Orders on Disaster. In South Sudan, the MSP lobbied the Global Inter-Agency Working Group (IAWG) to include CwC in the 2017 Humanitarian Response Plan (HRP) for South Sudan. However, MSP members report that this aspect of the HRP was never operationalised due to insufficient practical guidance.

The CDAC Secretariat at the global level led the most significant evidence-building activities. It focussed on how to leverage learning outcomes from the DEPP programme, promote communications preparedness, and implement the participation revolution. The secretariat developed a series of policy papers, and gave talks at the World Humanitarian Summit, Wilton Park, and a series of humanitarian conferences.

This evaluation report concludes with the following conclusions and recommendations:

- 1. MSPs can support application of standards and benchmarks and implementation of global commitments.** So far, this has been achieved through joint activities, training and skills building. Identifying how the MSP can best engage with national level coordination mechanisms - and supporting the MSPs to do this - can strengthen application of standards. In addition, the MSPs would benefit from ensuring that senior operational staff are present at the MSPs, and a greater emphasis on learning and collaboration between MSPs.
- 2. There is a need for greater systematic inclusion of national actors to ensure contextualisation and local ownership.** This can be done through a more inclusive approach to design in future projects (such as inviting LNNGOs to lead consultations), identifying locally-led project components, and specifying a proportion of FFM funding to be allocated to local and national actors
- 3. Core activities built capacities through new resources, linkages, skills and knowledge.** The evaluation recommends the continuation of core activities such as simulations, exchanges, and foundation training. It suggests a greater focus on training national staff to be able to deliver foundation training.
- 4. The FFM has potential to facilitate ground-up design.** The FFM resulted in an array of CwC tools, guidance and resources. The FFM would benefit from an increased emphasis on peer-review (as was seen in the Philippines) and focussing on activities that promote two-way and participatory engagement (over one-way information sharing). Communities should also be more systematically involved in FFM design: in particular, by piloting tools and providing adequate time for responding to questions and feedback from participants.
- 5. MSPs can provide prepositioned response capacity – but additional funding is needed.** The project has demonstrated that MSPs can support response through

information management, technical advice and building new linkages. However, additional funding and human resource is needed to meet increased demand.

- 6. There is a need for greater linkage to global policy from the outset.** This can be achieved by increasing emphasis on advocacy for CwC among member organisations and the wider sector to ensure CwC is seen as core component of response.

1 Introduction

Humanitarian programming is often marred by poor, one-way communication from humanitarian agencies to disaster-affected communities. This is particularly challenging during mega-disasters when humanitarian actors themselves can be overwhelmed. However, one-way communication excludes the affected population from project design and providing feedback. Affected people are often overlooked, or systems are not put in place to understand them adequately. This top-down approach adversely affects the effectiveness of humanitarian programmes, which this project sought to address.

The DFID Disasters and Emergencies Preparedness Programme (DEPP) was designed to significantly improve the quality and speed of humanitarian response in countries at risk of natural disaster or conflict-related humanitarian emergencies. It sought to strengthen the capacity of the humanitarian system at all levels, with a particular focus on training and development for local and national humanitarian workers. It also sought to strengthen national preparedness systems. The Start Network and the Communicating with Disaster-affected Communities (CDAC) Network were pre-selected to deliver and manage the programme. As neither the Start Network nor CDAC Network were registered as legal entities at the time, Save the Children held the DFID contract for Start and World Vision held the DFID contractual relationship for CDAC.

The programme provided an unprecedented opportunity for partnership between two large networks and a humanitarian donor with global influence, with the potential to inform the future of humanitarian response through collaborative capacity building. In the spirit of good donorship, a Programme Board was established with a blend of stakeholders from DFID, the Start Network and the CDAC Network. The partnership was designed to be accountable for ensuring the strategic direction and effective delivery of the DEPP, and responsible for the broader leverage of results and learning from the delivery of the DEPP business case and theory of change in order to inform the future of humanitarian preparedness and response.

Thirteen projects were funded under the DEPP programme including the CDAC Network project that aimed to improve the delivery of humanitarian assistance through improved two-way communication with disaster-affected populations. A DFID-funded pilot *infoasaid* project had indicated that better communication with disaster-affected communities could improve the quality of humanitarian assistance and the efficiency of response operations. However, it remained a persistent weakness in the humanitarian system and investment in communication preparedness was extremely low.¹ The project was designed to build on this experience, testing the experience of multi-stakeholder platforms in different contexts, funding joint actions via a flexible funding mechanism, drawing on services from the CDAC Network to build capacity, and documenting evidence for what works.

¹ Improving communication between humanitarian aid agencies and crisis-affected people: lessons from the infoasaid project. Network Paper (Carole Chapelier and Anita Shah), Humanitarian Practice Network, 2013.

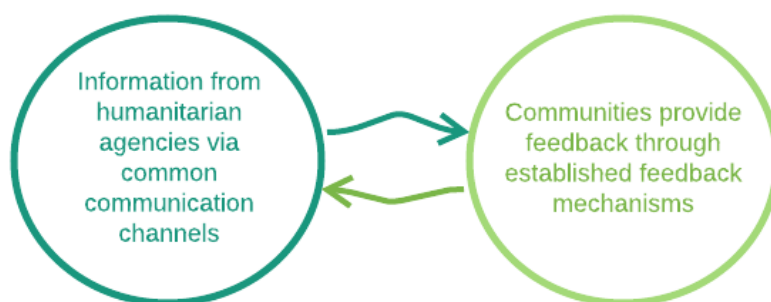


Figure 1: Two-way communication with disaster affected communities

The Communicating with Communities (CwC)² project was seen as an important component of preparedness because it enables disaster-affected people to access information and provide feedback on what their needs are. This ensures that community voices become part of preparedness and response planning. Communities are able to play an active role in, and make informed decisions about, their immediate recovery. The international humanitarian sector has developed frameworks to enshrine and guide CwC.³

CwC has been practiced by some humanitarian organisations for a long time, and has been enshrined in various international frameworks and policies. One such recent policy is the Grand Bargain (GB) which was an outcome of the World Humanitarian Summit. Over 50 donors and aid agencies with the expectation that it will lead to changes in the workings of the humanitarian sector endorsed the GB. The GB has ten work streams, with work stream six encouraging the inclusion of people receiving aid in making decisions that affect their lives. This workstream provides seven commitments, some of which call for the establishment of mechanisms that provide for communication and feedback from humanitarian responders and affected communities in the hope that information from affected communities will influence response to suit their needs.

1.1 CDAC Network DEPP Project

This report, commissioned by the CDAC Network and World Vision UK, presents the findings and recommendations of a final evaluation of the CDAC Network's 'Strengthening Information Sharing and Two-Way Communication Preparedness Capacity for Better

² In this evaluation we use the term "communicating with communities," which was adopted in the DEPP proposal. The CDAC Network now uses the term "communication and community engagement."

³ The frameworks are: Inter Agency Standing Committee (IASC) AAP Commitments, IASC Policy on Protection in Humanitarian Action, IASC Emergency Directors Group Preliminary Guidance Note – Protection and Accountability to Affected Populations in the Humanitarian Programme Cycle (HPC), Core Humanitarian Standard on Quality and Accountability, Principles of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programmes, Red Cross Movement Guide to Community Engagement and Accountability (CEA), Sphere Handbook: Humanitarian Charter and Minimum Standards in Humanitarian Response, World Humanitarian Summit (WHS) Grand Bargain and UNICEF Core Commitments for Children in Humanitarian Action

Dialogue, Better Information, and Better Action' Project. The four-year project (1 April 2014 to 31 March 2018), funded by UK Aid, was implemented in Bangladesh and South Sudan. Additional activities were introduced in the Philippines in 2016 when the renewal of conflict in South Sudan caused a temporary suspension of project activities.

During project implementation in 2016, the outcomes and outputs were agreed as follows:

Outcome 1: The Humanitarian Sector is better prepared to meet the information and communication needs of affected populations in Bangladesh, South Sudan and the Philippines

Outcome 2: The evidence from the multi-stakeholder platforms in Bangladesh, South Sudan and the Philippines, along with other supporting evidence for CwC, is used to advocate at humanitarian policy levels.

Output 1: Collaborative CwC multi-stakeholder platforms in Bangladesh and South Sudan strengthen CwC understanding and practice

Output 2: Capacity in CwC is built among disaster response practitioners

Output 3: Evidence and learning generated on CwC influences policy environments in Bangladesh and South Sudan and organisational thinking and practice

At the global level, project activities included generating an evidence base for what works in strengthening preparedness capacity and two-way communication to inform advocacy. This activity was primarily achieved through knowledge and learning events for the Multi-Stakeholder Platforms (MSPs) held twice in Bangladesh, and once in South Sudan, and DEPP Learning conferences that were held in Nairobi in 2016, Manila in 2017, and in London throughout, to discuss the progress of the programme.

At the country level, the project was delivered through three work streams that directly benefitted national staff of international NGOs (INGOs), their national partners, national disaster management authority staff and other government staff working on humanitarian preparedness and response. The three work streams are:



1.1.1 Establishing functioning and effective multi-stakeholder platforms (MSP)

The MSPs are self-organising groups of diverse members from within and beyond the CDAC Network. The MSPs had a multi-year workplan to promote coordination and collaboration, share learning, and promote better CwC. The MSPs were revived and established in Bangladesh and South Sudan respectively, but already existed in the Philippines.



1.1.2 Core activities to build capacity

The project aimed to foster and support two-way communication through core components that included foundation training adapted to fit the context of the country, research, media landscape guides, and messaging libraries. Simulation training exercises were conducted in Bangladesh and South Sudan with media and development personnel. Two exchange visits were also held:

a delegation from the Bangladesh MSP visited the Philippines, and a delegation from the South Sudan MSP visited Kenya.



1.1.3 Flexible-funding mechanism to foster and support two-way communication initiatives

A flexible funding mechanism (FFM) that was designed and run by members of the MSP. Message libraries and a media landscape guide were delivered through FFM projects in South Sudan (but through core activities in Bangladesh).

1.2 Structure of the report

The report begins with a brief overview of the evaluation methodology. Chapter 6 provides an overview of the approach to project delivery, including the project team, the sequencing of events, and budget. Chapter 7 provides an analysis of findings from the three project countries: Bangladesh, South Sudan and the Philippines. For each, we outline findings relating to the MSP, the core activities implemented in country, and the FFM projects. In Chapter 8 we provide a comparative analysis of the findings from the three countries and in Chapter 9 we explore achievements and challenges experienced against the two planned outcomes. Chapter 10 presents conclusions and recommendations.

The Annexes provide further analysis of the achieved outcomes against DEPP outcome areas (Annex 1) and against the GB commitments (Annex 2).

2 Summary of Methodology

The Research People was contracted to conduct a final evaluation of the project, which is due to end in March 2018. The aim of the evaluation was to examine the processes and modalities used in the project and to provide an assessment of outcomes. This section provides a brief overview of the evaluation methodology.

2.1 Research questions

The evaluation began with an inception phase, during which the evaluation team, CDAC Network and World Vision developed an overarching framework for the end-term evaluation. There were six evaluation questions:

- To what extent has the CDAC project contributed to its two expected outcomes?
- How has the project contributed to the five DEPP programme result areas?
- How effective were the chosen project modalities?
- How sustainable are the capacities, partnerships and working groups that have been achieved through the project?
- Was the project inclusive?
- What are the lessons from this project?

The sub-questions defined under each are provided in Annex 3.

2.2 Evaluation plan

The study employed a qualitative methodology that included the following elements:

2.2.1 Desk research and review of pre-existing data

We adopted a structured approach to the document review, to investigate each of the key questions in the evaluation framework in turn. The review included all key project documents, listed in Annex 4.

2.2.2 Country briefings

Next, we held a country briefing with the host organisations in Bangladesh, South Sudan and the Philippines. This was an opportunity for staff to present the project overview, their achievements and challenges, and their perspectives on the project.

2.2.3 Distance interviews

Participants for consultation and key informant interview were identified using a quota sampling approach, which specifies the number of individuals to be included in distinct categories. We interviewed 33 stakeholders from the following categories (a full list is provided in Annex 4):

- 3 x CDAC global staff
- 2 x global partners
- 4 x host organisation leads and project managers
- 5 x MSP members not awarded FFM grants
- 6 x MSP members awarded FFM grants
- 2 x representatives from other DEPP projects
- 6 other external stakeholders
- 5 local actors not participating in working groups

To gain a representative perspective on the project and the lessons learnt so far, we sought out a broad sample of partner organisations and prioritised interviews with national staff. Interviewees were informed of the purpose of the interview and all participants provided verbal consent. In some cases, participants requested for specific parts of their interview to be anonymous.

The interviews lasted 45-60 minutes guided by a semi-structured interview guide that included a series of open questions associated with the key evaluation topics. The interviews were flexible to allow us to focus on the responses given and to explore deeply the areas of most relevance and interest.

2.2.4 Findings workshop

Following circulation of a draft report, the evaluation team, CDAC Network and World Vision held a two-hour findings workshop to discuss the emerging themes, identify areas for further investigation and explore recommendations.

2.3 Limitations

We faced three primary limitations during this evaluation:

First, interviews with participants in Bangladesh, South Sudan and the Philippines were all held via Skype. It can be more difficult to establish rapport between an interviewer and interviewee when not face-to-face. This was mitigated by explaining that the purpose of the evaluation was for learning, assuring that comments could be made anonymously if preferred, and by the team's composition of evaluators from the UK, India and Uganda. However, this may still have prevented the evaluators from gaining a clear picture of the perspectives of interviewees, particularly on the dynamics of MSPs and relationships with other stakeholders.

Second, the evaluation did not include fieldwork and therefore it was not possible to interview any of the communities that were consulted during the FFM projects, nor to gain their perspectives on how the project has affected two-way communications during disasters.

Third, the evaluation was conducted during December and January and required interviews with senior-level in country staff who were sometimes unable to devote sufficient time to answer all questions. Speaking to a broad range of participants has mitigated this somewhat.

3 Approach to project delivery

This chapter provides an overview of the timeline and processes adopted for the DEPP project. It discusses the approach to project design, the relevance of the planned outcomes, and the team structure and overall efficiency. It finds that although the DEPP was largely designed from the UK, the CDAC Network contextualised their work through in country consultations and a significant emphasis on research to inform country level strategies. Moreover, significant responsibility was given to country level host agencies. The implementation was hampered by complex contracting and reporting lines but benefited from an adaptive and flexible design.

3.1 Design

Despite the limitations of the original business case, the design of the project allowed contextualisation through in country consultations and an extended inception phase.

The Harvard Humanitarian Initiative has outlined the limitations of the DEPP design in detail in its evaluation.⁴ It finds that overall, the business case takes a top-down approach to preparedness, and it advocates for a more locally-led approach in line with the principles of the GB. This sentiment was echoed in interviews with CDAC Network team members who advocate for a more locally driven communication culture, for example, with local and national actors also providing capacity building to international agencies.

The project benefited from a consultative process that included the CDAC Network secretariat and an advisory group of network members.⁵

The consultative process allowed the secretariat to convene members to discuss the proposal, potential countries the programme would be implemented in, and the scope of work. The project was restricted to a list of approved countries by the DEPP board: Bangladesh, Pakistan, Philippines, Indonesia and Myanmar, Kenya, the Democratic Republic of the Congo, Ethiopia, South Sudan, Mozambique and Jordan. CDAC Network members narrowed in on Bangladesh, South Sudan, and Jordan.

The members tasked the Secretariat to undertake a desk review that examined the geographical and humanitarian context in the three potential implementing countries, including communications technology, access, and member presence. Based on the desk review, members chose Bangladesh and South Sudan, which had significant humanitarian needs and provided contrasting contexts in which to establish and pilot communications capacity. The locations were selected to test the MSP and FFM models in two different contexts, one that suffers from regular natural disasters and the other from on-going conflict.

⁴ The Harvard Humanitarian Initiative is undertaking a three-year external evaluation of the DEPP that has two objectives: 1) to improve programme effectiveness and enhance learning; and 2) to assess the extent to which the DEPP overall has provided an efficient and effective approach to strengthening response capacity. A formative phase report is available here: <https://reliefweb.int/report/world/evaluation-disaster-and-emergencies-preparedness-programme-depp-programme-formative>

⁵ The advisory group was comprised of representation from the following members: IOM, Save the Children, UNICEF, Plan UK, ActionAid, World Vision and BBC Media Action for Bangladesh and OCHA for South Sudan

In country consultations were held in Bangladesh and South Sudan, with more in-depth engagement in the former where the host agency BBC Media Action was engaged early in the process. This consultation helped in developing ownership and an appropriate country level implementation strategy. In South Sudan, Internews was given the host agency contract after the project had started, which meant that it was not involved in developing the budget and that the high operational costs in South Sudan were not adequately accounted for. The team described the feeling that they were operating ‘on a shoestring,’ which resulted in unresolved conversations regarding the budget.

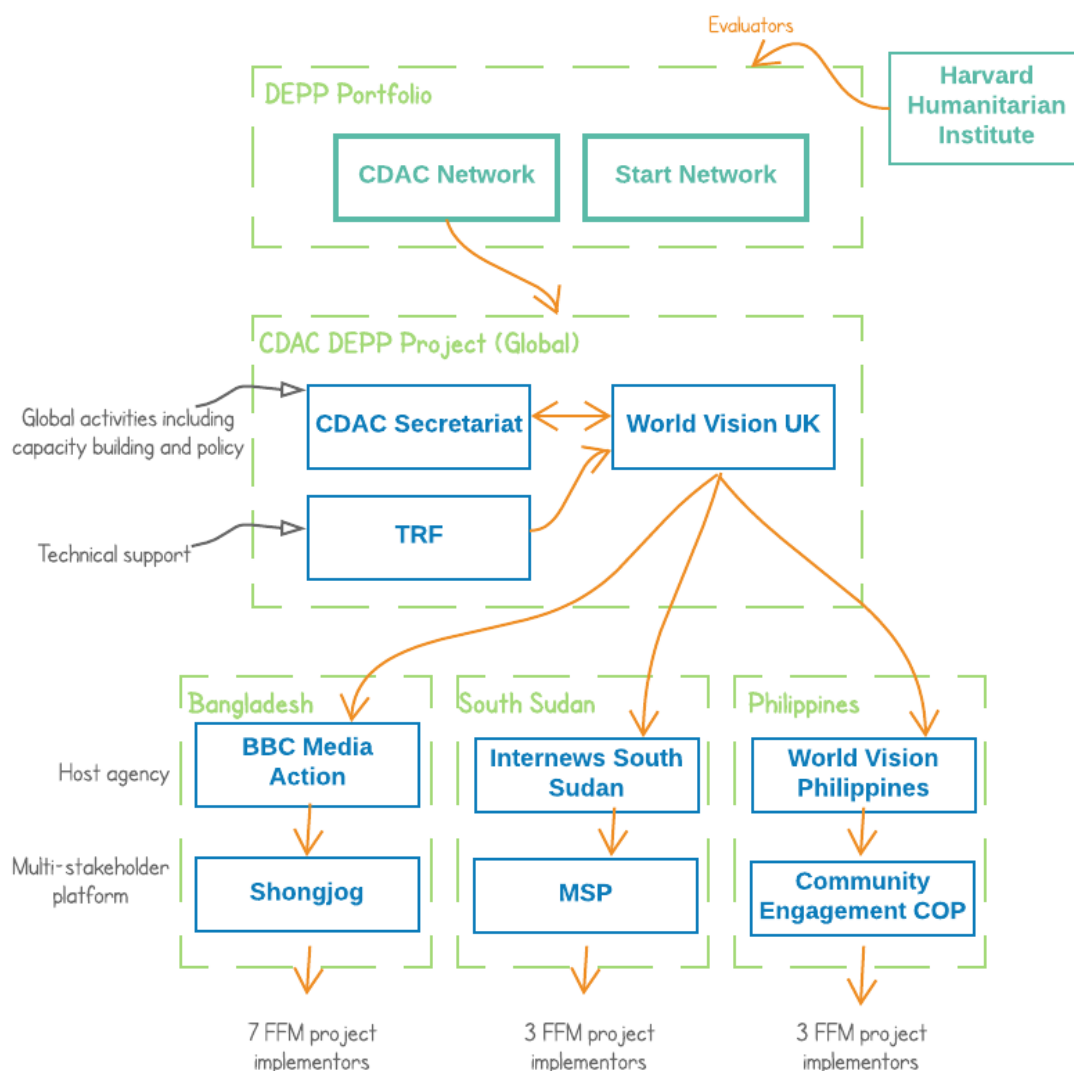


Figure 2: CDAC DEPP project relationships and components

3.2 Set-up

The efficiency of the project was adversely affected by the time required to finalise and sign the subcontracting agreements and recruit key staff. This was particularly complex because separate contracts needed to be established between WV and the CDAC Network, the two host agencies, and other partners such as the Thomson Reuters Foundation (TRF). The project had originally considered a single agency approach that would have simplified the systems but during the inception phase the team decided to spread risks across network members.

It took longer than expected to establish or revive MSPs and to initiate activities in Bangladesh and South Sudan. The initial set-up of the project involved consultations and meetings with MSP members to develop terms of reference, governance structures, visions and objectives and work plans. The Partnership Brokers Association were contracted to provide advice and guidance in revitalising the MSPs.⁶ In country consultations and high profile launch events were held to establish interest in the MSPs. Work plans were developed that included a variety of capacity building activities, exchange visits, and engagement with government on humanitarian issues in respective countries. In Bangladesh, in particular, there was a focus on establishing governance systems and agreeing a shared vision over taking immediate action.

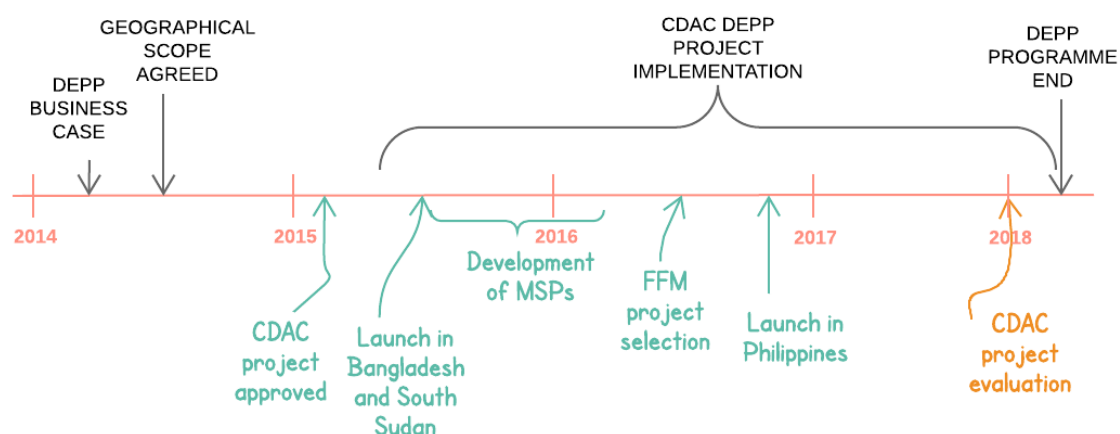


Figure 3: Project timeline

There was insufficient clarity regarding the role of the secretariat in the project. When the project was first initiated the CDAC Network was not a legal entity and so a host agency - World Vision - was selected to hold the contract. A Management Advisory Group was established and a Memorandum of Understanding (MoU) signed. However, interviewees felt that there was insufficient clarity regarding the roles for the CDAC Director and secretariat written into the MoU and that line management and decision-making structure was sometimes unclear. The World Vision team included a Programme Manager (PM) and a Grant Compliance Officer (replaced by a Monitoring, Evaluation and Learning (MEL) Officer after turnover of the PM). The CDAC Network secretariat staff took roles in policy development and tools development. This set-up meant that the secretariat both managed the PM and was accountable to him for project activities. After the first year, the World Vision team left the secretariat, which allowed for clarity of reporting lines. Some interviewees felt that the secretariat activities and deliverables were not sufficiently articulated within the project agreement. Staff took an adaptive approach and spent time refining the MoU, clarifying roles and finding ways to adapt and optimise the structures.

⁶ The Partnership Brokers Association supported through training for UK-based DEPP staff and the Bangladesh Project Manager. The South Sudan Project Manager was unavailable to attend. The Partnership Brokers Association also supported the two initial convening meetings in Bangladesh and the two Knowledge and Learning reviews in Bangladesh.

3.3 Implementation

The project benefited from a strong emphasis on research to identify gaps and needs in CwC to inform the core activities and the priorities for FFM projects. Previous studies have demonstrated the importance of using assessments to gauge or map the existing communication channels, pre-existing information, and communication system, and the possibility to re-establish or construct new communication channels.⁷ Under this project, research was carried out to identify gaps and to inform strategic planning processes and priorities for FFM projects.

The gaps research was useful in shaping the project South Sudan, but the quality of the insights and recommendations was weaker in Bangladesh. In South Sudan, consultations were conducted with humanitarian agencies active in the Bentiu protection of civilian (POC) sites and surveys were conducted with 4,385 internally displaced people (IDPs) in POC sites and informal IDP settlements across the country. The analysis revealed that more information is required: 43.8% of the surveyed population had access to information but felt it was insufficient while 20% reported no access to relevant information. Community members preferred information via word of mouth, radio and drama groups while aid agencies preferred to share information through community meetings, workshops and aid workers.

2016 saw the establishment of a £1 million flexible funding mechanism (FFM) for CwC activities. The FFM was implemented independently in each country, but with common guidelines for financing locally-led initiatives that would generate evidence. The FFM ultimately funded 13 locally-led projects (seven in Bangladesh, three in South Sudan and three in the Philippines, with one additional project in South Sudan cancelled part-way through).

In 2016, activities were suspended in South Sudan for six months, which exacerbated existing challenges in the relationships and programme schedule. As a result, the scope of activities in South Sudan was scaled back (with corresponding budget reductions). The suspension of activities in South Sudan resulted in a reduction in the number of projects funded and in a drop in the number of active MSP participants.

There wasn't sufficient time to establish a new country MSP and so the secretariat looked for a DEPP country with an existing group that would benefit from the FFM approach to build their preparedness capacity further. The Philippines was selected because of its strong CoP, with active initiatives, and because World Vision was operational (which would simplify channelling funds) and was an active member of the CoP.

The FFM was the most significant project expense (>30%, see Table 1), followed by UK-based programme staff and in country programme staff. Like other DEPP projects, this project was necessarily staff-heavy, for the task of creating new structures, new relationships and to initiate collaborative processes. This is a time-consuming activity with many of the outputs being delivered towards the end of the four-year project.

⁷ See for example Internews (2017) *Communication with Communities: Walking the Talk*. Putting people at the centre of humanitarian response. Policy Paper

Costs changed significantly between year one and year four, primarily due to funds being diverted to the Philippines in 2016. Host country support costs were reduced substantially because of the reduction of staff in South Sudan. Core costs were also reduced in the final budget.

At country level, foundation training and other core activities were effective but expensive to deliver at scale. However, in Bangladesh BBC Media Action designed an FFM project that would address skills gaps through national level training. A national training curriculum was developed, which they hope will allow them to deliver basic CwC training to national staff at scale.

Table 1: In country project costs

Description of cost	Bangladesh	South Sudan	The Philippines
Direct costs for MSP activities	£31,635	£9,836	£7,422
Core activities	£48,339	£18,595	
Foundation training	£8,953		
FFM Grants	£549,175	£238,866	£222,656
Other programme costs (non-FFM)	£13,056		
Direct costs for Programme Staff	£98,620	£185,297	£15,994
Other direct costs (e.g. travel)	£24,193	£21,246	£16,836
Support costs for in country hosts	91,209	£24,522	11,246
NPAC	£67,913	£65,258	£3,605
Total	£932,045	£563,620	£277,761

4 Country level findings

This chapter provides an overview of project activities in the three countries: Bangladesh, South Sudan, and the Philippines. It analyses the effectiveness and efficiency of country level activities, outcomes so far, and perceptions of sustainability. It finds that MSPs have been successfully created in Bangladesh and South Sudan and that a wide variety of FFM projects have been delivered. A comparative analysis of the successes, challenges, and outcomes of the project in the three countries is provided in the next chapter.

4.1 Bangladesh

The project was launched in Bangladesh in 2014. Since then, an MSP has been revived that has supported delivery of a range of capacity building activities and delivery of seven FFM projects. The MSP has been active in delivering and advocating for better CwC in several responses. Key challenges are the inclusion of local and national NGOs and building a self-sustaining platform.

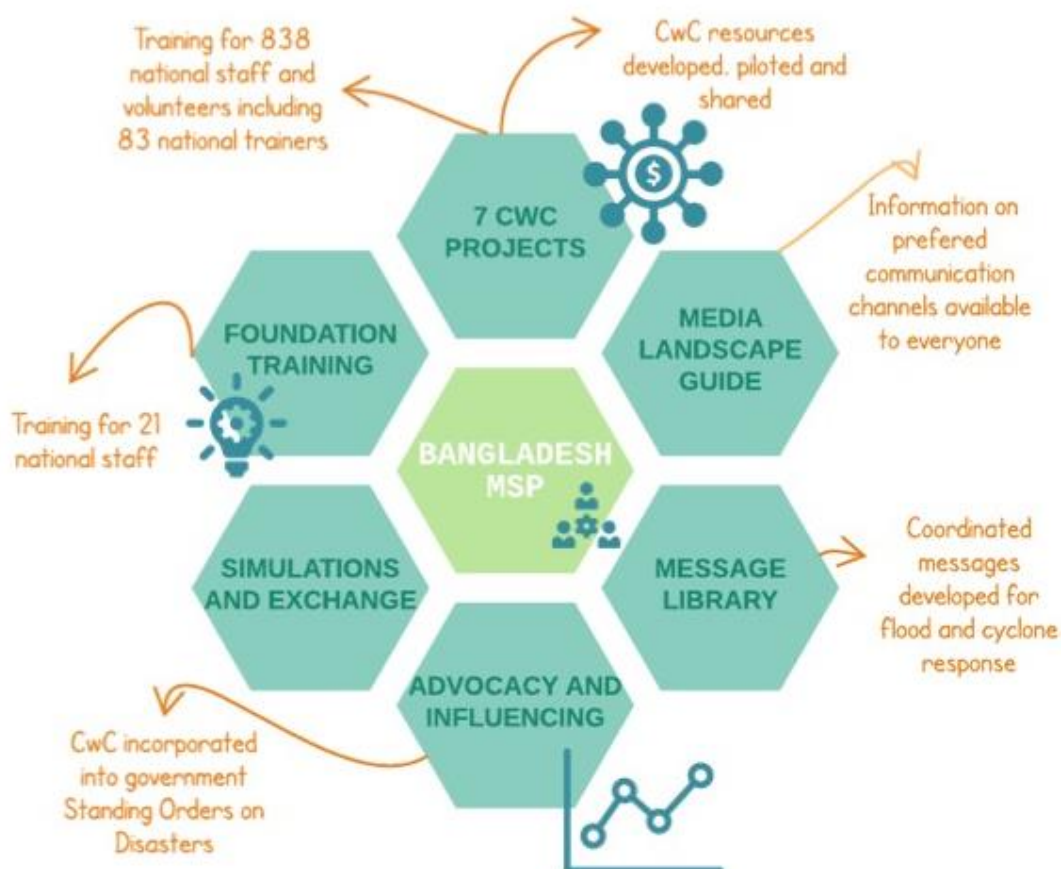


Figure 4: Summary of activities and outputs in Bangladesh



4.1.1 Multi-stakeholder platform

The Bangladesh MSP, ‘Shongjog’, is a multi-stakeholder platform that brings together a diverse group of organisations including government, UN agencies, INGOs, the Bangladesh Red Crescent Society, and two national NGOs (NNGOs). The MSP first became operational in 2012, but it was re-launched at the start of the project

in 2014 and acquired the name '*Shongjog*' (meaning linkage) shortly afterwards. The MSP was re-launched with an advisory group that included national staff from a variety of members including the International Organization for Migration (IOM), Save the Children, UNICEF, Plan UK, ActionAid, World Vision and BBC Media Action. Membership was formalised through a ToR that was signed by the senior leadership of 19 of the 25 member organisations. The Department of Disaster Management, Government of Bangladesh, chairs the MSP.

The project was grounded in a good understanding of the CwC context and a flexible approach to design. The MSP contracted consultants to conduct a Gaps and Needs Analysis of CwC in Bangladesh, although the insights and recommendations were felt to be of limited value. However, the host agency BBC Media Action had a good appreciation of the communications environment and had convened the original communications MSP (alongside UNICEF, who were also an active member of the revived MSP). The project also funded further analysis as part of the FFM.

The platform is open to all humanitarian actors and includes a diverse group of INGO and UN Agencies. While the membership of national staff is high, there are only two NNGO members. Interviews identified three factors contributing to low NNGO participation:

- The concentration of meetings and activities in Dhaka. Many NNGOs are not based in Dhaka or don't have enough staff to spare them for attending regular network meetings.⁸
- Local organisations have relatively limited humanitarian funding and reported that they prioritise implementation activities over information-based activities. The NNGOs interviewed argued that the communities they cater to value information only when it is coupled with more tangible support.
- Power dynamics within local/national organisations, and between international and national organisations. Interagency platforms are often seen as the preserve of international responders - with little space for local organisations. National organisations are also reluctant to have another national agency represent them within a platform.

To increase NNGO participation, Shongjog formed a linkage to NAHAB - a platform for local and national NGOs established through the DEPP Shifting the Power project in 2017. This has raised awareness of the platform among NNGOs. The two networks now plan to deliver joint training for local actors on CwC in four districts in early 2018.

The MSP has also struggled to engage private sector members in the way it initially intended. There appear to be three reasons for this: insufficient time investment, a nascent Corporate Social Responsibility (CSR) sector in Bangladesh, and an inability to communicate the business-rationale for supporting better disaster response. LINGOs, in

⁸ An MSP for the Rohingya response has been set up in Cox's Bazar under a separate initiative, which maintains links to Shongjog. to coordinate CwC activities for the Rohingya response. This MSP was set up by IOM in 2016, before the latest influx of refugees in Cox's Bazar. Although Shongjog did not establish the MSP, the members closely coordinate to promote CwC, which was weak during initial period of the Rohingya response. The MSP in Cox's Bazar has also had a limited membership among LINGOs.

particular, expressed a need to include more private sector telecommunications companies that can facilitate uninterrupted communication during emergency response as well as access to tools for improved communication.

More broadly, the MSP had a high profile re-launch but it has struggled to sustain interest in CwC among many members. For some members, CwC is still seen as a secondary priority that is side-lined during the response phase. For others, the participating staff are relatively junior and cannot commit time and resources in a sustained way. Humanitarian teams in Bangladesh are relatively small compared to other countries, which puts an excessive burden on them to participate in a wide number of relevant platforms. The MSP therefore adapted to establish a core group of eight members who are mandated to make key decisions on behalf of the group. While the MSP met only twice each year, the core group met on a bi-monthly basis. The core group is made up of ActionAid, Action Contre le Faim (ACF), Bangladesh Red Crescent Society, BBC Media Action, BRAC, Concern Worldwide, Handicap International, ICCO Cooperation, IOM, Plan International and Save the Children.



4.1.2 Core activities

The MSP has conducted a range of activities to build capacity for CwC that broadly fall into four categories: resource development, foundation training, simulations and exchange.

First, the resource development element includes research, guidelines and a message library. A Media Landscape Guide⁹ gave the MSP an overview of which humanitarian agencies are doing what where, and of media outlets and mobile operators. A message library already existed when the project started, but was enhanced and then shared online via the Shongjog website through the project. The message library¹⁰ provides a set of collectively developed field-tested messages that can be quickly deployed before, during and after a disaster. The resources have been successfully shared and promoted via the Shongjog website. Non-member NNGOs interviewed for the project were aware of these resources – sometimes assuming that Shongjog is a software project to provide technical packages for CwC, rather than a network.

Second, foundation training was provided to 21 national staff (16 Male, 5 female) from Shongjog, including INGOs and Government departments. The foundation training covered two-way communication and joint needs assessments (JNAs) and was delivered by international staff from CDAC Network and BBC Media Action alongside national facilitators. This training primarily benefited national staff.

In order to reach a wider audience, including LNGOs, country-specific foundation training was designed and delivered to staff and volunteers (under a BBC Media Action FFM project described in the next section). Master trainers from Shongjog members participated in a ‘Training of trainers’ course provided by international trainers and then cascaded the training to national and local humanitarian staff. Volunteer training was

⁹ <http://www.shongjog.org.bd/tools/landscape-guide/>

¹⁰ <http://www.shongjog.org.bd/tools/message-library/>

similarly delivered under a BRAC/BDRCS Volunteer Guideline project.

Two simulation exercises, one for media on earthquakes and another for NGO staff on cyclones, were also organised. The first simulation for media staff focused on sensitising them on how to deliver useful life-saving information rather than sensationalising disaster stories. The second for local staff was held in a cyclone prone area and focussed on how to prepare and implement a cyclone response. Simulations were also conducted as part of the foundation training. We did not speak to any participants during the evaluation, but training feedback reports were positive. For example, trainees noted:

"I really enjoyed the workshop; I never experienced such an interactive workshop before."

"The simulation was very helpful as I have never gone to respond to an earthquake. We have come to know how to work in an organized way based on a situation. We also got to know about the effective ways of communication too." (Program Associate, UN organisation)

Finally, some members, including NGOs and government representatives, participated in an exchange visit to the Philippines. The host organisations from both countries reported that the visit was particularly helpful for the Bangladeshi government who returned enthused with ideas for how to chair a more active working group and with increased ambitions for engaging private sector actors. Other members said that they learned about new global tools that they had not seen before – such as the Community Response Map that was used for some time in the Rohingya response. However, the contextual differences between the two countries mean that the exchange visit was most useful when participants could meet people with very similar roles – dealing with similar challenges but in different ways. NGO representatives not matched with similar participants in the Philippines found the exchange less helpful.

Three limitations to training and simulation activities were noted:

- Many participants of the training were not directly engaged in response. For example, some organisations sent communications staff rather than programme staff.
- Staff turnover is high, with many trained staff already moving on to new assignments.
- A small number of interviewees felt that the ground level national staff were already familiar with the soft skills needed for CwC. They argued that training should orient staff on what to communicate in a disaster context and what information to be brought back.



Figure 5: Media and humanitarian personnel participate in a two-day earthquake simulation exercise in Dhaka in April 2017.



4.1.3 FFM projects

Based on the gaps and needs analysis, the core group defined three priority areas for strengthening CwC practice: (a) advocacy for policy support and leveraging resources; (b) technical coordination and support for products, services, and tools; and (c) learning and sharing information.

In Bangladesh, the MSP identified implementing agencies that would be requested to submit a proposal for each. Guidelines for the FFM projects had been developed at the project-level to ensure projects would align to the overall project purpose and DEPP business case but the MSP core group was given responsibility to select and give feedback to agencies. The majority of projects were awarded to members of that group. The seven selected projects are outlined in Table 2.

Table 2: FFM projects in Bangladesh

Title of the project	Outputs	Outcomes and uptake so far
CwC Capacity Building Training by BBC Media Action (in partnership with Plan International, Concern Worldwide, Handicap International and Save the Children)	Unique features included realistic disaster response simulations; emphasis on cross-sectorial teamwork; and exposure to different types of media	15 training workshops were organized in different districts for 327 participants from 120 different organisations, including 73 female participants, to improve the technical skills, knowledge, and understanding of CwC among disaster response practitioners and the media.
Social Media in disasters by BBC Media Action	Designed to bring private sector actors (TV, radio and online publishers) on board and to set up systems to share coordinated	Engaged with private sector actors to disseminate information via their Facebook pages to communities nationwide. In the pilot phase the

	messaging on key social media pages in Bangladesh.	majority of messages targeted communities in flood-affected areas of north-west Bangladesh and cyclone affected districts in the South East.
Community Radio Guidelines by Bangladesh Red Crescent Society (and partners BRAC, IFRC Bangladesh and BBC Media Action)	Community radio stations provide an opportunity for listeners to ask questions directly in real-time. Radio guidelines were developed, not only for Bangladesh but also to be replicated in vulnerable communities in other locations.	Using these guidelines, over 30 programmes have been broadcast through different radio stations. The radio shows give advice on what to do before, during and after disasters.
CwC Training and Guide for Response Volunteers by Bangladesh Red Crescent Society (and partners BRAC, IFRC Bangladesh and BBC Media Action)	Volunteers' guidelines on CwC, which describe how to deal with communities during disasters and how to listen to their opinion, needs and priorities. Four steps have been detailed in the report – assessment, planning, monitoring and feedback and complaints mechanism.	The guidelines were developed by an external consultant, who interacted with communities, organised a Training of Trainers (for 24 trainers including 2 women), eight workshops (training a total of 251 volunteers, including 70 women), and a validation workshop with all Shongjog members. Guidelines were tested during the Hoar flood response, and are now reportedly used in the Rohingya response. Interviewees feel that volunteers' interaction with communities has improved (see outcomes section).
CwC Best Practices Study by BRAC	Report on best practices for early warning and prediction has been produced in four districts: Sunamganj for flash floods, Bogra for riverbank erosion, Sirajganj for flood forecasting and Satkhira for cyclone preparedness.	A multi stakeholder workshop was held in May 2017 with 20 participants to share report findings. This workshop was arranged to capture the best practices on disaster response and early warning from the case studies done in four districts. This exercise helped in identifying several replicable and scalable best CwC practices.
CwC Advocacy by IOM & ACF	Research into community information needs and private sector engagement. Several advocacy tools developed including a donor marker. Engagement with WASH cluster, youth orientation workshop of students at Jahangir Nagar University and North-South University, and engagement with media.	This project started building awareness among key stakeholders. Core group members felt IOM was well positioned to exercise leverage with donors and government. They noted improved understanding of CwC among private sector actors.
Participatory Video M&E by ActionAid Bangladesh, Insight Share and SKS Foundation	PVM& E allows a wide range of perspectives to be captured from communities and stakeholders; they decide on what is included or not included in the video.	Shared through workshops, trainings, screenings and radio messages.

All FFM projects were successfully completed before the end of the project. However, there were delays in several cases and interviewees felt that this reduced the quality of outputs and limited the ability of the MSP to disseminate the tools. Four key challenges delayed implementation, three of which pertain to human resourcing:

1. Contracting took longer than anticipated (both within Bangladesh and globally)
2. FFM projects required commitment from senior management of the participating organisations, some of whom were less interested in the project because of the scale of funding
3. Insufficient number of full time and dedicated staff with some core group members
4. The MSP was not able to meet on a regular basis to provide direction. Meetings were often held bi-monthly.

Overall, interviewees felt that FFM projects have provided a set of useful CwC resources that are accessible to agencies. Interviewees were particularly positive about the CwC advocacy package, CwC training animation film, CwC training modules, Volunteers' Guide on two-way Communication, Volunteers' Guide video, and Guideline for Radio Stations. A complete list of products developed through FFM can be found on the evaluation microsite.

Some interviewees felt there should have been an opportunity to collate existing CwC tools in addition to designing new ones. For instance, ActionAid and World Vision both had pre-existing staff members or tools on CwC. At least two of the interviewees expressed that the tools previously developed by these organisations should have been incorporated in the project (we note that the flexibility of the FFM means that a project could have been designed for this purpose but was not proposed).

At least one interviewee noted that there could have been greater attempts to include women in the design of FFM projects. However, interviewees argued that some projects, such as the radio programmes, had primarily benefited women. The volunteers' guidelines included a specific focus on the perspective of women in disaster response.

Table 2 above outlines the uptake of project resources so far. The impact of projects is difficult to ascertain as most were completed in November or December 2017. So far, training and guidelines have been widely distributed to humanitarian staff and volunteers. For example, 327 staff from 120 organisations were given basic CwC training and another 250 volunteers were trained in CwC for volunteers. Many of the tools have also been piloted and tested in humanitarian crises. National staff felt that the tools would ultimately contribute to an improved understanding of community participation.



4.1.4 Outcomes and sustainability

Overall, interviewees believe that the project has fostered recognition and understanding of the significance of CwC in participating organisations, where *“even new staff are talking about CwC and its significance.”* Organisations reported engaging with communities through a mix of technological as well as traditional methods. Several reported new centralised feedback mechanisms to help facilitate two-way communication. Dedicated phone numbers have also been widely used for complaints and feedback.

Project staff also report an increasing demand for CwC activities among wider

humanitarian agencies. During the past 18 months, Bangladesh has experienced severe flooding and two cyclones. According to BBC Media Action the demand for CwC support and inclusion of CwC activities has gradually increased. For example, Government radio and TV stations have a better awareness of the role they can play and will reach out to BBC Media Action themselves to find out how they can coordinate. At the national level, this can be attributed to an increased awareness of the importance of accountability across the sector, demands from donors including ECHO, as well as the preparatory work of Shongjog. At the individual level, training of volunteers and field staff has also contributed.

The MSP was designed to switch from ‘preparedness’ to ‘response’ mode during disasters. Prior to the DEPP, a low level of CwC coordination had occurred during disasters, without specific funding and by making use of the expertise of staff working on other disaster preparedness work. Member agencies responded to a range of disasters including floods and the Rohingya crisis during the course of the project, with a progressively improved CwC response.

The CwC response was best coordinated during the 2017 flood response. At least six of the Shongjog members implemented CwC activities in their response and all participated in CwC coordination. Shongjog supported SitReps and UN Appeals and organised coordination of around ten organisations interested in CwC. The community feedback the organisations collected was collated, and was shared with NGOs and with teams developing flash appeals and the Humanitarian Response Plan (HRP).

The most significant information challenges were faced during the Rohingya response. Incoming refugees didn’t know what to do or where to go, which caused serious protection and health issues. A sub-county MSP had been established at Cox’s Bazar in early-2017, chaired by IOM and supported by Action Against Hunger, Handicap International, and Save the Children, all Shongjog members; and this group greatly expanded after the major influx of refugees in August 2017. BBC Media Action and several other agencies, including UNICEF and WHO, coordinated with other stakeholders to develop CwC messages that were fed into a dedicated section of the message library. Information centres were set up to disseminate information and the emergency telecommunication group became active. There were some setbacks: high levels of illiteracy meant that mobile messaging and feedback boxes were found by agencies to have limited use. After failed attempts to use feedback boxes, several agencies began adopting focus group discussions (FGDs) to receive feedback from the community.

Several lead organisations noted that the FFM tools were not used as much as expected during the initial stage of the 2017-18 Rohingya response. Most agencies had not anticipated a human-made catastrophe of this scale and the CwC activities focussed on natural disasters. Moreover, high illiteracy, a different language, and financial constraints among many humanitarian agencies, which had led to a downsizing in staff, hampered implementation of CwC practices. International staff were deployed to provide surge capacity, but they had not been part of the CwC project and were therefore unfamiliar with the tools and practices that had been developed in the country. BBC Media Action also reported a shortage of responders with expertise in CwC.

However, after the initial challenges, CwC improved and the project manager reported that the response has had CwC “at its heart”. When refugees began arriving in large numbers in August 2017, humanitarian agencies began to request support with CwC. National staff who had attended Shongjog or received training, and surge staff with

experience of community engagement, were keen that community engagement and accountability were included in their programming. IOM mobilised a programme that included a coordination structure, guidance and technical support. Since then, CwC has been included in the joint response plan and a common service for community engagement and accountability has been designed and endorsed by the Inter Sector Coordination Group (ISCG). Yet, the interviews highlight that the CwC response has been insufficient. This is attributed to increased expectations for CwC, limited technical expertise among agencies, limited donor funding, and competition – rather than collaboration – between some agencies.

Members have also engaged in advocacy for improving policies on CwC. The most significant achievement was in advocating for inclusion of CwC in the Bangladesh Government's national Standing Orders on Disasters (SOD), which is currently under revision (see Section 9). The final version of the SOD has yet to come out but is expected to include the desired changes. This was possible because Shongjog is invited to attend meetings and contribute to the Humanitarian Coordination Task Team (HCTT) meetings.

Overall, the inclusion of the Department for Disaster Management (DDM) as a chair in Shongjog has helped in influencing the relevant policies. This has not been without its challenges – the DDM has limited influence and it has been difficult to obtain buy-in from other government stakeholders. Officials in the DDM with responsibility for CwC were perceived to be functioning more as public relation officers. Some political tensions were also experienced between DDM and the Ministry of Disaster Management.

Interviewees repeatedly expressed concerns over the long-term sustainability of Shongjog (as well as other national platforms such as NAHAB). In particular, funding for the platform has not yet been secured and interviewees displayed varying levels of optimism about the likelihood of securing it. Moreover, the scale of the Rohingya crisis means that the focus of humanitarian agencies has largely moved to Cox's Bazar. This also makes it difficult to gain substantive input from senior staff at Shongjog.

Participants did report a greater demand for CwC, which is likely to be sustained but without a MSP the expertise and technical capacity to meet the demand will be a challenge. Technical expertise is needed to connect people to tools and resources, provide advice, support information management, and collate outputs of community engagement activities. It will be most difficult to meet this demand in small disasters where there is less funding available.

4.2 South Sudan

The project began in South Sudan in 2014 with a high profile launch event. An MSP was established, training delivered and the FFM activated. The project suffered from temporary closure during the resurgence of violence in Juba in 2016. Nevertheless, activities resumed in 2017 and three projects were successfully delivered. The long-term sustainability of the MSP is uncertain.

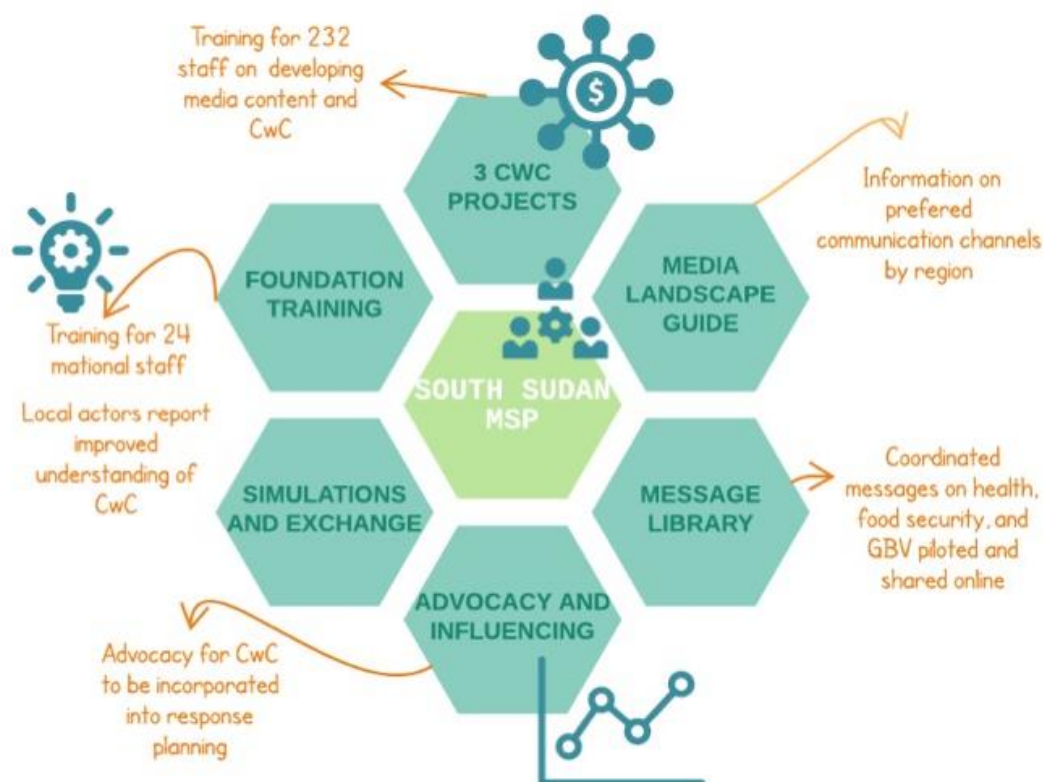


Figure 6: Summary of activities and outputs in South Sudan

4.2.1 Multi-stakeholder platform



The project began with a set of consultations designed to ensure the project was context-specific, relevant, and that there was good stakeholder buy-in. However, unlike in Bangladesh, the host organisation was not identified until after the beginning of project implementation as there had been no prior working group on which to build. This meant that the host organisation had no input into the project design and limited input into the project budget (Internews was invited to submit an updated budget within certain parameters), which had implications for later activities.

Nevertheless, in general, the project was grounded in a good understanding of the CwC context and a flexible approach to design. The MSP contracted Forcier Consulting to conduct a Gaps and Needs Analysis of CwC in South Sudan.

The project provided a flexible framework that could be adapted according to the country's specific needs. The MSP selected its own governance structure, defined a work plan, and determined how the FFM grants would be awarded and assessed. A steering committee was established and developed a ToR for the MSP that defined its role as co-

ordination, research and development of knowledge products on CwC in South Sudan, capacity development and skill building, mobilising resources, assessing needs of communities and designing and supporting innovation around two-way dialogue. The group decided that they would focus on four work streams:

1. Building a culture of sharing information and developing common information models and platforms;
2. Capitalising on local knowledge and capacities as a way to utilise indigenous know-how to solve local problems;
3. Means and modalities to improve access to information across demographic groups;
4. CwC as part of M&E to push innovation and design community-based monitoring and evaluation of humanitarian response and programmes.

Membership of the MSP was opened to any organisation or actor contributing to disaster management programming in South Sudan. An MSP was established in 2014 by the UN Office for the Coordination of Humanitarian Affairs (OCHA) but had been inactive. As a result of funding from the CDAC Network DEPP project, the MSP was re-established. The MSP was established with UNOCHA as the Chair and Oxfam and Nile Hope (a national organisation) as the co-chairs. The MSP is seen as a relatively unusual opportunity for local, national and international agencies to collaborate.

Attendance has been a major challenge, and the MSP meets infrequently. Since its first meeting in 2015, the MSP has only met seven times, less than once a quarter. Members attribute this to regular cancellations, insecurity making it difficult for organisations outside of Juba to attend, competing response priorities and the renewed conflict in Juba in 2016 that led to a temporary suspension of the project. Quarterly reports indicate that on average, 15 of the 40 members attend MSP meetings. Additionally, the MSP has not carried out any activities since June 2017, which lessened engagement and interest of actors.

The effectiveness of the MSP is hindered by its minimal presence within the humanitarian cluster system. The MSP has had some interactions with the cluster group on CwC such as making a presentation at the inter-cluster group. However, few organisations are aware of the MSP's existence and its work. For instance, an interview held with an external stakeholder who is part of the camp management and coordination cluster in South Sudan stated that the cluster has a regular meeting to discuss CwC and share resources. The interviewee stated that Internews provides technical advice and is consulted by organisations within the cluster about CwC but he was not conversant about the MSP. An MSP member observed that the group is composed of knowledgeable people and holds meetings that produce significant insights on CwC but these discussions and findings need to be fed into humanitarian response activities conducted by organisations.



4.2.2 Core activities

The MSP has facilitated several capacity development activities including a foundation training, exchange visit to Kenya, CwC capacity building trainings and simulation exercises. For example, BBC Media Action provided INGOs, LNINGOs and media personnel with training on their *lifeline* tools and materials. This was followed up by guidance on how to develop content for radio on issues including malaria, cholera, and protection. Agencies reported that the

training was helpful for learning "the importance of Lifeline communication and more specifically about two-way communication." For example, in the training feedback one participant stated:

"Two-way communication will help me respond better and to the exact needs on the ground even if I am not personally involved on the ground" (trainee from a humanitarian organisation).

MSP members also had the opportunity to attend an exchange visit with Kenya's Quality and Accountability MSP, which aimed at sharing learning, strengthening collaboration, and allowing the MSP to participate in the annual meeting of the Global Inter-Agency Working Group (IAWG). During the exchange visit, representatives of the South Sudan MSP presented information on the status of CwC in South Sudan based on the Gaps and Needs Assessment and an overview of the FFM projects. The Kenyan MSP presented on the importance of keeping communities informed and having open channels of communication.

There is evidence that capacity building activities have led to change in practice for some organisations. One MSP member emphasised that the main benefit had been "a *constant reminder of the importance of CwC*". As a result, his organisation has developed a plan to entrench CwC within its work and has hired a Communications Manager to mainstream CwC within the organisation and develop a feedback system. Another member revealed that as a result of attending a rumour tracking capacity building event, his organisation has started tracking rumours in Bentiu POCs. A community outreach team go into the communities and record rumours and misconceptions, which the team can then respond to systematically.



Figure 7: Implementing partners used established systems to save time and resources. In this picture, SAADO used Internews' bodaboda talk talk programme to disseminate messages from the pilot message library.



4.2.3 FFM Projects

FFM proposals were developed by the consortia under four focus areas: (a) building a culture of information sharing, (b) using indigenous know-how, (c) improving access to information across demographic groups and (d) developing community-based monitoring and evaluation.

Five projects were originally awarded funding, however, following the suspension of activities, the number of projects was reduced to three. An additional project was added bringing the total number of FFM projects in South Sudan to four, but as illustrated in the table below, one project was cancelled mid-way through implementation.

Table 3: FFM projects in South Sudan

Project	Outputs	Outcomes / uptake so far
Pilot Message Library developed by SAADO, Voice of Africa and Gredo	Local language (Nuer, Dinka and Juba Arabic) messages that humanitarian actors can disseminate to communities in health, food security, livelihood and gender protection. The library aims to provide locally tailored and agreed messages that humanitarian actors can disseminate in the four areas with consistency and clarity. A how to guide was developed for humanitarian actors on how to use the message library.	Message Library shared online on the CDAC Network website. How to guide disseminated through email on SAADO's mailing list.
Media landscape guide (MLG) developed by IMPACT/Reach	A guide providing an outline of media and telecommunications options in the South Sudanese states, Unity, Jonglei, Upper Nile and Western Bahr al Ghazal. The aim of the guide is to provide an understanding of the media landscape to humanitarian actors and serve as a preparedness tool and secondary data source in the event of a disaster.	Available on IMPACT/Reach website, CDAC website, and as written pull-out guides.
Lifeline Training, Simulation, and Mentoring by BBC Media Action	Trainings on developing media content for CwC (and including simulation exercises) with media and humanitarian agencies. Coaching on how they can apply the acquired knowledge to their work followed this up. The aim of this project was to build the capacity of humanitarian actors and media personnel so that they are better prepared to meet the communication needs of affected populations.	70 staff trained. Trainings available on BBC Media Action website.
Indigenous Communication in Disaster Preparedness by the Indigenous Knowledge Center (IKC)	A cancelled project that intended to conduct research on indigenous knowledge and methodologies in disaster preparedness and conflict prevention through the lens of cattle raiding. It was decided that the project should be closed due to concerns that the outputs would not be achieved in the specified timeframe.	Not applicable

The FFM funding amounts were seen to be limited and few INGOs applied for funding. This is because although the funding amounts were the same as in Bangladesh – up to £100,000 per project – there is a much higher level of humanitarian funding available in South Sudan.

In some cases, FFM projects encouraged collaboration between local MSP members. SAADO, Voice of Africa and Gredo, for instance, worked together on a project to develop a message library for Nuer, Dinka and Juba Arabic language messages. However, there was an opportunity for greater collaboration with local NGOs. For example, two projects implemented by IMPACT/Reach Initiative and BBC Media Action were implemented without partners.

FFM projects have benefited the MSP and its members by adding to the available body of knowledge and tools. In particular, the projects give practical guidance to help agencies consider how to use them. For example, the message library project included a guide on what humanitarian actors should consider before disseminating messages, including the most appropriate channels for dissemination.

The FFM projects were mainly based on established CwC solutions. For example, message libraries have been demonstrated to be an important tool providing ready-made, tailored messages that humanitarian actors can use in crises. The messages are based on established humanitarian standards and ensure consistency across a cluster response. The MSP is now devising ways to create awareness among humanitarian actors about the tools that were developed by the FFM projects including the library.

The organisations implementing FFM projects gathered feedback from community members, the MSP and other stakeholders such as TRF. During the implementation of the pilot message library, a representative of an implementing agency observed that community members were welcoming and receptive to providing feedback during the testing of the messages. The representative attributed this to the fact that their approach involved approaching community leaders first, who then introduced the organisation to the community. During development of the media landscape guide, the organisation in charge of implementing the project made presentations to the MSP about the project. The representative from the organisation stated that

"The MSP's involvement was helpful because they had an understanding of the media landscape that we didn't have, they were able to guide us on how to do these things thoughtfully".

Implementing partners were able to use established systems to aid in conducting activities which saved time and resources. IMPACT/Reach conducts a monthly survey and so they added a component on media. The survey responses were reviewed and used to adjust the survey to ensure that they were receiving the information that they required.

Three major barriers to effective FFM project implementation were identified:

- **For the media landscape guide, there were a lot of people involved in the development of the original proposal, which made project management difficult.** The project manager stated that this led to the organisation reworking the proposal, which led to the development of stronger outputs. The original outputs were a database and short report on traditional forms of communication, but the final products were a report on the media and telecommunications landscape in South Sudan which included a section on traditional forms of communication;

profiles of eight locations with preferred modes of communication during and after emergencies; and an interactive MLG.

- **Insecurity in South Sudan hindered or delayed some of the FFM project activities.** South Sudan has been experiencing a civil war since December 2013 and one of the effects of this has been a restriction on freedom of the media. Therefore, media outlets were hesitant to participate in the MLG project because they were fearful of how the information collected would be used. Planned visits to certain areas for data collection were either halted or cancelled due to the insecurity for both the MLG and pilot message library. Additionally, renewed fighting that erupted in Juba in 2016 caused insecurity which led to suspension of the project until January 2017. As a result, meetings with the MSP were infrequent (they were only able to meet once during the 1 July - September 2016 period). Furthermore, the timeframe for implementing projects was lessened and two projects were cancelled, one because it was unable to implement the stated project within the short time frame and the other because the international partner was unable to travel to South Sudan to conduct project activities.
- **Lack of capacity of some of the FFM partners in drafting financial and narrative reports.** This led to delays in submission of the reports and to the host agency having to follow up with partners on the reports, when their efforts could have been concentrated elsewhere.

Finally, the activities conducted in South Sudan were not implemented in a way that ensured the representation of women. An interviewee stated: "During the drafting of proposals, women were not really considered". Nonetheless, there are instances of representation from women; for instance, Media Action and the project conducted three Lifeline trainings that attracted 70 participants, 13 of whom were women; and SAADO conducted three trainings for data collectors with 20 female participants out of 90.

The project timeline meant that there was relatively little opportunity for dissemination of the tools. However, the media landscape guide and messaging library have been made available on the CDAC Network website (with 766 views in the final half of 2017, and 139 views in the final six weeks of 2017 respectively). Similarly, the CwC MSP launched a CwC Newsletter with the first edition featuring a summary of in country initiatives and a selection of podcasts, videos, and e-publications. This activity was, however, suspended due to insecurity in July 2016.



4.2.4 Outcomes and sustainability

Overall, interviewees believe that the project has been able to encourage more CwC in member organisations. Several member organisations have adopted policies or changed their practices in order to meet communication needs. For example, IMPACT/Reach hired a Communications Manager who is responsible for disseminating the organisation's work to communities and establishing a feedback mechanism so that the organisation can receive feedback on the work. It also adapted its data collection tools, including surveys and FGDs to include a component on how people receive information and whether they trust it. SAADO stated that they now ensure that they include a CwC component in all the proposals that they submit. Additionally, an HRP is being developed for South Sudan and SAADO revealed that

through the MSP, it is advocating for the inclusion of a CwC marker to ensure that all proposals include a CwC component.

Through the FFM projects, agencies have gathered information on the kind of messages communities would like to receive and provided an overview of the available channels of communication. The pilot messaging library, for example, has specifically tailored messages that humanitarian actors can use to disseminate to communities on food security and livelihoods, mines, animal health, GBV and malaria. The MLG has a report on media and telecommunications in South Sudan that profiles Akobo, Bor PoC, Bor Town, Mingkaman, Nyal, Wau, Juba PoC 1 and Juba PoC 3 and where people in the respective communities receive information during peace times and during emergencies.

However, uptake of the FFM projects so far has been limited. The project outputs had been shared with cluster members, but had not been formally endorsed by clusters (at the time of interview). The external stakeholders interviewed for the evaluation were aware of the MSP but not of specific outputs such as the message library or MLG.

Sustaining the MSP in South Sudan is going to be a challenge. The Global Knowledge and Learning event revealed three common challenges faced by the established MSPs: staff turnover in international organisations affects continuity of membership (this was noted especially in South Sudan), difficulty for members to relate engagement in the MSP with their day to day work (it was rare for representatives' engagement in the MSP to be directly linked to their work plans or roles as specified in their organisation's job description) and once funding was completed some members left.

The tools are relevant, well constructed and useful – but there now needs to be awareness efforts so that other humanitarian agencies know about them. The message library, MLG, and profiles on the communication channels on different areas in South Sudan are still relatively new. Awareness needs to be created among humanitarian actors about their existence. For example, an interview with an external humanitarian actor revealed that he had not heard or come across either of the tools but expressed interest in using the tools and stated that they would be useful to their work and that of other actors. Additionally, the information in the tools should be updated to ensure continued relevance in a fast-changing situation. The project aims to conduct awareness activities in the final month of implementation.

The relationship between the MSP and the wider humanitarian architecture is still being worked out. The MSP has had some meetings and interactions with the cluster system in South Sudan. For this to be sustained, the MSP should seek support from Internews towards having a representative with extensive experience and expertise on one or two clusters. This will ensure that the ideas and concerns of the MSP are heard by humanitarian agencies.

Implementation of FFM projects could have involved more local NGO staff. The project implemented by the local organisation SAADO was spearheaded by local partner staff who stated that the project helped them become more professional and that they were able to share knowledge about CwC mechanisms and workings to other staff members during their weekly meetings. However, transfer of skills to local staff might have been better achieved if the other projects had included a local partner. (We note that significant work also went into supporting local NGOs IKC (FFM project cancelled) and Hold The Child (FFM never funded) during the proposal development stage.)

4.3 The Philippines

The project began in the Philippines in 2016 after a change in the scope of activities in South Sudan. Three FFM projects were implemented.



Figure 8: Summary of activities and outputs in the Philippines



4.3.1 Multistakeholder platform

In 2016, the CDAC Network held discussions with the already established Community of Practice (CoP) on Community Engagement in the Philippines. The CoP is made up of over 50 members with diverse backgrounds of INGOs, local NGOs, UN agencies, government agencies, the private sector, and faith-based groups. The project was able to capitalise on the structures and systems in place, including already established membership, ways of working and regular meeting times. It also capitalised on the existing relationship between the CDAC Network and the CoP. Initial discussions helped identify how best the diverted funding from South Sudan could be used based on the gaps and needs identified by experts already working on CwC within the CoP.

The already established CoP on community engagement meant that the CDAC Network did not have to start a MSP from the ground up. Instead, the established core group was able to quickly draw up a work plan based on its existing strategic plan (which had several unfunded areas). The core group constitutes World Vision, IOM, OCHA, Caritas, Peace and Conflict Journalism Network (PECOJON), FEDC, United Methodist Communication, Plan International and Handicap International. There are more than 50 members in the working group.

The programme was designed in a collaborative approach in order to give CoP members an opportunity to engage in activities. The CoP members were oriented into the programme, involved in designing the three FFM projects and actively engaged in the development of the tools under the FFM projects. This ensured that CoP members were

not only passive receivers of the final tools but had an opportunity to provide input, thereby giving them a sense of ownership of the tools.

Nevertheless, despite this collaborative approach, the level of engagement of CoP members varied widely. Some members were primarily involved in discussions on potential focus areas of the project, while others were involved at the coordination and collaboration level, such as participating in meetings to be made aware of available tools and partners each member is working with. For example, one of the CoP members stated that they were only able to attend the graduation ceremony where a final presentation of the project was made. Nonetheless, this is to be expected with competing interests and a large number of members, which make it challenging for everyone to participate.



4.3.2 Core activities

Overall, there was already a high level of CwC expertise among the Philippines CoP members. The CoP hosted the Bangladesh MSP for an exchange visit. It also reported using the project to form task forces on 1) Information and Communication, 2) Early Warning Systems and Protocol, 3) Emergency Relief and Rescue, and 4) Community Volunteers. Community MEAL teams were tasked with ensuring that the task forces complement each other. These task forces were used to complement Government activities by providing technical support and information management to agencies during the response to typhoon Julina in September 2017.



4.3.3 FFM projects

Three FFM projects were chosen by the CoP. These were:

Table 4: FFM projects in the Philippines

Project	Outputs	Outcomes/uptake so far
Championing Children for CwC by World Vision	Development of a Child Focused CwC module to ensure children are better aware of risks, that they can also articulate better what they feel and what they require during disasters. Children write jingles, poems to express their opinion. The aim of the project was to empower children as communicators of life saving information and assist agencies to understand how to engage children in two-way communication in emergency response and preparedness.	Training in three schools for children and teachers. There are information bulletin boards and feedback mechanisms in the schools, on which information is provided on what to do, where to go during disasters. The Department for Education has expressed interest in including components of the module in their core school training programmes and guidelines.
Strengthening Humanitarian Media Engagement by PECOJON & NASSA/Caritas	Training of media, humanitarian agencies and communities in CwC mechanisms and the work of the CoP, development of the Humanitarian Reporting Manual and Textdash App development (community feedback mechanism through text at no cost). This was intended to promote accountability to the affected population,	Humanitarian Reporting Manual underwent a pilot test in Mindanao in September 2017. Textdash App used in the Marawi crisis where 60 messages were received and forwarded to the CoP.

guide journalists in delivering conflict sensitive journalism with actionable information, and support community participation and common service partnerships.

Updating Common Service Tools by IOM & EngageSPARK	Revised Rapid Information Communication Accountability Assessment (RICAA) tool and improvements to the online feedback Community Response Map (CRM). The aim of developing these tools was to increase CwC preparedness capacity of CoP and stakeholders through improvement of tools and mechanisms so that they are better at responding to emergencies.	Revised RICAA shared and available online and incorporated in IOM's Community Response Map
--	--	--

The FFM projects allowed the CoP to implement projects that had been needed for some time. For example, IOM, with the help of CoP members, reviewed the Rapid Information, Communication and Accountability Assessment (RICAA), identifying gaps in the assessment tool, which were fixed. The tool is now an improved, common standard assessment form for members, which reduces duplication. An interviewee stated that the review helped members to,

"see that we need to change certain parts because it is not helping the community and the community could not answer some of those questions. Reviewing this and developing the final survey form helped the CoP, and organisations in what the community actually needs and what can we provide as CoP and organisations to the community".

The project tools were developed in collaboration with target beneficiaries. This gave an opportunity for beneficiaries to provide input on what was actually required. The child-focused CwC module, for example, was developed in schools by children and teachers; the RICAA tool was tested during the Marawi crisis and the humanitarian reporting manual received input from media practitioners and humanitarian agencies. Involving target beneficiaries in the development of tools provides practical perspectives that might have been overlooked by the developers.

Input sought and received from other members of the CoP strengthened the tools that were developed under the FFM project. The input was sought from members with expertise in the relevant fields and presentations on the projects were made by implementing partners at quarterly CoP meetings who received input from CoP members. For example, the Far East Broadcasting Company, a media corporation with previous experience in CwC, was one of the organisations asked by World Vision to review the CwC module for children under the Championing Children for CwC project to provide expertise on how media platforms can encourage children to be first responders in their communities.

In addition, a national learning event was held in December 2017 to discuss conclusions and learning from the project implementation.

The projects also facilitated involvement of new actors in preparedness. In particular, the FFM project on Championing Children for CwC encouraged discussion in the CoP on how

children can be involved in CwC for the first time. An interviewee revealed, “*this project helped us realise that children can use media platforms and that we can communicate with them because they have innate knowledge and skills that can be enhanced through capacity building*”.

Time constraints meant that the projects had to be completed in a short period of time. The projects in the Philippines were supposed to start in January 2017 but did not commence until February due to delays in signing of contracts with new partners IOM, PECOJON and NASSA Caritas and recruitment of staff to coordinate the projects. This later start meant that the project timelines had to be pushed to later end dates and the FFM partners felt that finishing the projects within a six-month period was very ambitious. The delay in completion means that the uptake of the tools will take longer than was anticipated and results will be realised after project completion. Additionally, the armed uprising in Mindanao meant that some activities had to be readjusted; for example, for the IOM project, field testing of the RICCA was supposed to be conducted in Mindanao but due to insecurity, this was done in Cebu.



Figure 9: FFM projects were developed in collaboration with target beneficiaries. In this project, children teachers worked with World Vision to co-develop the child-focused CwC module.



4.3.4 Outcomes and sustainability

The CoP has been in existence since 2012 with its own mandate and structure. Furthermore, the members of the CoP make financial contributions that sustain it. These factors will ensure that the CoP will continue on after the project closure.

It is too early to assess the uptake of the FFM projects. However, interviewees did note challenges in uptake that imply a further phase of funding for testing and refining the approach may be needed. In particular, IOM expressed that it has had difficulty in getting agencies to fill out the RICAA because other agencies have their own interests and

mandates. PECOJON and NASSA Caritas found difficulty getting journalists to attend trainings because the journalists did not believe that they were humanitarian or conflict reporters.

5 Comparative analysis of project modalities

This chapter explores the relevance and effectiveness of the three modalities implemented under the project: MSPs, core activities, FFM projects. The project allowed the CDAC Network to formalise tried and tested training and tools and apply them more widely. The chapter provides a comparison of the achievements and challenges in South Sudan, Bangladesh and the Philippines. It finds that the MSPs provided an effective platform for project implementation but that participation in meetings waned during crises and in latter parts of the project. The FFM projects provided an important set of activities to rally around. Challenges included attracting the most suitable participants to MSPs and to training activities.



5.1 Multi-stakeholder platforms

The project was designed so MSPs would collaborate and coordinate during the preparedness phase, ahead of and in anticipation of emergencies, and would themselves be a pre-positioned resource for response. This section explores each aim in turn, examining the MSP concept in the three different contexts.

5.1.1 Implementing a programme for preparedness capacity

The first aim of the MSPs was to design and implement a programme of work to strengthen national preparedness capacity. They aim to ease information sharing, minimise the risk of circulating contradictory or confusing messages, collection of feedback and avoid duplication.

In Bangladesh and South Sudan, host agencies for the MSPs were selected following a call for proposals to CDAC members. Applicants were scored according to a set of criteria established at the start of the project. In South Sudan, Internews, a founding member of the CDAC network was selected. In Bangladesh, BBC Media Action was selected.

Overall, the MSP model has proved effective as a means of promoting collaboration on CwC at the country level. It adopts a multi-stakeholder approach to address the lack of predictable, coordinated and resourced two-way communication. MSPs were guided by a [terms of reference](#) (and, in the case of the Philippines, standard operating procedures) that spell out the agreed commitments, roles, and responsibilities of the collective and of member agencies, and a time-frame for follow up.

Overall, MSPs were perceived to be relevant to their context. In surveys of MSP members in July and December 2017, most respondents found the vision of the MSP relevant to their context. In Bangladesh, UN agencies and NGOs have invested in preparedness planning and activities over many years. Partners' and local staff's understanding of community engagement and CwC was relatively advanced compared to South Sudan. In South Sudan, the humanitarian operation was dominated by ongoing conflict issues, which made it difficult to prioritise preparedness activities. Language itself was also seen as controversial because the use of local languages aligns to ethnicities, which have been used as dividing lines within the conflict.

The interviews illustrated five important factors in establishing MSPs:

1. **Defining common aims and objectives that help MSPs to collaborate rather than compete.** They are most successful when agencies can work together to develop shared approaches that can benefit the whole system. In particular, the strongest MSPs appear to have an open and participative approach to decision making. For example, in the Philippines, OCHA has provided a clear roadmap that facilitated innovating thinking and refining of approaches on CwC and a well-established but open group.
2. **Ensuring effective, motivated, and respected leaders are** recruited to bring people together. This requires both a respected host organisation and an effective MSP coordinator within that host. This was seen in the Philippines and Bangladesh where the host organisations were already deeply engaged in CwC. In South Sudan, OCHA had launched the MSP but did not have a designated CwC role. Although the MSP benefited from a high profile launch, competing demands, a nascent understanding of how to integrate CwC into the response, and interruptions owing to insecurity, meant that it struggled to gain momentum
3. **Funding the process** This includes adequately resourcing the groups with a senior level coordinator who is respected by senior humanitarian decision makers.
4. **Members prioritise staff time to facilitate and support the process.** Participation in the MSPs has fluctuated and not all CDAC members participate in in country MSPs. In Bangladesh, for example, many UN agencies and INGOs attended the early meetings but this reduced to a core group of approximately 12 agencies that remained involved on a permanent basis. In part, this was due to the relatively lower number of dedicated humanitarian staff in Bangladesh. In South Sudan, there is more humanitarian staff but staff can also be limited by pressing demands due to the humanitarian operations. Membership was also challenged by relatively high staff turnover among international organisations, which affected continuity.
5. **Finding common projects, such as the FFM, help provide a sense of achievement and garner momentum.** Platform representatives emphasised that the platform should have tangible and frequent benefits from collaboration. This provided activities for groups to coalesce around and an opportunity to experiment and share information and learning.
6. **Clarifying roles and responsibilities through a TOR.** Each group should have the flexibility to develop their own governance structures, membership, terms of reference, work plans and approaches most relevant to their context. This however comes with a note of caution against overly complicated governance and over-consulting on items that don't require it as these delay activities.¹¹ During the project, MSPs were encouraged to determine their own governance structure, memberships and approaches as relevant to the context. The most notable difference was that the DDM was invited to convene the MSP in Bangladesh and

¹¹ This was identified as important learning during the Bangladesh Knowledge and Learning event in 2017

remained engaged throughout the project. In South Sudan the MSP agreed that a humanitarian agency - rather than a government actor - should convene the MSP.

The design had been established based on the ten factors for success out of the ECB project.¹² The factors that were reported in the ECB review, but less pertinent in our interviews, were: ensuring alignment, and transparent and effective communication. Two interviews in South Sudan suggest that additional support may be needed to manage crisis in the consortium – although this deserves further research.

A limitation to the effectiveness of MSPs has been the limited inclusion of local and national NGOs, particularly in Bangladesh. Membership of the MSP was open to both CDAC Network members and non-members. The make-up of the MSP varied substantively. In Bangladesh, there was insufficient effort to ensure inclusion of the local and national actors at the outset, which meant that the group was almost exclusively made up of UN agencies and INGOs (with the exception of BRAC). Attempts were made to include GUK, which couldn't join as it is not based in Dhaka. In South Sudan, local actors were initially attracted by the opportunity for FFM grants and two took lead roles in the secretariat. However, the CDAC Network report that a high number dropped out between the inception workshop and regular MSP meetings. In the Philippines, UN OCHA provides strong leadership but this can limit leadership by local actors. The CDAC Network is advocating for national level leadership for a locally-oriented focus on communications. However, there is an opportunity to increase this as a priority, particularly among UN members.

Learning about how to establish an MSP has now been described in CDAC Network's 2017 policy paper. The paper documents policies that have arisen organically throughout the project. It advocates for more national level platforms that it believes allow for better preparedness and improved continuity between development and response. The paper outlines a set of minimum requirements for a COP.

5.1.2 Prepositioned capacity

The second aim was to build MSPs that would themselves be a prepositioned response capacity for CwC. This focus was born out of CDAC Network Members' experiences of MSPs created often only weeks or months into a response.

The evaluation supports the assumption that a CwC approach is most effective when it builds on practices that already exist before the emergency. In particular, the multi-stakeholder approach allowed participants to forge new relationships and to develop shared workstreams. In Bangladesh, for example, this resulted in information sharing between NGOs and government radio and TV stations during recent floods.

The quality of prepositioned response capacity increases with each response. In the Philippines, interviewees spoke of deepening relationships since the working groups were first launched during 2012. In Bangladesh, interviewees spoke of a growing expectation that CwC will be a part of the response. Increasingly other stakeholders – such as

¹² Emergency Capacity Building Project (2012) What We Know About Collaboration: the ECB Country Consortium Experience. See <https://reliefweb.int/report/world/what-we-know-about-collaboration-ecb-country-consortium-experience>

Government actors – will reach out to the MSP during a crisis.

Prepositioned capacity may be needed at local, as well as national, levels. In Bangladesh, the Rohingya crisis, for example, benefited from pre-existing CwC activities in Cox's Bazar. In South Sudan, insecurity meant that preparedness capacity at the national level was not necessarily translated into response capacity at the regional level.

The experience in Bangladesh suggests that funding available for coordinating during 'preparedness' is not sufficient to cover 'response'. In Bangladesh, there is growing demand for CwC support during disasters. In some cases, the secretariat was able to take some responsibility for coordination, in other cases this was covered by organisational funding or by staff members volunteering. However, funding is needed to prevent coordination being seen as the remit of a single organisation rather than the MSP. This has been achieved in the Rohingya response where there is an independent coordinator for the local MSP and was also seen in larger responses in the Philippines. The coordinator role provides basic 4W support, information management, technical input around messaging and message products, and writing summaries of feedback obtained by multiple members in a particular sector. In Bangladesh, analysts spend time calling agencies for information so that they could provide a fortnightly bulletin summarising what was being learned from more than ten community feedback activities.

Fluctuating levels of engagement among participants can challenge the strength of prepositioned response. Interviewees highlighted five common reasons that are particularly pertinent to the response phase:

1. Engagement in the MSP is not always linked to the focal point's day-to-day work plans or roles.
2. Drop in attendance following distribution of funding
3. CwC MSPs seen as competing against other coordination platforms.
4. MSP members finding it difficult to balance MSP responsibilities in addition to their workload, especially in the response phase
5. High staff turnover in INGOs, especially during response phase

However, despite this, the MSPs in both the Philippines and Bangladesh have benefited from long-term dedicated individual members who provide capacity across multiple responses. In the Philippines, the MSP was launched (in two separate crises) by a small number of dedicated individuals, most of whom are still involved as active members on behalf of their organisations. Similarly, in Bangladesh, there are a small number of national staff who see CwC as a critical to response and have been involved – in different roles – for many years. One exception to this is UNICEF where there is institutional enthusiasm for CwC, which has resulted in different individuals from the organisation being consistently engaged.

Through project learning, CDAC has published an article on the ethos of MSPs, which includes sample TORs. Outcomes are explored in section 9.



5.2 Core activities

The CDAC Network developed a set of core activities designed to build capacity for CwC at the country level. The project adopted a broad definition of capacity - including knowledge and understanding of individuals about best practice, effective preparedness systems for early action, coalitions

for action and learning, improved institutional arrangements, and an improved policy environment.

Reflecting this definition, the core activities are broad, aiming to build capacity at different layers (individual, organisational levels, system) and in different ways (skills and knowledge, resources, context, relationships). Interestingly, when asked how CwC had been strengthened, interviewees spoke most frequently of the FFM process and outputs and of the foundation level training. This is perhaps unsurprising as these are among the most tangible of the activities and focus on learning by doing – particularly for the individual.

A broad set of resources has been developed, and there is now a media landscape guide (MLG), and message library for each location. All interview participants were aware of these resources and several noted the ease with which they can now be accessed online (including by non-members). The MLG for South Sudan, for example, had 766 views in the latter half of 2017.

The DEPP project allowed CDAC Network to refine its technical training on CwC (the ‘foundation training’ for which a facilitator’s guide and training pack will be published at the end of the project). The training was delivered to 21 MSP members and other practitioners in Bangladesh. In South Sudan 24 senior leaders were trained in CwC in conflict (several other attended regional training in Kenya). The foundation training was not considered necessary in the Philippines where experience in CwC is much greater.

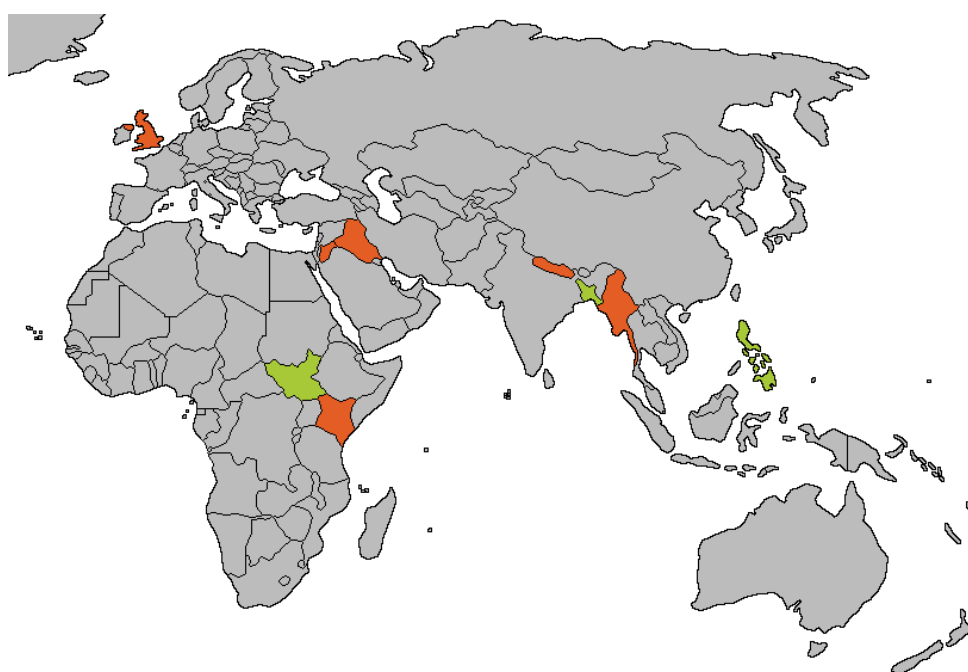


Figure 10: Locations of CDAC Network project implementation (green) and training (orange).

As part of its broader capacity building agenda, foundation training was also conducted in Jordan, Iraq, Myanmar, Nepal, Kenya, Bangladesh and South Sudan, and the UK. Training is demanded and oversubscribed. We did not interview participants during the evaluation and are therefore not able to comment on the outcomes. However, a survey of 61 participants suggests that trainees have a better understanding of CwC channels, are more confidence in prioritising messaging, and are more likely to plan for CwC in advance. It is also important to note that in Kenya, the foundation training has led to the development

of a new MSP. In addition to the foundation training, seven simulations on disasters have been delivered: four in Bangladesh and three in South Sudan.

Eight of the FFM projects implemented training. For example, in Bangladesh, BBC Media Action trained 327 participants from 119 organisations in partnership with Plan International, Concern Worldwide, Handicap International and Save the Children. The training included realistic disaster response simulations and exposure to different types of media communications.

A common challenge in FFM trainings was attracting the right participants. Some organisations selected staff on an ad-hoc basis. In its foundation training, CDAC addresses this by requiring participants to submit applications. Participants also noted that there were often gaps between when trainings were conducted and when events happened that the acquired skills attained could be used.

Finally, there are opportunities to consider more 'localised' ways of training that put leadership into national hands. This might include involving local partners in designing the curriculum, or delivering training components to INGOs (we note that in Bangladesh and the Philippines some training is already being delivered by national staff, and that BBC Media Action have developed a set of contextualised training materials).



5.3 FFM projects

Overall, the FFM mechanism was adaptive to context. The in country hosts led the process and six broad criteria were used to select FFM projects that were contextually relevant. However, during the second funding window in Bangladesh, and after the re-launch of activities in South Sudan, global staff and in country hosts also provided additional input on FFM selection to maintain momentum and ensure rapid contracting.

The FFM mechanism was implemented in a way designed to avoid competition among agencies. FFM funding was awarded according to focus areas decided upon by the MSP. Each focus areas had a lead agency that was responsible for convening meetings of interested participants to develop a proposal for FFM funding.

The majority of funding went to international organisations, with 11 of 14 projects led by an INGO or UN agency. In Bangladesh, this was because of low participation of local and national NGOs in the MSP. BRAC, the only national agency, was awarded two projects. In South Sudan, the FFM grant programme attracted a lot of national NGOs to the MSP. The level of funding was low and this led to relatively less interest in the FFM from INGOs in South Sudan. In future, earmarking of funding for local or national actors would help build local capacity for CwC. This may also require a more flexible approach to proposal writing and complementary ways of assessing plans, such as through interviews. At present, many LNNGOs struggle to produce written proposals that can compete with their international counterpart. In Bangladesh, of example, one national organisation submitted a proposal that was felt to be off inadequate quality and the time was not available to provide necessary support to develop it further.

In general, FFM project delivery was effective with an impressive number of deliverables. Having dedicated staff to implement FFM projects enhanced the efficiency of FFM projects. Common themes in the challenges faced include:

- Insufficient staff time

- Few consultants or translators with the skills to produce high-quality CwC resource material
- Time taken to gather feedback
- Finance constraints (particularly in South Sudan)
- Security challenge of travelling to locations outside of capital in South Sudan

The funded projects were broad in scope, but with some common activities, including message libraries, and participatory video and radio shows. Research and MLGs were funded to provide contextual information on various channels of communication, how to prevent propagating inequalities, and how to tailor messages to different categories of people in a language that they understand. Several participants felt that the FFM should prioritise more CwC tools for dissemination of early warning messages and that there should be more emphasis on continuing CwC throughout the recovery phase.

Eight of the 14 projects focussed on information provision. The three core components relating to CwC highlighted in the IASC APP commitments and Core Humanitarian Standard are: participation, feedback and complaints mechanisms, and information provision. There were projects implemented under each category: two focussed on participation, four on feedback and complaints, and eight on information provision.

While the projects all fulfil a necessary function, there is opportunity for MSPs to provide greater emphasis to projects that implement the ideas and ethos of the participation revolution. There were several strong examples of this, such as the social media projects. These projects noted that community feedback mechanism required manpower from partner organisations who can sometimes be unwilling to offer their staff to support the initiative.

There was no explicit focus on women, disabled or vulnerable groups in most FFM projects. Instead, most of the FFM projects had a more general focus on improving the structure and effectiveness of CwC among the whole affected population. Interviewees suggested that a greater focus on inclusion or gender should come once there was greater participation in CwC in the humanitarian architecture.

All projects included some consultation with communities, although the depth of their engagement varied. For example, when developing the media landscape guide, IMPACT/Reach in South Sudan asked community representatives to provide input on preferred channels of communication for humanitarian messaging.

However in some cases, greater community engagement was needed. When developing the message library on gender-based violence (GBV) in South Sudan, community representatives were asked to provide input on what information on GBV they would like included. They noted the importance of providing information on what can be done to report cases. The messages were originally developed in consultation with the UN cluster and relevant stakeholders, and not with the communities. The communities were only consulted after the messages were developed to get their opinions on their relevance. This approach, to an extent, assumes that humanitarian actors know what kind of information communities want. It would have been better if the communities were consulted and involved in developing the messages from the start.

FFM was flexible with over half of projects reporting adjustments. These included modifying the deliverables, changing timelines to allow for emergency response, and altering the location of activities.

Reporting and learning activities were limited by other demands. Moreover, the detail of the monitoring information that should be collected was defined part way in to the project. In particular, in Bangladesh, FFM projects reports took time to be finalised by partners because of the pressure on many agencies caused by multiple, simultaneous, large-scale response activity e.g. the Rohingya refugee response in the south of the country.

6 Analysis of the project's outcomes on a global scale

The project has two outcomes: contributing to preparedness in the three countries and using evidence to advocate for CwC at the policy level. This section provides an analysis of how the project has contributed to each of the two outcomes. Overall, the evaluation found that the project has fostered demand for CwC, built national level capacities, and that learning has been used to advocate for better CwC. A more detailed analysis of how the project has contributed to DEPP outcomes and achievements against the GB commitments is given in the Annex.



6.1 Outcome 1: How has the project contributed to preparedness?

The first project outcome was to prepare responders to better meet the information and communication needs of affected populations in Bangladesh, South Sudan, and the Philippines. The interviews suggest six principle ways in which the project has contributed to preparedness.

First, the project has supported a growing interest in CwC at the global and national levels. In part, interviewees attribute this to the GB commitments, which have led to a greater awareness among donors, UN agencies, and INGOs of the need to establish stronger accountability mechanisms. However, the project has also increased appetite for better CwC among members and response agencies more widely. This is particularly true in Bangladesh, where the project manager has seen an increasing demand for technical support from media and humanitarian agencies in successive emergencies.

Second, the project has begun to fill the gap between recognition and practice of CwC at an organisational level in Bangladesh and South Sudan. A total of 3,706 individuals (1,649 Men and 1,982 women) have received training through the project. Of 715 humanitarian professionals surveyed during training and core activities, 89% reported that they now feel better equipped and prepared to deliver two-way communication. There are now 15-20 organisations regularly collaborating in the MSP in each country and local level sub-working groups have also been established in Cox's Bazar in Bangladesh, in Malakal and Wau in South Sudan, and in Cagayan de Oro in the Philippines. The MSP focal persons are influencing their own organisations to improve practices. There are examples of organisations in both Bangladesh and South Sudan incorporating CwC into needs assessments, improving feedback mechanisms, and taking community consultations more seriously. FFM projects have also given organisations an opportunity to develop new tools, guidelines and approaches. In Bangladesh, for example, an FFM project has helped ActionAid become familiar with Participatory Video M&E, which it argues will help them to replicate it in other future projects; the knowledge has been embedded in the organisation.

Third, foundation training and training conducted through the FFM projects have contributed to better knowledge and skills among individual practitioners. Training outcomes appear to be particularly pronounced among the national actors in South Sudan who are involved in frontline delivery. In interviews, participants reported that training has encouraged them to think more actively about CwC in their project activities. Similarly, a

survey of responses found that the majority of participants felt better equipped in terms of knowledge and skills gained from the foundation training and have applied these in their work. Participants feel more connected to others working in the field of communication and community engagement, coordinate more with other stakeholders to provide useful information to disaster affected communities, have established community feedback mechanisms and used information collected through these to inform decisions about activities.

Fourth, FFM projects have created a set of resources that have potential to improve CwC across all three countries. Of 380 humanitarian professionals surveyed at CDAC activities and events (in Bangladesh and South Sudan) 92% reported that locally adapted tools and approaches were effective. FFM projects have been successfully piloted but uptake outside of the MSPs has been limited so far. This is largely due to the fact that they are recent products.

Fifth, the project has prepositioned relationships across response actors to build trust and promote coordination and collaboration. In Philippines, many of these relationships already existed. However, in Bangladesh and South Sudan the project has fostered new interactions between agencies. Notably, new relationships have been formed between national and international in South Sudan where collaboration is weak. However, the evaluation also found that it takes time to switch from preparedness to response mode and that ongoing interaction is needed to ensure MSP relationships are maintained.

Sixth, the project has prepositioned human and technical resources that are contributing to better CwC.

- **Prepositioned resources:** for example, during recent floods in Bangladesh, the MSP supported agencies to use the message library to release messages in Bengali. Messages provided information on water, shelter/accommodation, food, sanitation, weather updates, information on protection and how to register for aid.
- **Prepositioned coordination capacity:** Shongjog provided summary reports that assessed the needs and feedback of affected communities that faced floods in August 2017. The reports were given to cluster leads and outlined problems in access to services as well as the challenges in meeting information needs on drinking water and livestock. The MSP also report that they worked with the Department for Disaster Management to produce a series of communication products on WASH.
- **Prepositioned technical support capacity:** In South Sudan, the Camp Coordination and Camp Management (CCCM) cluster engaged the MSP to map Protection of Civilian (PoC) sites for a community-based feedback mechanism.

Interviews suggest that there are now opportunities for MSPs to build stronger links with country level humanitarian systems to encourage wider uptake of CwC. There are some examples of MSPs building relationships with the humanitarian architecture. For example, in South Sudan, a meeting was held between the Inter-Agency Working Group (IAWG) and the MSP in order to initiate discussion and provide better linkages. Several of the cluster leads also report a better understanding of CwC. However, there does not appear to be a consistent approach to MSP interaction with clusters.

The projected sustainability of the sector level outcomes varies from location to location. The Philippines MSP was established before the start of the project and will continue. It

has developed a sustainable funding stream that includes an annual financial contribution from members (although separate funding streams are still needed for projects like those developed under the FFM). In Bangladesh, the MSP is fairly established and is seeking resources for its on-going work. In South Sudan, the MSP meetings have ended and would need human and financial resources to re-establish them. In both cases, the evaluation suggests that financial resources and the institutional support of multiple organisations are vital for on-going outcomes to be seen.



6.2 Outcome 2: Evidence been used to advocate at humanitarian policy levels

The second outcome was to use evidence from the project to advocate at humanitarian policy levels. This section begins with a discussion of the evidence produced, and then explores how that was used in country level and global-level policy and advocacy work. It finds that country level work focussed on advocacy on inclusion of CwC in national planning but that the most substantive achievements have been at the global level.

6.2.1 Evidence produced

Learning and evidence building were written into the fabric of the DEPP Programme design. For the CDAC project, the aim was to generate learning on CwC that could be shared with the wider membership of the CDAC Network and fed into advocacy positions. Learning and evidence were gathered in four ways:

- 1) the projects began with a scoping study that gathered information on appropriate CwC modalities that has informed all activities. Teams in South Sudan and Bangladesh undertook scoping studies to understanding information and communication needs and how the private sector is involved in communications during disasters. The study in South Sudan provided detailed reviews of communication gaps during emergencies as well as clear actionable recommendations.
- 2) two knowledge and learning events were held in Bangladesh in June 2016 and in March 2017 aimed at reviewing the MSP, identifying lessons learned, achievements, challenges, and next steps.
- 3) evidence was gathered through development of a ‘how to guide to CwC’ and a policy paper on Collective Models: The Role of Collective Platforms, Services and Tools to support Communication and Community Engagement in Humanitarian Action. The paper was published in April 2017 and provides good practice and key recommendations.¹³
- 4) FFM project leads were asked to submit final reports that captured their learning while developing the tools and resources.

¹³ CDAC Network (2017) The Role of Collective Platforms, Services and Tools to support Communication and Community Engagement in Humanitarian Action. Policy Paper. Available at: <http://www.cdacnetwork.org/contentAsset/raw-data/ca0a2c16-a6f6-4e53-86e2-9ea75fbbcb31/attachedFile>

Overall, there were opportunities for greater learning, but these were hampered by a lack of time and prioritisation. Multiple stakeholders were involved in implementing the project (CDAC Network, World Vision, and the in country host organisations) and the project staff focussed on building relationships within MSPs and responding to project implementation challenges. This left little time for building connections between the three platforms or between in country and global levels.

The PM recognised a gap in monitoring data and recruited a Monitoring, Evaluation and Learning Officer to address gaps in October 2017. Although monitoring and learning functions were included within the original job descriptions, they were a minor part of other roles. The project included a wide variety of stakeholders, and without dedicated support, collecting data from partners and introducing coordinated evaluation activities was a challenge. The detail of the monitoring information that should be collected was defined part way into the project and there were gaps in data from local portfolio projects. Moreover, the assessment of partners' CwC knowledge, skills and practices to inform future policy and programming has been less thorough than originally hoped.

6.2.2 In country evidence gathering and advocacy

Country level MSPs were largely given the flexibility to determine their own approaches and set their own work plan in regards to evidence and advocacy.

The work under this outcome was most substantive in Bangladesh, where Shongjog focussed on advocating for CwC to Government. In particular, Shongjog advocated for CwC to be included in the Humanitarian Coordination Task Team Response Plan to monsoon floods in August 2017, the Joint Response Plan to Cyclone Roanu in August 2016, and the review process for the national Standing Orders for Disasters. In all these cases, the MSP's advocacy focused on detailed suggestions for how CwC approaches can be practically implemented during a response (through the provision of policy guidance, coordination services, warning dissemination, communications equipment, information and advice to affected populations and accountability and community feedback systems).

Members of Shongjog also developed a marker for CwC in Bangladesh. There are different perspectives among interviewees on the necessity of this marker, and whether it should be relevant globally, but a clear interest in further discussion. The marker has been shared with individuals in Chad.

The MSP in South Sudan had less focus on evidence gathering or advocacy. The MSP lobbied the IAWG to include CwC in the 2017 Humanitarian Response Plan (HRP) for South Sudan. However, MSP members report that this aspect of the HRP was never operationalised due to insufficient practical guidance.

In the Philippines, the MSP has on-going advocacy and influencing activities. As part of the DEPP project, it conducted a pre-crisis mapping to support HCT contingency plan and member organisations preparedness in relation to other hazards.

6.2.3 Global-level evidence gathering and advocacy

Advocacy at the global level is vital to increase the funding and institutional support available to CwC programmes. The Bangladesh experience, for example, suggests that funding for CwC is normally limited to funding as a component of a larger programme. It took five months for the CwC actors in Cox's Bazar to advocate for specific consortium funding for CwC work. In the majority of cases, interviews report using unrestricted

funding or tagging CwC onto other activities.

The most significant evidence-building activities were led by the secretariat at the global level. The advocacy focussed on how to leverage learning outcomes from the DEPP programme, promote communications preparedness, and implement the participation revolution. The activities led by the CDAC Director and CDAC Advocacy Advisor at the global level include:

1. **World Humanitarian Summit:** articles and podcasts from the event focused on communication and community engagement priorities. These included a web article on the Grand Bargain, "*Communication is where the rubber of the Grand Bargain will hit the road*" and podcasts on the CDAC Network side event with a highlight on the DEPP in Bangladesh.
2. **Wilton Park meeting on early-warning:** CDAC facilitated a session on "*Disseminating and Communication; Getting the communications right*" at a meeting which Wilton Park organised with the UK Met Office and WMO on Flooding in the Greater Horn of Africa: building effective early warning systems.
3. **Activities supporting roll out of Grand Bargain Commitments:** CDAC has used the DEPP experience to support systems wide advocacy on the GB commitments in particular the Participation Revolution, capacity strengthening, localisation and the humanitarian to development nexus. The secretariat has published several papers including "*The 12 Essentials for System Change*" and presented on "*the authenticity challenge to the Participation Revolution*" at the Humanitarian Response Global Forum in Bangkok in May 2017.¹⁴
4. **Contributions to DEPP learning events,** most notably the DEPP learning conference held in Nairobi in 2016.
5. **Communication and Community Engagement Initiative:** Again, leveraging the approach and learning from the DEPP, and pushing for a more systematic way of working at country level in pre-positioning relationships and supporting national CCE platforms in both conflict and natural disaster prone countries. The Bangladesh and Philippines DEPP models have influenced the design of platforms in other countries.¹⁵

These activities contribute to a global-level push to promote the participation revolution - an important part of the GB that focusses on how to make communication with communities more systematic and predictable. The commitment urges humanitarian actors to dialogue with and listen to affected people and communities, including those most vulnerable and at risk. Interviewees at UN agencies believe that the learning from CDAC will provide helpful evidence and good practice for CwC initiatives. There are plans

¹⁴ For more information see <http://www.cdacnetwork.org/tools-and-resources/i/20170626100606-jfw4i>

¹⁵ UNICEF (2017) The Communication & Community Engagement Initiative. Towards a collective service for more effective humanitarian responses Available at <http://www.cdacnetwork.org/contentAsset/raw-data/41a78b02-f486-4918-93fc-4085959a3996/attachedFile1>

for a regional workshop in Nairobi in May at which this learning can be presented and next steps agreed.

The activities have been used to generate interest from donors, provide technical support to MSPs globally, and document the lessons. For example, UNICEF, OCHA, IFRC and the CDAC Network have begun work together on developing more collective approaches to CwC in emergencies. In 2016, UNICEF, IFRC, and OCHA co-hosted a workshop to discuss the options and developed a new position at UNICEF. A group of organisations is now looking at the existing CwC groups, making use of the CDAC Network's policy papers on community engagement and the participation revolution. UNICEF is also looking to formalise its exchange with Shongjog in Bangladesh to share tools and resources that have been piloted in crises in Bangladesh. This is taking time due to competing for operational demands in Bangladesh due to the Rohingya crisis.

CDAC has also used its web and social media platforms to share resources and information. During the project life, the CDAC website has been re-launched and the network has published regular newsletter posts. In the most recent quarter the website had 3,578 users who looked at 12,072 pages. A new monthly newsletter is currently sent to around 1000 recipients with an open rate in September 2017 of 24%. The new tools and training materials have also been shared online, which will help the network to develop a common language, including key messages on CwC.

7 Conclusions

Two-way communication with disaster-affected communities contributes to greater effectiveness and value for money. However, when disasters hit, agencies often scramble for resources, work individually, and neglect to systematically engage communities. As a result, communication is often ad-hoc and uncoordinated. The CDAC Network DEPP project is an example of a systematic approach to building the capacity, relationships, networks, and approaches that make CwC possible at the outset of an emergency.

The project outcomes were highly **relevant to addressing the widely acknowledged gaps** in two-way communication. The project aimed to make communication a predictable, coordinated and resourced component of humanitarian response. The CDAC Network identified gaps in knowledge and skills amongst practitioners and managers, a lack of reinforcement of good practice through institutional arrangements and policy environments, and a lack of understanding and evidence of the benefits of investing in information provision and two-way communication. Our evaluation findings reiterate many of these issues, in particular the skills gaps among practitioners, particularly in Bangladesh and South Sudan (see Section 7). There have been some steps towards better institutional CwC practices since the GB but these are nascent.

The project placed a strong emphasis on research to understand communities needs and preferred communication channels and to explore existing capacities. In South Sudan and Bangladesh, an assessment of society's communication eco-system was published so that humanitarian agencies could access information on the multiple communication channels that must be used to relay information.

The project has successfully supported collaborative efforts to address these gaps and to provide **a platform for CwC preparedness** activities. MSPs have been established in South Sudan and Bangladesh and have initiated joint activities. They have begun to support application of better CwC standards by developing tools, resources, and guidance, and providing training. They have advocated for CwC to have greater prominence across response activities by detailing how it can be included in policies and funding plans.

These activities have been important steps towards making information sharing and two-way communication a *predictable, coordinated and resourced* component of response. However, much more work is needed: for this to happen, two-way communication must be a core component of funding mechanisms.

The MSPs attracted **a broad range of UN agencies, INGOs and (in the case of Bangladesh) government actors**. However, inclusion of local actors in the MSP core groups and in FFM projects has been lower than anticipated. The South Sudan MSP demonstrates that local actors benefit from CwC capacity building but also that they have a unique perspective to add. There is now a need to foster greater systematic inclusion of national actors (including national private sector enterprises and telecommunication companies), which will help to ensure contextualisation, and promote local ownership.

Overall, structure and modalities were flexible and effective. **The core activities** have built capacities through new resources, linkages, skills and knowledge. In interviews, the participants emphasised the skills they personally gained through foundation training and

the organisational capacities built through linkages with the MSP. These linkages allowed members to share information and technical knowledge, co-develop resources and build a collective sense of the importance of CwC.

The FFM provided a flexible, locally-led approach to identifying priorities and developing collaborative approaches and products. This is a replicable model that has potential to facilitate ground-up design of CwC projects.

The FFM projects supported a mix of one- and two-way communication approaches. These included those using new technologies and those supporting face-to-face communication. Project reports noted that additional funding is often needed to support two-way communication which can require significant staff time to interpret and respond to messages – particularly those that are not easily understandable. The MSPs could now take greater steps towards promoting systematic participation of communities – over simple two-way communications. This includes facilitating communities to shape priorities and programme design through participatory needs assessments and M&E.

The MSPs were designed as a **prepositioned capacity** for response. The evaluation supports the premise that increased investment in preparedness planning is paramount for improving response and that these approaches are most effective when they build on practices that already exist. In Bangladesh, the quality of - and demand for - CwC by humanitarian agencies has increased in successive responses. Additional finance and personnel are needed to meet the growing demands for technical support, collating community feedback, and facilitating new relationships to private sector and state-run media.

Platforms require on-going funding that can be obtained through membership contributions, external donors, or a combination of both. In South Sudan and Bangladesh, there is not appetite among members for self-funding the MSPs. In Bangladesh, efforts are being made to seek external funding but so far it has not been secured.

The secretariat has led on-going **advocacy** work on CwC. However, the evaluation suggests the need for greater linkages to global policy from the outset. A greater understanding of communication channels is ultimately insufficient - the participation revolution will rely on donors and international organisations to be more receptive to the community voice to shape their response plan. Members of the CDAC Network, with partners, are now in the process of developing a Collective Service for Communication and Community Engagement to support humanitarian organisations and clusters to ensure timely, predictable and coordinated approaches to communication and community engagement.

8 Recommendations & considerations for future projects

Conclusion	Recommendations
<p>MSPs support application of CwC standards and benchmarks and implementation of the GB at the national level and should be continued</p>	<p>Donors can:</p> <ul style="list-style-type: none"> ● Provide increased and flexible funding for CwC and common or collective mechanisms before, during and after crisis so that disaster-affected people are provided with life-saving information, are able to provide feedback and raise complaints, and can directly influence decision-making processes at programmatic and strategic levels ● Encourage and incentivise humanitarian agencies to work collaboratively on CwC in programming <p>CDAC Network and other CwC implementers can:</p> <ul style="list-style-type: none"> ● Advocate for inclusion of relevant and (where needed) senior operational staff in MSPs – the activities of MSPs are hampered if relevant staff from the member organisations are not present ● Establish concrete links between the MSP and decision-making forums such as the HCT and joint/pooled funding mechanisms ● Clarify advice around how MSPs best engage national humanitarian coordination systems, and support MSPs in developing those linkages ● Support more cross-country learning and collaboration between MSPs
<p>Greater systematic inclusion of national actors into the MSP is needed to ensure contextualisation and local ownership</p>	<p>CDAC Network and other CwC implementers can:</p> <ul style="list-style-type: none"> ● Involve LNNGOs in hosting consultations during the inception phase of future projects to encourage their buy-in from the start ● Include locally-led project components (such as trainings) that emphasise the value of contextualisation ● Provide additional support for LNNGOs in the proposal writing phase of FFMs, or consider alternative methods to supplement written proposals (such as interviews) ● Specify a proportion of FFM funding to allocate to local and national actors; and encourage partnerships between local and international actors
<p>Core activities build capacities through new resources, linkages, skills and knowledge</p>	<p>CDAC Network and other CwC implementers can:</p> <ul style="list-style-type: none"> ● Invest in national capacity to deliver foundational training and simulations ● Continue to promote FFMs and other products resulting from the project ● Support on-going collective approaches to resource development and

	training
FFM has potential to facilitate ground-up design	<p>CDAC Network and other CwC implementers can:</p> <ul style="list-style-type: none"> ● Develop an approach to monitoring and learning from projects and provide funding for M&E as part of the FFM ● Increase emphasis on peer-review processes and on collaborative approaches to tool development ● Encourage tools that focus on two-way communications, rather than information sharing alone ● Funding for more local engagement in FFM tools. In particular, piloting tools and providing adequate time for responding to questions and feedback from participants ● Include tools with a special focus on learning about CwC with indigenous people, people with disabilities and learning needs
MSPs can provide prepositioned response capacity – but additional funding is needed	<p>Donors can:</p> <ul style="list-style-type: none"> ● Provide funding for dedicated human and financial resources for technical support for agencies, and for information management to prevent duplication of data collection <p>CDAC Network and other CwC implementers can:</p> <ul style="list-style-type: none"> ● Recruit analysts to harmonise feedback data during the response phase and use the MSP to link their analysis to decision-making forums – this will help to ensure appropriate decisions and actions are taken and close feedback loops ● Encourage MSPs to invest time in developing partnerships with private sector communications companies, such as mobile providers
Greater linkages to global policy is needed from the outset	<p>CDAC Network and other CwC implementers can:</p> <ul style="list-style-type: none"> ● Increase advocacy among member organisations to ensure CwC is seen as core component of response ● Include systematic planning for global and national level advocacy activities (including how they should inform each other) from the outset of future projects

9 Annexes

9.1 Annex 1: Analysis of outcomes against DEPP outcome areas

This Annex provides an overview of how the project contributed to each of the five DEPP outcome areas: (1) improved knowledge and understanding of best practices, (2) improved preparedness systems for early action, (3) increased number of coalitions, partnerships and networks, (4) improved institutional arrangements, and (5) a strengthened evidence base. We have highlighted the key contributions and achievements against each outcome area and noted areas requiring additional work.

Result	Summary of contribution
<p>Result 1: Improved knowledge and understanding of individuals by sharing best practice of humanitarian Preparedness & response</p>	<p>Strong</p> <p>The project established new MSPs in Bangladesh and South Sudan, that share knowledge and understanding of CwC through trainings and formal and informal networking with other humanitarian actors. In both South Sudan and the Philippines, the teams focussed on providing regular presentations on the FFM funded projects to the MSPs. The final outputs – guidelines, tools, resources and learning pieces – have been shared at learning and dissemination events in Bangladesh and South Sudan reaching over 260 people.</p> <p>Several of the FFM projects have also contributed to understanding of best practice. In Bangladesh, for example, ActionAid shot a participatory video that evaluated humanitarian response to the 2016 floods in Bangladesh. This video was shown to district and national level NGOs, government representatives and journalists. In order to facilitate two-way communication, the response of these stakeholders, their ideas and pledges were captured on video and screened back to the community participants.</p>
<p>Result 2: Improved preparedness systems for early action with communities at risk of disasters</p>	<p>Moderate</p> <p>Several core activities and FFM projects developed tools that humanitarian actors can use to support community-level early action.</p> <p>MLGs developed in Bangladesh and South Sudan are aimed at providing humanitarian actors with the country's communication ecosystem. They provide humanitarian actors with information on commonly used communication mechanisms, channels and approaches, which can be used to communicate early warnings or information on</p>

	<p>preparedness.</p> <p>In the Philippines, the IOM project saw the review of the RICAA assessment that would allow members within the CoP to collect information, promote accountability and improve communication mechanisms.</p> <p>The effectiveness of these tools is yet to be fully determined. The IMPACT/Reach MLG depends on awareness about the guide, while the RICAA is still being piloted. In future, monitoring plans should be put in place to study the uptake and usefulness of FFM projects to encourage learning.</p>
<p>Result 3: Increased number of coalitions, partnerships and networks which working together, are able to address humanitarian needs in a wide range of emergency situations</p>	<p>Strong</p> <p>The DEPP project has generated many new formal and informal relationships and new ideas regarding CwC.</p> <p>The MSPs have proved an effective mechanism for bringing together international and national actors including government, NGOs and (to a lesser extent) private sector actors. The short-term nature of funding means is not clear how they will be sustained in the long-term. The exception is the Philippines which has been running since 2012 and has established membership contributions.</p> <p>Capacity building activities provided an enabling environment for creation of new partnerships. Trainings held across South Sudan and Bangladesh provided an opportunity for LNNGOs and volunteers to meet and exchange learning. In the feedback forms for trainings held by BBC Media Action in South Sudan for humanitarian actors and media practitioners, participants revealed understanding and appreciation of each other’s work.</p> <p>In Bangladesh, Shongjog was able to form links with the DDM, a government body, which became chair of the MSP. The DDM was involved in selecting FFM projects to respond to humanitarian needs and reviewed SoDs.</p> <p>Finally, the DEPP project has also encouraged some cross-country networking. For example, learning exchange between MSPs in South Sudan and Kenya led to the establishment of MSPs outside Juba. Learning exchanges between Bangladesh and the Philippines prompted greater interest in building links to the private sector at the MSP in Bangladesh.</p> <p>There are opportunities for stronger cross-country links and stronger links between the global and country level actors.</p>
<p>Result 4: Improved institutional arrangements and policy environments so that national</p>	<p>Moderate, with early stage outcomes</p> <p>Section 9 outlines the ways in which the project has supported improved policy environments at the global and</p>

<p>systems for humanitarian response and preparedness are better supported & more suitable</p>	<p>national level.</p> <p>At the global level, the secretariat led work to advocate for CwC at the World Humanitarian Summit. It has developed several policy papers on CwC, met with donors and high level decision-makers, and delivered several speeches at humanitarian summits.</p> <p>At the national level, the MSPs have advocated for CwC in national level policies. Most notable, in Bangladesh, Shongjog submitted revisions on the Standing Orders on Disasters in Bangladesh institutionalising CwC and providing practical approaches on how CwC could be implemented during a response.</p> <p>The evaluation also highlighted evidence that capacity building activities have contributed to improved organisational capacity for CwC. For example, in South Sudan, national organisations described steps taken to establish formal feedback and complaints mechanisms for the first time.</p>
<p>Result 5: Strengthened evidence base for what works to help build humanitarian capacity at scale</p>	<p>Moderate, with early stage outcomes</p> <p>Section 9.2 illustrates how evidence from the DEPP project has been collected and used at the local and global levels. There are examples of learning from the three countries being fed into advocacy activities. For example, the CDAC network co-hosted a side event at the World Humanitarian Summit in May 2016, with participation of the Bangladesh DDM Deputy Director, who emphasised the role of government in leading activities to inform and communicate with populations at risk, and including CwC in disaster planning. More recently, the CDAC policy paper has been presented at a participation event in Bangkok in June, and at Humanitarian Week in Geneva.</p>

9.2 Annex 2: Analysis of the project against Grand Bargain commitments

This annex provides an analysis of the project against the GB commitments. The Grand Bargain was signed after the start of the DEPP project. However, its commitments are seen as important in shaping the CDAC Network’s future work. In particular, the team believes that community engagement underlies each of the ten commitments and that if the participation revolution is achieved then the remainder of the Grand Bargain is more likely to be achieved.¹⁶

¹⁶ Global Public Policy Institute (2017). *Independent Grand Bargain Report*. <https://reliefweb.int/report/world/independent-grand-bargain-report>

Commitment	How the project meets the commitment	Unmet commitment & recommendation
1.	<p>Greater transparency by demonstrating how funding is used from the donor to the responders and where possible, the affected persons.</p> <p>This workstream is most applicable at the global and national levels. It aims to ensure relevant data on funding flows is shared by aid agencies, so that transactions can be tracked from the donor to the beneficiaries.</p> <p>According to the Development Initiatives baseline report on the transparency commitment, neither World Vision nor the CDAC Network currently publish data to the IATI standard.¹⁷ It was not possible to ascertain the proportion of FFM implementers submitting data to the IATI standard via the Financial Tracking System (FTS).</p> <p>Separately, there is scope to encourage greater transparency in how project funding is used at the country level. For example, by publishing data on the MSP website or by sharing with member agencies.</p> <p>A final aspect of this commitment is the use of appropriate data analysis to explain the distinctiveness of activities, organisations, environment and circumstances. This was demonstrated in the DEPP project’s commitment to research and consultation.</p>	<ul style="list-style-type: none"> • Collate data on how funding was spent including how project funding reached affected populations • Publish data to the International Aid Transparency Initiative (IATI) • Work with IATI to ensure communication is appropriately accounted for in the standard
2.	<p>Support and funding for local and national responders.</p> <p>The second commitment aims to establish more support for local and national responders, including more multi-year funding and an aggregated target of at least 25 per cent of humanitarian funding to local and national responders as directly as possible.</p> <p>Significant work is still needed to implement this commitment in the countries where the CDAC DEPP project was implemented. A recent report, published by Humanitarian Advisory Group,¹⁸ informs that 69% of funding for the Rohingya appeal</p>	<ul style="list-style-type: none"> • Take an inclusive approach to designing future projects – for example involve LNNGOs in hosting consultations during the inception phase • Include locally-led project components that emphasise the

¹⁷ Available on the Grand Bargain transparency dashboard published by Development Initiatives: <http://46.101.46.6/dashboard>

¹⁸ <http://humanitarianadvisorygroup.org/wp-content/uploads/2017/12/When-the-Rubber-Hits-the-Road-Localisation-Final-Electronic-1.pdf>

	<p>went to UN agencies, 20% was accessed by INGOs and 7% by the ICRC. Only 4% funding went to national NGOs (including BRAC, which is the largest NGO in the world).</p> <p>The CDAC Network DEPP project has contributed to this commitment through the establishment of MSPs in Bangladesh and South Sudan that include at least two LNNGOs as core members and additional LNNGOs in the general membership. Participation of LNNGOs has been more substantive in South Sudan where interviewees spoke convincingly of the changes their organisations have implemented since becoming part of the project and of the benefits of local, national and international actors working together as equals.</p> <p>The MSP in Bangladesh has also partnered with NAHAB, a platform for national humanitarian actors in Bangladesh.</p> <p>The project supported increased institutional capacities of local and national responders. Simulations and exchange visits (between Bangladesh and the Philippines, and South Sudan and Kenya) included national NGOs, media and government. CwC training included 327 staff of local and national actors and 250 volunteers in Bangladesh.</p> <p>The project's FFM allowed for funding of locally run projects in Bangladesh, Philippines and South Sudan for CwC activities. Four of the 14 projects were implemented by LNNGOs. Locally-led projects were conducted by SAADO in South Sudan, BRAC and BDRCS in Bangladesh, and PECOJON in the Philippines.</p> <p>LNNGOs often struggle to divide their time between multiple coordination spaces, working groups and clusters. On-going engagement of LNNGOs in the MSP is likely to be limited unless there are clear incentives such as training, partnership opportunity, or project funding.</p> <p>An on-going issue is sustaining membership of the MSP especially for LNNGOs. Coordination mechanisms should provide incentives like trainings or partnerships to maintain the interest of LNNGOs.</p>	<p>value of contextualisation and ownership</p> <ul style="list-style-type: none"> • Provide additional support for LNNGOs in the proposal writing phase or consider alternative methods to supplement written proposals (such as interviews) • Specify a proportion of FFM funding to allocate to local and national actors
--	---	--

3.	Increase the use and coordination of cash transfer programming	<p>There have been substantive efforts to implement the cash commitments in all three project countries.</p> <p>None of the FFM projects included a specific cash component, although some of the proposed approaches for community information and feedback could be adapted to cash, in particular the message libraries, and participatory video.</p>	<ul style="list-style-type: none"> • MSPs could consider developing feedback mechanisms specific to Cash Transfers
4.	Reduce duplication and management costs with periodic functional reviews	<p>This commitment aims to reduce the management costs and measure gained efficiencies. For most agencies, it is the least well understood of the commitments.</p> <p>The CDAC Network DEPP project has made contributions to several sub-commitments through the project. First is the sub-commitment on reducing costs by making use of technology: the project trialled FFM projects using social media and participatory video. Many organisations participating in the MSP in Bangladesh have implemented phone-based feedback systems (though it is notable that this had poor uptake during the Rohingya response due to low mobile penetration levels).</p> <p>Online sharing of tools is a second way of using technology to reduce duplication. All tools developed through the FFM can be accessed online. For example, the messaging library developed by SAADO has specific messages on GBV, health, food, and others in Dinka, Nuer and Juba Arabic. This promotes uniformity on the messages being distributed and prevents duplication, as humanitarian actors do not have to develop their own new messages.</p> <p>The project also provides examples of harmonisation of data about affected people in order to save time and avoid duplication. In both the Philippines and Bangladesh, analysts associated with the MSPs have collated feedback gathered from communities. For example, in Bangladesh, BBC Media Action contacted agencies to obtain data on feedback and collated it into a fortnightly bulletin providing general or sector specific feedback data.</p> <p>Similarly, common messaging before and after disasters can promote coordination and bring down the cost. Common call centres, and collective feedback mechanisms are other good examples of meeting commitments under this work stream of the GB.</p>	<ul style="list-style-type: none"> • Continue sharing tools online and allow other agencies to contribute their own (quality) CwC tools • MSPs could explore using joint agreements and joint monitoring • Fund analysts to harmonise feedback data during the response phase • Encourage MSPs to invest time in developing partnerships with mobile communications providers

		In Bangladesh, joint procurement was done for all the nine FFM projects, which brought down the management cost. There were no examples of joint partnership agreements or joint monitoring.	
5.	Improve joint and impartial needs assessments	<p>Commitment 5 aims to develop a single and comprehensive needs assessment, and promote coordination for gathering accurate, quality data. Under the DEPP project, MSPs have taken some steps towards coordinating and streamlining data collection to ensure compatibility, quality and comparability.</p> <p>As part of the preparedness activities, research on CwC needs, channels and preferred approaches were collected and a Media Landscape Guide was published online Bangladesh and South Sudan.</p> <p>During the response phase of the 2017 floods, the MSP in Bangladesh bought together Government and humanitarian agencies to gather information on the needs of flood affected people. Similarly, in the Philippines, the MSP helped coordinate needs assessment so that data was only collected once, minimising intrusion on the lives of affected people. Information was then disseminated through clusters and members.</p>	<ul style="list-style-type: none"> • Continue to advocate for Joint Needs Assessments to adequately cater for CwC • Support local and national members to participate in data collection, analysis and usage • Conduct reviews of CwC needs assessments to support agencies to improve data collection
6.	Include people receiving aid in making decisions which affect their lives	<p>The CDAC DEPP project made the most significant contributions to this work stream, which aims to include the people affected by crises in humanitarian decision-making.</p> <p>The project aimed to increase accountability to affected communities by establishing two-way communication mechanisms. MSPs were established improve leadership and governance mechanisms for CwC, to build capacity for CwC, and to facilitate information sharing.</p> <p>The MSPs are intended to be a pre-positioned capacity for response. In Bangladesh and the Philippines, the MSPs provided summary reports to clusters and humanitarian responders on the needs and feedback of the response of affected communities. For example, during the August 2017 floods in Bangladesh, problems highlighted by the affected community were scarcity of drinking water and community feedback on shelter issues, including evictions. Similarly, during the Rohingya response in late 2017, the local MSP (established separately to this</p>	<ul style="list-style-type: none"> • Encourage future FFM funding to prioritise tools that allow for participation and two-way communication (over half of FFM tools focussed on information sharing) • Involve communities in designing and developing the tools (For example, the message library in South Sudan was developed by humanitarian stakeholders without

		<p>project) facilitated two-way communication via mobile, and later information centres. The feedback allowed humanitarian organisations to address concerns about conversion to Christianity and low vaccination rates.</p> <p>Under the core activities and FFM projects, members developed and piloted tools to facilitate two-way communication including through social media, message libraries translated in local languages, traditional media such as radio and video documentaries.</p> <p>The FFM mechanism has also strengthened local dialogue and harnessed technologies to support more agile feedback. For example, in Bangladesh the social media project disseminated information and received feedback from communities through Facebook on various issues such as water purification, water borne diseases, and hygiene. Videos about these issues were posted on BBC Media Action’s Facebook page with feedback and comments asking for more information on certain aspects.</p> <p>Similarly, the PVM&E project in Bangladesh piloted a participatory video tool to collect stories from flood-affected people who shared how the flood affected them, the difficulties they faced during and after floods, and suggestions for the future. This video was shared with stakeholders in the humanitarian sector with the aim that it would inform their response programmes.</p> <p>At the global level, the CDAC network has fed findings from the DEPP project into the taskforce for AAP. The secretariat has advocated for improved CwC through a series of policy papers, a high level meeting at Wilton Park, contributions to the WHS and other speaking events.</p>	<p>opportunity for community members to provide feedback)</p> <ul style="list-style-type: none"> • Support development of common standards and a coordinated approach for community engagement • Continue to advocate for funding to support response capacity for information management for CwC
7.	Increase collaborative humanitarian multi-year planning and funding	<p>This commitment aims to increase collaborative and multi-year funding to allow for better planning and to highlight links between humanitarian and development work. CDAC Network has limited ability to contribute to this commitment but it has advocated for multi-year funding for CwC capacity (in organisations and at the national level). The project also supports links between humanitarian and development work that are discussed further under Commitment 10.</p>	<ul style="list-style-type: none"> • Continue to advocate for multi-year funding for CwC capacity at the national and organisational levels

8.	Reduce the ear marking of donor contributions	<p>This commitment aims to increase the use of flexible funding to facilitate swifter response to urgent needs and investment in fragile situations.</p> <p>This workstream largely relates to donor and programme-level decisions. However, the project has made a minor contribution to this workstream by developing criteria to help allocate the un-earmarked portion of funding spent in the FFM.</p>	<ul style="list-style-type: none"> • Advocate for greater investment of un-earmarked funding for CwC • Develop criteria for how to allocate un-earmarked funding for CwC in crisis – i.e. emergency needs, forgotten contexts etc.
9.	Harmonise and simplify reporting requirements	<p>Simplified reporting systems have been discussed for many years while the reporting requirements have increased. This commitment aims to simplify reporting, develop common terminology and core requirements, and invest in technology.</p> <p>This workstream largely relates to donor and programme-level. However, the MSPs have supported it through attempts to develop simpler reporting templates for the FFM that would also be accessible to LNNGOs. So far, none of the MSPs have invested in technology and there have been limited efforts to harmonise reporting.</p>	<ul style="list-style-type: none"> • Work with other GB signatories to develop country level strategies.
10.	Enhance engagement between humanitarian and development actors	<p>The final commitment focuses on engagement between the development and humanitarian sectors in order to increase prevention and mitigation. This project supports the commitment through its emphasis on preparedness and on building prepositioned capacity through the MSP.</p> <p>First, the MSPs have promoted collaboration between a broad range of actors including government, private sector communications actors, UN agencies, INGOs and NNGOs. Many of the actors involved are conducting development as well as humanitarian activities, and therefore help bridge the divide. For example, BBC Media Action is engaged in communications projects in development, humanitarian response, and (in South Sudan) peace-building. There are opportunities for improving engagement of private sector actors in Bangladesh and South Sudan.</p> <p>Second, the MSP in Bangladesh and the Philippines work closely with the government, one of the commitments under this work stream. Government</p>	<ul style="list-style-type: none"> • Invest in building stronger relationships with private sector actors • Continue to build relationships with communications organisations in development to explore synergies and shared capacities for improving preparedness and rehabilitation

	<p>coordination is anticipated to improve triggering of early and coordinated response.</p> <p>Third, the project has invested in preparedness by supporting MSPs that are themselves prepositioned capacity to respond.</p> <p>Fourth, core activities and several FFM projects were designed to mitigate risks and losses through better preparedness. The early warning FFM project implemented in Bangladesh, for example, was designed to improve early warning and dissemination mechanisms. The message libraries and MLGs were designed to facilitate faster CwC when a crisis does arise.</p> <p>Fifth, the project has contributed to better preparedness by advocating for CwC to be included in joint needs assessments, government plans (such as the SODs in Bangladesh) and multi-year funding plans.</p>	
--	--	--

9.3 Annex 3: Evaluation framework

This annex provides a summary of the framework used to deliver this evaluation. It outlines key evaluation questions and sub-questions, and the sources used to collect evidence against each issue.

Research question	Sub-question	Document review sources
To what extent has the CDAC project contributed to its two expected outcomes ?	<ul style="list-style-type: none"> • How has the project contributed to emergency preparedness capacity, policy and practice in regards to meeting the information and communication needs of affected populations in Bangladesh, South Sudan and the Philippines? • How has the evidence from the multi-stakeholder platforms in Bangladesh, South Sudan and the Philippines, along with other supporting evidence for CwC, been used to advocate at humanitarian policy levels? 	<p>Activity reports</p> <p>Training feedback</p> <p>Interviews with host agencies, members, and partners</p>
How has the project contributed to the five DEPP programme result areas?	<ul style="list-style-type: none"> • [See five programme areas] • How has innovation contributed to the project aims and innovation landscape 	<p>Interviews with CDAC Network, host agencies, members, partners and other stakeholders</p>

<p>How effective were the chosen project modalities?</p>	<ul style="list-style-type: none"> • Were the selected modalities most appropriate for delivering outcomes for affected communities? • How did stakeholders participate in shaping the project? • Was the collaborative approach the most appropriate format for strengthening humanitarian preparedness capacity in the CwC field? • What are the reasons that some local actors have not participated? 	<p>Activity reports, training feedback, TORs for MSPs, FFM project proposals and reports</p> <p>Interviews with host agencies, members and partners, and organisations not part of the MSP</p>
<p>Did the project achieve value for money?</p>	<ul style="list-style-type: none"> • Was the project delivery effective and efficient? What were the drivers and barriers? • What processes were in place for managing funds, infrastructure, staff, and communication • What were the most significant areas of spending? • What capacities were in place to ensure objectives were achieved? 	<p>Activity reports, training feedback, TORs for MSPs, FFM project proposals and reports</p> <p>Interviews with host agencies, members and partners</p>
<p>How sustainable are the capacities, partnerships and working groups that have been achieved through the project?</p>	<ul style="list-style-type: none"> • How was sustainability incorporated into planning? • Are working groups and the work of the project sustainable? • Have the skills to deliver activities been transferred to local partner staff? • How does the project contribute to the GB especially on participation revolution? • Should the project be replicated? 	<p>Activity reports, training feedback, TORs for MSPs, FFM project proposals and reports</p> <p>Interviews with host agencies, members and partners</p>
<p>Was the project inclusive?</p>	<ul style="list-style-type: none"> • Were the perspectives of diverse groups of partners sought out and incorporated? • Were women sufficiently represented? 	<p>Activity reports, training feedback, TORs for MSPs, FFM project proposals</p> <p>Interviews with host agencies, members and partners</p>

What are the **lessons** from this project?

- How has the project contributed towards an understanding of what does and doesn't work when building preparedness capacity in CwC?
- Is there evidence of changes in programming as a result of identified lessons?

All above sources