WHEN INFORMATION SAVES LIVES
INTERNEWS IS AN INTERNATIONAL NON-PROFIT ORGANIZATION

whose mission is to empower local media worldwide to give people the news and information they need, the ability to connect, and the means to make their voices heard.

Internews provides the resources to produce local news and information with integrity and independence. With global expertise and reach, we train both media professionals and citizen journalists, introduce innovative media solutions, increase coverage of vital issues and help establish policies needed for open access to information.

Formed in 1982, Internews is a 501(c)(3) organization headquartered in California. Internews has worked in more than 70 countries, and currently has offices in Africa, Asia, Europe, the Middle East, and North America.

Internews Europe, Internews’ sister organization, was created in Paris in 1995 to help developing countries establish and strengthen independent media organizations in order to support freedom of expression and freedom of access to information.

Both Internews and Internews Europe share an objective to save lives and reduce suffering of disaster-affected communities. Working in partnership with local media and aid providers, Internews and Internews Europe aim to fulfill people’s right to access information, ask questions, and participate in their own recovery.

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When Information Saves Lives

2011: Pushing the Humanitarian Information Agenda Forward

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The 2004 Indian Ocean Tsunami represented our first significant rapid response to a major natural disaster; since then, Internews has supported local media in saving lives in communities struck by earthquakes, floods, conflict and famine.

At Internews, our programs are based on the simple belief that access to quality, locally-produced and locally-relevant news and information improves lives and enriches communities. During a humanitarian crisis, local media can literally give people the information they need to survive. In the past few years this has dramatically played out, for example, in our programs in post-earthquake Haiti, flood-ravaged Pakistan, newly-born South Sudan and conflict-affected Central African Republic.

Most recently our survey in the refugee camps in Dadaab, Kenya, showed that refugees consider access to information critically important to their daily decisions inside the camp, and that radio, even more than friends and family, and even more than mobile phones, is the most trusted source of information.

Through collaboration with humanitarian agencies, governments and donors in the midst of crisis recovery, we are heartened by a growing understanding of the critical importance of information in a disaster. Historically overlooked as secondary needs, the humanitarian sector is now seeing that timely, accurate and well-targeted information and two-way communication with those affected by crisis are critical to the delivery of medical services, shelter, and food aid.

As we look back on the year, one of the most exciting developments is how new digital tools and technologies are expanding and improving the ability of local media – both professional and citizen – to provide life-saving information and make their voices heard. Through the Internews Center for Innovation and Learning (www.internews.org/innovation), we are, for example, using smart phones to carry out rapid surveys and assessments and piloting projects such as versatile mesh networks for areas not served by traditional telecommunication or Internet services, with the aim to share and deploy these techniques to aid in crises.
This year, as you may read throughout this Annual Report, Internews’ humanitarian work has truly consolidated and gained momentum. We have continued delivering humanitarian information projects from Pakistan to Haiti and pushed, with others, the issue of communications with affected communities further into the humanitarian agenda.

In 2011 Internews Europe has become an accredited European Community Humanitarian Office (ECHO) partner, a stepping-stone for the organization in Europe. This recognition further legitimizes the work our organizations do in emergencies and the importance of communicating with local communities crises.

Despite progress made, however, there is still much to do. The many initiatives and policy work fostered throughout 2011 need to be sustained, enhanced and adequately supported by donors. Two-way communication with disaster-affected communities needs to become a standard component throughout the humanitarian system, and local media must be given the support and respect they need to fulfill their crucial function in the complex arena of humanitarian interventions.

This work is so powerful and so important. What inspires us most when visiting our extraordinary partners involved with humanitarian information projects is that very often these journalists are not just covering affected populations – they are affected populations. Yet they keep working, they keep providing critical news and information, and they keep saving lives. We are excited to build on the advances we have seen in 2011 and to continue supporting local media and journalists in this mission around the world.

Thank you for your interest in the role of information in times of need.

Jeanne Bourgault
President
Internews

Mark Frohardt
Senior Humanitarian Advisor and Executive Director
Center for Innovation and Learning
Internews

Mark Harvey
Executive Director
Internews Europe
2011: PUSHING THE HUMANITARIAN INFORMATION AGENDA FORWARD

Through 2011, Internews’ humanitarian information projects have evolved significantly, fostered by a very active and productive year of work in response to local crises, a renewed interest among humanitarian actors in accountability to beneficiaries,¹ and a growing recognition within the humanitarian field of the importance of communication with disaster-affected communities.

In 2011, Internews conducted five information and communication needs assessments in response to major humanitarian crises, and maintained strong, innovative humanitarian projects in five additional countries across three continents. Internews was active in the Communicating with Disaster-Affected Communities (CDAC) Network, including support to CDAC Haiti, and continues to implement the infoasaid project, a collaboration with the BBC World Service Trust (BBWST), now renamed as BBC Media Action. This year, infoasaid has advocated for and developed new tools to enable humanitarian organizations to improve the way they communicate with disaster-affected populations.

Internews has advocated for institutional change within the humanitarian sector through outreach and collaboration. This has included presenting the findings of our work at high-level meetings with UN agencies, international organizations, universities, and donors in Washington D.C., New York, London, Geneva and Brussels; publishing op-eds and articles; and collaborating with other actors in the humanitarian sector. Amid this advocacy, Internews has continued to focus our efforts

¹ The UN Emergency Relief Coordinator, Ms. Valerie Amos, is reinvigorating the debate on making accountability toward beneficiaries more vital and operational within the UN system, including a fresh look at information flows in disasters through the recently launched Sub Group on Accountability to Affected Populations, chaired by the Food and Agriculture Organization (FAO) and the World Food Program (WFP), and part of the Inter-Agency Standing committee (IASC) Task Team on the Cluster Approach.
“By giving voice and visibility to all people – including and especially the poor, the marginalized and members of minorities – the media can help remedy the inequalities, the corruption, the ethnic tensions and the human rights abuses that form the root causes of so many conflicts.”

KOFI ANNAN, FORMER SECRETARY-GENERAL, UNITED NATIONS

where they are most needed: working amid crises, building partnerships, supporting the development of useful and accurate news programming, and documenting and sharing best practices and lessons learned across the sector.

This year Internews has also further developed a core capacity to respond to humanitarian crises by launching a roster of humanitarian communication and media professionals; procuring standby production and broadcast equipment ready for immediate deployment; revisiting a humanitarian reporting module for journalists and trainers; and fine tuning the internal operating procedures and methodologies for assessments and deployments.

This report is intended to capture many of Internews’ humanitarian activities over the past year and to highlight the growth in the sector, so that everyone involved in humanitarian aid can all continue to learn and improve.

It is dedicated to all Internews staff and partners committed to make a difference in people’s lives through ensuring that we improve the free flow of news, information, and communication.

PRESENT IN MAJOR CRISSES SINCE THE TSUNAMI IN ACEH 2004

Following a multi-pronged approach to supporting local media in Aceh, Indonesia, following the 2004 tsunami, Internews has deployed media and communications specialists to major humanitarian crises around the world, including the Pakistan earthquake (2005), IDP/refugee crises in Darfur and Chad (since 2005), post-election violence in Kenya (2008), large-scale displacement in South Sudan (since 2006), conflict in Sri Lanka (2007), war in Gaza (2009), ethnic violence in Kyrgyzstan (2010) and the earthquake in Haiti (2010). Amid these crises, Internews has worked to establish critical links between affected populations, local media outlets, and humanitarian service providers to ensure provision of and access to life-saving information and the effective set up of two-way communication.
INTERNEWS’ HUMANITARIAN INFORMATION WORK IN 2011

- Country Projects
- Assessments
- Policy & Advocacy Work

Locations:
- Washington D.C.
- New York
- Haiti
- Liberia
WHEN INFORMATION SAVES LIVES.
COMMUNICATION IS AID
COUNTRY PROJECTS
LEVERAGING THE POWER OF LOCAL MEDIA TO IMPROVE LIVES

Over the course of 2011, Internews started up or continued running five humanitarian information projects led by local country programs across three continents. These projects, designed and tailored according to the ever-changing needs of each context, represent the range of ways in which humanitarian communication interventions can make a difference. By addressing gaps in the local media landscape, responding to the specific communication needs of affected communities, and using trusted media channels and technology, Internews’ teams on the ground are at the forefront of developing best practices in humanitarian communication efforts.
In Haiti for example, the 500th episode of the Internews-supported humanitarian radio program ENDK (Enfòmasyon Nou Dwe Konnen, or News You Can Use) was broadcast in December 2011. ENDK’s daily news and information are the flagship component of Internews’ work in Haiti, and the program was honored in June by the Haitian Government for its quality and its important role in informing communities across the country. The effectiveness of the program is made possible by a solid research component built into the project, which ensures the programming meets information needs in real time.

In Pakistan, Internews teams continued their response to the 2010 flash floods in partnership with local media, producing regular humanitarian radio shows for audiences in the flood-affected areas. Internews’ humanitarian work includes mentoring and training for both radio and TV staff, the establishment of press clubs, partnerships with universities, distribution of wind-up radios and creation of listening groups. This year our teams deployed community liaison officers throughout target areas to help community representatives better interact with local media.

In South Sudan, the newest country on earth, Internews has now launched and provides support for six FM community radio stations that broadcast in local languages. In a crucial year for this country, with a referendum for independence from the North and subsequent clashes in the border regions with Sudan, the community radio stations continue to be the most trusted and important sources of information in their communities, according to research published by the BBC World Service Trust in May.\(^1\) In May and June 2011, with fresh clashes in the contested border region of Abyei, Internews’ community radio station in Turalei rapidly became a lifeline for people fleeing violence, even reuniting families.

In eastern Chad, where refugees from both Darfur and Central African Republic continue to gather, Internews continued its support to three community radio stations on the border with Sudan. Through the Humanitarian Information Service (HIS), refugees from Darfur and host populations in eastern Chad have had daily access to local news and information produced by local journalists in local languages for their own communities. In 2011 Internews renewed its focus on developing business models and building sustainability for the radio stations since Internews’ presence in Chad, after 6 years, will end by mid-2012.

Our work in Central African Republic, one of the poorest and least-developed countries in the world, has been able to leverage the possibilities of new technologies to create exciting new avenues for humanitarian communications. Besides supporting the work of the Association of Journalists for Human Rights which operates the largest community radio network in the country, in 2011 Internews began to draw on mobile technology, crowdsourcing and crisis mapping to link community radios, local communities and humanitarian agencies to create a unique system to improve two-way communication between local populations and international organizations in a country plagued by power shortages, bad infrastructure and rebel groups activities.
HAITI
GIVING A VOICE TO COMMUNITIES AFFECTED BY EARTHQUAKE, CHOLERA, AND HURRICANES

CONTEXT
The 7.0 magnitude earthquake that struck Haiti on January 12, 2010 triggered the largest humanitarian response since the 2004 Indian Ocean tsunami. More than 200,000 people died as a result of the quake and more than 1.5 million were rendered homeless and forced to live in internally displaced persons (IDP) camps or with friends, relatives, and neighbors.

Unfortunately, the earthquake was not the only serious emergency to strike Haiti in 2010 and later in 2011. The annual cyclone season continued to wreak havoc and a cholera outbreak in October 2010 brought a deadly disease to a country with weak sanitation and health systems.

Decades of poverty, violence, instability, dictatorship, poor governance, and environmental degradation have given Haiti the dubious distinction of being the poorest nation in the Northern Hemisphere.
RESPONSE
In December 2011, Internews’ Enfomasyon Nou Due Konnen (ENDK, or News You Can Use) broadcast its 500th humanitarian radio program in Haiti. Honored by Haiti’s Ministry of Culture and Communication for the program’s “quality and its important role in informing communities across the country,” ENDK started broadcasting a daily news program produced by Haitian journalists with useful and actionable information on January 21, 2010. The radio program is aired for free on more than 35 local radio stations across Haiti.

From the very beginning, one of the most popular segments in ENDK has been the Mailbox, a feedback mechanism using SMS to collect questions and raise voices from the audience. “The Mailbox is now the most popular item in our broadcasts. People everywhere, even Haitians living abroad, write to us on email or send us SMSs to ask questions about a whole range of topics,” said Yvens Rumbold, current editor of ENDK.

ENDK, A LIFELINE
“The creation of ENDK was vital to ensuring affected populations had access to timely and essential information to help them survive the aftermath of the earthquake. More recently, as priorities have shifted from emergency to reconstruction, ENDK has taken steps to keep up with listener needs, based on Internews research results, and begun to provide information more relevant to the recovery process.”

INDEPENDENT EVALUATION FOR USAID’S OFFICE OF TRANSITION INITIATIVES (OTI) IN HAITI

The team has permanent support from an experienced trainer and mentor who helps ENDK reporters and trainees from Haitian media outlets develop on-the-job skills in journalism and humanitarian reporting.
“Since the earthquake happened, we heard this show [ENDK] and we learned about the aid that is available for our communities. We are not used to these disasters, and through the program we found a lot of information regarding the behaviors we need to adopt to avoid the worst happening.”

RICEMONDE PIERRE, LÉOGANE

DEVELOPING LOCAL RESEARCH CAPACITY

In November 2011, infoasaid published Ann Kite Yo Pale (Let Them Speak), an independent report capturing practical case studies and best practice in communications with affected communities during the 2010 Haiti response. According to the report’s findings, “One of the most important success stories in Haiti was the production of consistent research into the communication environment, primarily by Internews [...]” Their data, which was also made available systematically to humanitarians for the first time through CDAC Haiti, helped agencies to improve their programming and provided data that could be used by agency staff to sell communication projects to donors.” ENDK used this research capacity to shape its own editorial agenda and to address questions and issues raised by local populations.

Internews hired and trained a local team of researchers over the course of 2010, and in 2011 this team continued to develop experience in a wide range of quantitative and qualitative research methodologies, an expertise that is in high demand by other INGOs and the Government of Haiti. The research team is in the process of setting itself up as an independent organization with support from USAID/OTI, to be called Bureau de Recherches Economiques et Sociales Intégrées (BRESI) in early 2012.

In Haiti and elsewhere, achieving consistent humanitarian information across different outlets and agencies, and minimize duplication of efforts requires coordination. As indicated in Ann Kite Yo Pale: “The solution piloted in Haiti — the coordination and cross-cluster service provided by the deployment and dedicated staffing of the CDAC Haiti mechanism – delivered far beyond original expectations [...]” In particular, interviewees felt that CDAC Haiti, as a cross-cluster service, had provided a useful and

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1 Ann Kite Yo Pale (Let Them Speak), Imogen Wall and Yves Gérald Chérie. infoasaid. November 2011. infoasaid.org/story/ann-kite-yo-pale-or-let-them-speak.
2 Internews and the BBC World Service Trust are partners in infoasaid, a DFID-funded consortium focusing on improving how aid agencies communicate with disaster-affected communities.
3 “It is worth noting that because the ENDK feedback system was not limited to the provision of international aid, and the system was ‘open’ (people could raise whatever issues they liked) it also provided a channel for questions on other forms of assistance. In particular, the system was instrumental in letting survivors know the importance of replacing personal documents, such as birth certificates, and how to register deaths. These were not captured as important through the usual needs assessments.” Ann Kite Yo Pale (Let Them Speak), op. cit., p.20.
“Nobody would like to miss an edition of ENDK. It’s a very useful program and so we seek for it every day.”

BERNARD, CHAMP DE MARS, PORT-AU-PRINCE

important service. This gap will need to be filled at field level in future responses.”

The UN Office for the Coordination of Humanitarian Affairs (OCHA) tasked Internews with coordinating on the ground the first ever deployment of the CDAC Network, operational until November 2011.

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Additional resources:


- *Internews’ Haiti page (with articles about Internews humanitarian media effort in Haiti after the earthquake)* [http://www.internews.org/where-we-work/latin-america-caribbean/haiti](http://www.internews.org/where-we-work/latin-america-caribbean/haiti)

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*Internews*’ began working in Haiti in 2007 on a three-year project that built the technical and journalism skills of 40 community radio stations across the country; these formed a network called RAMAK (Rasanbleman Medya pou Aksyon Kominote).

Internews’ work in Haiti in 2011 was funded by the USAID Office of Transition Initiatives (OTI), UNOCHA, the John S. and James L. Knight Foundation, the John D. and Catherine T. MacArthur Foundation, the Arca Foundation, the Silicon Valley Community Foundation, the Centre de Crise of the French Ministry of Foreign Affairs, and the European Commission. Internews’ research work in Haiti was funded by OTI, the MacArthur Foundation, UNOCHA, International Foundation for Electoral Systems (IFES), and the European Union (EU).

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Throughout 2011 the northern provinces of Gilgit- Baltistan and Khyber Pakhtunkhwa (KPK) in Pakistan continued to recover from devastating flash floods that hit the region in 2010. At the same time, ongoing monsoon rains and repeated flooding kept communities from their homes and caused additional damage, particularly in the provinces of Sindh and Punjab.

These provinces had first been hard-hit in 2010, as flood waters from July 2010 monsoons made their way through the Indus River system, washing away entire villages and causing a level of destruction unprecedented in Pakistan. Nearly 20 million people were affected across the country; millions lost their homes and hundreds of thousands were stranded, waiting in treetops and hilltops to be rescued. Internally displaced, thousands were forced to live in makeshift camps wherever they could find dry land. In most areas, the water subsided after a number of weeks and people returned to find their homes and farmland damaged, destroyed, or completely gone. In Sindh, thousands of people are still living in makeshift settlements today.
Besides recurring natural disasters, ongoing military offensives since 2009 against Taliban militants to maintain control over the restless tribal and frontier regions along the Afghan border have also posed a daunting challenge to the country.

**RESPONSE**

Pakistan represents Internews’ single largest humanitarian operation around the world. Through the first ten months of 2011, until October, Internews broadcast the Humanitarian Information Project (HIP) across Sindh and Punjab provinces on stations of the Pakistan Broadcasting Corporation (PBC). The HIP, initially started in 2009, focused in 2011 on producing and airing daily half-hour programs for flood-affected communities in partnership with the Centre for Research and Security Studies (CRSS), an independent think-tank based in Islamabad. The radio programs, broadcast in local languages, were produced by local reporters in the affected regions.

The HIP reporting team, trained in covering humanitarian issues, has been permanently reporting from the field. They work very closely with the humanitarian community to ensure that life-saving information about aid and assistance is strategically disseminated, as well as to raise awareness and provide a platform for listeners to raise questions and concerns.

Until March 2011, the HIP also broadcast humanitarian information with an emphasis on health-related issues, in partnership with humanitarian agencies and two private radio networks, Radio Highway in Sindh and Radio Awaz in Punjab. Meanwhile, the HIP continued producing Sabaoon, a daily radio magazine program broadcast for people affected by the military operations in Swat and the Federally Administered Tribal Areas (FATA). The program, also produced in partnership with CRSS, began in 2009 and is broadcast on PBC in KPK.

In addition to the production of humanitarian information programming, Internews’ humanitarian work in Pakistan has included mentoring and training for both radio and TV staff, with an emphasis on humanitarian reporting and programming. Between 2009 and 2011, Internews also distributed 21,500 wind-up radios in KPK, Sindh, and Punjab through local organizations; many to listening group and focus group participants.

In 2011 Internews Europe received an 18-month grant from the European Commission to undertake a media development project for civil society across Pakistan that directly builds and
“The experience [of collaborating with Internews] was most positive because the program was not only reporting on humanitarian issues but also linking resources with the issues. Reporters were proactive, included views from all sides and helped clear confusion.”

UNDP OFFICIAL IN SINDH

leverages on the pre-existing work, knowledge, and connections of Internews’ presence in the country. Besides complementary trainings with media outlets in various Pakistani districts, community liaison officers have been deployed throughout project target areas to provide communication trainings to help community representatives to better interact with local media.

Internews started working in Pakistan in 2003, a time of transformative changes in Pakistani media policies that allowed for private ownership of radio and television.

Internews responded to these changes with programs that helped to build an open, diverse, and socially responsible broadcast media sector. Its humanitarian media programs began in 2005 in KPK to respond to the October 2005 earthquake in northern Pakistan and have evolved to meet the humanitarian needs of both conflict- and flood-affected populations across the country.

Additional resources:

**Humanitarian Reporting Handbook for Journalists in Pakistan**
Internews has published Pakistan’s first resource for humanitarian reporting:

- Humanitarian Reporting in Pakistan: Journalist’s Handbook
- Humanitarian Reporting in Pakistan: Journalist’s Handbook (Urdu)
- Humanitarian Reporting in Pakistan: Journalist’s Handbook (Sindhi)

**Reporting for Broadcast**

- Reporting for Broadcast: Radio Journalism Guide

**Information Needs Survey**

- Providing Humanitarian Information to Flood-Affected People in Pakistan (Baseline Study, Sindh and Punjab, November to December 2010). A “Brief Analysis and Interpretation of the Survey Findings” CDAC Pakistan and infoasaid.

All these resources, and others, can be found at: [www.hip.org.pk/resources](http://www.hip.org.pk/resources)
When Information Saves Lives: Communication Is Aid

SOUTH SUDAN
PROVIDING ESSENTIAL INFORMATION TO COMMUNITIES AFFECTED BY INSECURITY

CONTEXT
2011 welcomed the world's newest nation, South Sudan, into the international community. The establishment of South Sudan was the climax of a process made possible by the 2005 Comprehensive Peace Agreement (CPA), which ended Sudan's decades-long north–south civil war, Africa's longest-running civil conflict, in which more than 2 million people were killed in raids, fighting, or by hunger and disease. During the conflict an estimated 500,000 Southern Sudanese fled to neighboring countries, and a further 4 million people were displaced within Sudan.

South Sudan has some of the world's worst human development indicators. Most Southern Sudanese lack access to health care, education, clean water, and sanitation. Chronic insecurity and inter-ethnic tensions and clashes related to cattle raiding have contributed to uncertainty about the nascent state's future. At the same time, acute shortfalls in access to news and information have left a majority of people across this largely rural territory in a profound media vacuum.

Information access is a critical issue in a
country with very poor infrastructure and a number of holes in its media and information landscape. The birth and consolidation of the new country has been accompanied by a very complex set of issues, including how to divide oil and natural resource revenues. Attempts to resolve these issues have sometimes led to new conflict, violence, and displacement in border areas, creating new flows of IDPs and refugees, some crossing the border into Ethiopia.

For the new democracy to be consolidated, South Sudan needs informed citizens making informed decisions to save their lives, reduce suffering, and participate in the formation of their own country.

**RESPONSE**

Internews started operating in Sudan in 2006, months after the signing of the CPA. Through the Radio for Peace, Democracy and Development project (2006–2008) and the Localizing Institutional Capacity in Sudan (LINCS) project (2008–2011), Internews built six FM community radio stations throughout South Sudan and the country’s “transitional areas,” all broadcasting in local languages. Internews currently supports 29 reporters/radio producers in Leer (Unity State), Malualkon (Northern Bahr el Ghazal), Turalei (Warrap, which broadcasts into the disputed region of Abyei), Nasir (Upper Nile State), and Kauda (South Kordofan), as well as staff at a central editing and newsgathering desk in Juba, the capital of South Sudan.

The Internews-supported station in Kurmuk, Blue Nile State, was closed in September 2011 due to heavy fighting and aerial bombardment in the region. At the time of writing, Internews is exploring with UNHCR ways to continue to provide access to information to the populations that fled across the border to Ethiopia.
Throughout 2011, Internews has increased the reach and sustainability of its network through a new project, currently funded through 2013.

**REFERENDUM FOR SOUTHERN SUDAN**

In January 2011, before the referendum for secession from the north, Internews and Radio Miraya, a southern Sudan radio station supported by the United Nations Mission in Sudan (UNMIS) and Swiss NGO Fondation Hirondelle, took the initiative to set up a stronger information flow structure to increase the station's humanitarian messaging and reports to help affected populations in the event of a new emergency. In support of this initiative, two humanitarian media specialists from Internews worked with Radio Miraya in the production of emergency messaging and humanitarian news and information ahead of, during, and after the week-long voting period that determined the political future of the country.

On the ground in Juba, Internews’ Humanitarian Media Liaison Officer and Emergency Broadcast Producer helped to strengthen Radio Miraya’s capabilities to respond effectively to a potential humanitarian crisis in Southern Sudan. The two Internews staff liaised with the humanitarian community and put together a library of emergency messages ready for broadcast on Radio Miraya and other

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1 Radio Miraya (www.radiomiraya.org)

2 Broadcast media in Southern Sudan gear up to provide lifesaving information (January 07, 2011) http://www.internews.org/our-stories/program-news/broadcast-media-southern-sudan-gear-provide-lifesaving-information

“*If Mayardit [FM] isn’t working for one minute or one hour, it is a loss for us. Radio is like a hospital – it cannot be shut off.*”

Focus Group Participant, Turalei, June 2011
local radio networks. These messages included life-saving information on water, sanitation, and the prevention of diseases such as yellow fever, malaria, and measles.

The Internews staff also worked with reporters on the production of humanitarian news and features. Currently the Internews central desk in Juba produces short messages and interviews on a variety of topics related to health and disease prevention in cooperation with relevant health authorities in South Sudan.

**CLASHES IN ABYEI**

Importantly in 2011, several Internews-supported radio stations had broadcast reach into disputed areas where conflict has been reported, including the border region of Abyei and the two transitional areas of Kauda, in the Nuba Mountains of Southern Kordofan, and Kurmuk in Blue Nile State (both of which are outside South Sudan’s borders). Overall, the network had an estimated audience reach of 1.5 million listeners.

In May and June 2011, with fresh clashes in the contested border region of Abyei, Internews’ community radio station in neighboring Turalei, in Warrap State, rapidly became a lifeline for people fleeing violence, informing them on the situation in Abyei and available support in the areas they fled to, and successfully supporting child reunification. The Internews station in Turalei, Mayardit FM, swiftly started producing news stories relevant to IDPs, as well as broadcasting humanitarian public service announcements (PSAs) previously produced by Internews and Radio Miraya in January.

The radio station in Kurmuk (Blue Nile State) had a broadcast footprint that reached into Ethiopia, where more than 20,000 Sudanese had started to flee after new violence erupted in September. However, the station was forced to stop broadcasting as a direct result of aerial bombings and violence. Internews has been

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INTERNEWS’ RADIOS, THE MOST TRUSTED SOURCES OF INFORMATION

Research published by the BBC World Service Trust in May 2011 showed that Internews radio stations are the most trusted and important sources of information in their communities. These findings were supported by two additional research projects, one an evaluation of one of the radio stations and the second a broader project that assessed impact across the whole Internews radio network. Since 2006, Internews-supported radio stations have been broadcasting to local communities in local languages for an average of eight hours a day, at least five days a week.


connection with UNHCR and other relief agencies in Addis Ababa to try to establish new communication strategies for reaching refugee populations who have fled into Ethiopia.

Thousands turn out for the grand opening of Naath FM, the community radio station in Leer, Unity State.

INTERNEWS
CHAD
LOCAL RADIO STATIONS FILL CRITICAL GAP IN ASSISTANCE EFFORTS

CONTEXT
Chad has become a temporary home to nearly a quarter of a million refugees from the conflict in Darfur, in Sudan, and tens of thousands more refugees from Central African Republic (CAR). Within the country, more than 200,000 Chadians have also been internally displaced.

The presence of an ever-growing refugee population in eastern Chad places considerable strains on the scarce and fragile resources in that region. As long as the Darfur crisis persists, refugees and IDPs will need accurate and timely information on camp services, health, security, and a multitude of other issues that affect their day-to-day lives.

Refugee, IDP, and host populations in eastern Chad continue to need information relating to humanitarian activities and the general situation in a context of competition for resources and continuing insecurity. High levels of illiteracy, especially amongst women, and the absence of any other trusted media in the region give Internews radio stations a unique role in disseminating reliable, independent information, as well as providing a platform for dialogue and peaceful interactivity between communities.
RESPONSE

In Eastern Chad, Internews has been involved in building and running three humanitarian/community radio stations in Iriba, Goz Beida, and Abéché since 2005. According to UNHCR population figures and a 2009 national census, the combined broadcasts of these three stations can reach more than 150,000 refugees and more than one million Chadian host community members and IDPs.

Through Internews’ Humanitarian Information Service (HIS), refugees from Darfur in eastern Chad have had unprecedented access to information affecting their security, protection and livelihood. Programming on the stations has been designed to support the overall humanitarian relief effort. Unlike the international broadcasters that blanket the shortwave, Internews HIS provides local and locally-produced news and information and specialty programs that are specifically designed to address the needs of the refugees, IDPs and very often the local populations.

Local journalists produce radio programs in local languages relevant to the areas where they are most spoken and understood. In the refugee camps local correspondents from the camps collaborate with stories, news and information.

Information broadcast through HIS informs, protects, empowers, and changes behavior in these groups. Programming continues to cover topics such as protection, security, legal rights, health, environment, education and gender-based violence (GBV).

The HIS had a Humanitarian Liaison Officer (HLO) on its staff to reach out to UNHCR, other UN agencies, international organizations and NGOs about how to use media and the different types of programming available to best transmit their messages. Our journalists continue to bring direct reactions from aid recipients back to the relief organizations, allowing for improved response and information flows by these organizations.

For the past six years, the HIS has:
- Provided target audiences with relevant and regular humanitarian information through broadcasts from Internews’ radio stations;
- Increased participation of target communities in radio activities and programming;

A local journalist trained by Internews reads the news in Abeche, Eastern Chad.
Continued to build the capacity of local radio staff in radio production and in technical and administrative skills; and
Maintained a high quality and quantity of humanitarian content on HIS so that refugee and IDP beneficiaries are more knowledgeable about the services available to them, and the humanitarian community is more aware of how to access radio broadcasts.

During 2011, these programs have continued to grow and evolve by becoming ever more interactive with the community and responsive to listeners. Internews has also taken significant strides towards sustainability and capacity building by providing more opportunities for national staff to take leading roles in the stations, as its own presence in Chad will end by mid-2012.

"If there is a radio everything will be easy, if there is no radio that means there is no life. Everyone enjoys listening to the radio. We hope that radio will be in every house and every family in order to listen to what’s new around the world.”

ADAM ABAKAR, CORRESPONDENT IN GOZ AMER REFUGEE CAMP
CENTRAL AFRICAN REPUBLIC
PUTTING LOCAL MEDIA AT THE CORE OF INNOVATION

CONTEXT
Since its independence from France in 1960, Central African Republic (CAR) has been plagued by crises associated with poor governance.

It is one of the poorest and least-developed countries in the world, ranking 179 out of 187 on the 2011 UN Human Development Index. This already impoverished country has been heavily destabilized by fall-out from conflicts in neighboring states: Sudan to the northeast, Chad in the northwest, and a southern border with the Democratic Republic of Congo (DRC).

Years of political unrest have plagued the country with illegal weapons and armed groups, particularly active in the north. This unrest has displaced tens of thousands of Central Africans; many of them have crossed the border into Chad. According to UNHCR, as of August 2011 there were 176,196 internally displaced persons (IDPs) and 17,750 refugees in CAR.

Despite relative progress made towards

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disarming two of the main rebel groups in 2008, another threat appeared in the form of the Lord’s Resistance Army (LRA) rebels from neighboring Uganda, whose insurgency and violence has spread to the region, including CAR.

CAR presents the humanitarian community with a range of complex and protracted emergencies, where access to and sharing of information with affected communities is essential but currently largely under resourced.

RESPONSE
To overcome the difficulties of communication caused by power outages, lack of Internet access, bad roads, and rebel occupation in several areas, in the first quarter of 2011 Internews created a unique network connecting all 15 community radio stations in CAR. The network is run by the Association of Journalists for Human Rights, a local organization that was founded in December 2010 at one of the training sessions organized by Internews. It connects the stations with one another and enables humanitarian agencies to quickly exchange information with communities throughout the country.

By providing information from UNOCHA and other aid organizations, the networked radio stations serve as a humanitarian information system for the local population. The network of community radio stations is managed through a coordination center that was initially supported by Internews and developed in collaboration with the Association of Journalists for Human Rights. The network operates both with mobile phones and with an Internet connection, using modems to exchange information directly from radio station to radio station or between the radio stations and the coordination center.

The network has established an important and influential position in the humanitarian community in CAR. Thanks to the daily bulletins, humanitarian agencies are able to intervene more quickly in response to demands from the local population. For example, Radio Zereda in Obo, one of the partners in the far east of the country, reported in early 2011 on the disappearance of a number of refugees in a Congolese refugee camp near the border. The bulletin alarmed UNHCR, the Congolese government, and the Central African government, and a UNHCR fact-finding mission was sent out. Some days later, the refugees were discovered inside Congo. In April, Internews transferred the network of community radios to the management of the Association of Journalists for Human Rights.

In September 2011, Internews in CAR was the first recipient of the United States Institute of Peace (USIP) “Communication for Peace..."
Building” priority grant program, which supports innovative practice and research designed to increase understanding of how communication flows and technology can best be leveraged to improve the practice of peace-building. Internews is also the lead for the learning group for the first round of grant recipients. The project, “Mobile2Radio: Connecting Local Media, Humanitarian Actors and Communities through Innovative Communication Flows”, will work with FrontlineSMS and UNOCHA to connect and research the relationship between humanitarian agencies and local media.

In November 2011, Internews Europe was awarded a new grant for additional programming in CAR through the Humanitarian Innovation Fund (HIF). Also working with FrontlineSMS and UNOCHA, and also partnering with Ushahidi, the new funding will allow Internews to create an innovative system that will foster a bounded network of trusted local media organizations to gather first-hand information from affected populations in real time using new technologies, particularly crowdsourcing and SMS, to create a two-way communication flow with humanitarians to improve emergency response, community participation, and community resilience.

Internews’ work in CAR in 2011 was funded by the United States Institute of Peace (USIP) and the U.S. State Department’s Bureau of Democracy, Human Rights and Labor (DRL) through a sub-grant from Mercy Corps.

Starting in 2010, in advance of a national election, Internews began working in CAR to improve the quality of media, especially local radio stations, to report more effectively on human rights and governance issues in partnership with Mercy Corps. Training was provided to the staff of 11 community radio stations and CAR’s national radio station, as well as to communications students from the National University of Bangui in a six-month training program.

Find out more about the Internews CAR program at: http://www.internews.org/where-we-work/sub-saharan-africa/central-african-republic

The radio network reaches to Obo, in the remote, north eastern part of Central African Republic, bordering with South Sudan and DRC.
Information Needs Assessments
Helping Humanitarians Make Better Informed Decisions

Understanding the information ecology in any country is vital to Internews’ work. In the aftermath of a disaster, knowing how the information ecosystem has changed can make aid delivery much more effective. If international actors understand how information flows and how it is accessed, shared and consumed, they can provide better service, engaging with affected populations through the most appropriate channels and platforms.

During the past 12 months, Internews has deployed assessment teams in five humanitarian crises to understand the humanitarian information needs of affected communities, the local media landscape and the overall information ecosystem in those humanitarian settings, providing recommendations for action through reports and advocacy locally and internationally.
“Timely, relevant, reliable information that is independent and verifiable is central to saving lives and strengthening recovery. The power of information is lost, however, unless it is turned into action. This requires effective management, analysis and communication.”

GLOBAL SYMPOSIUM +5, INFORMATION FOR HUMANITARIAN ACTION, FINAL STATEMENT, OCTOBER 2007

In 2011, Internews teams conducted the following assessments, in descending chronological order:

- The sprawling Dadaab refugee camps in Kenya, where an assessment team conducted a comprehensive humanitarian communications and information needs assessment using mobile phones (August);
- Libya, where the role of information, communication, and local media on the stabilization and transition of the country was explored in depth (May-June); and
- Eastern Liberia, where refugees had crossed the border from Côte d’Ivoire, fleeing major political conflict after contested elections (April);
- A refugee camp on the Tunisia/Libya border, where migrant workers were stranded after fleeing conflict (February);
- Eastern Sri Lanka after the floods (January).

These assessments were undertaken with the recognition that humanitarian work and the delivery of aid are best done when the vital role of communications is understood from the outset. Internews chose to focus on particular contexts where there was potential for building or improving communications networks to assist affected people. It worked with local partner organizations and humanitarian agencies to highlight what could be achieved and to demonstrate the importance, added value and impact of this type of work.

Four of the assessments were released as public reports, which are available for download at the links given in the following pages.
In August 2011, more than 11 million people had been hit by a severe drought in the Horn of Africa, with parts of southern Somalia affected by the worst famine in the area for 20 years, according to the UN.

The eastern Horn of Africa had experienced two consecutive seasons of significantly below average rainfall, resulting in failed crop production, significant livestock mortality and record food prices. With no end to the conflict in Somalia in sight, a persisting drought, food shortages and soaring food prices, thousands were forced to flee to the neighboring countries of Kenya and Ethiopia to access assistance.

Dadaab, in eastern Kenya, “the largest refugee camp in the world” formed by three main camps, was established 20 years ago to house up to 90,000 people escaping violence and civil war in Somalia. As of December 2011, the camps are home to more than 444,000 people, 152,000 of them having arrived this year only.
the UN Refugee Agency (UNHCR). In August 2011, an Internews-led assessment team conducted an extensive survey among refugees in all three of the main Dadaab refugee camps aimed at understanding the information needs of refugees in Dadaab and exploring ways to improve the flow of communication between refugees, aid agencies, and host communities.

The survey targeted both new arrivals and long-term residents and interviewed a number of humanitarian workers. The assessment team trained a group of local volunteers on using smartphones with data collection software designed to conduct over 640 interviews. This assessment, Dadaab, Kenya: Humanitarian Communications and Information Needs Assessment Among Refugees in the Camps, was led by Internews and conducted in partnership with Radio Ergo/International Media Support (IMS), and Star FM of Kenya, with support from the Norwegian Refugee Council (NRC).

**FINDINGS**

The assessment concluded that serious communication gaps between the humanitarian sector and refugees in the Dadaab refugee camps were increasing refugee suffering and putting lives at risk. The survey showed that many refugees did not have the information they need to access basic aid: more than 70% of newly-arrived refugees said they lack information on how to register for aid and similar numbers said they need information on how to locate missing family members.

Equally important, almost three-quarters of new arrivals surveyed, and around a third of long-term residents, said they have never been able to voice their concerns or ask questions to aid providers or the government.

Radio is by far the most popular source of general information, yet there was no specific regular broadcast for or about Dadaab. Humanitarian workers, government officials, and the Kenyan army and police rank the lowest as sources of information for refugees.

A small number of humanitarian organizations are carrying out positive communications initiatives, but there is an important need for resources, personnel, and coordination mechanisms to effectively and systematically communicate with refugee communities and counter information and feedback gaps to the scale needed. Communications efforts face significant obstacles, the most serious of which is the lack of local media platforms, including local radio, newspapers, and ICTs that refugee and host communities can access.

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UNHCR and others are supporting Star FM, a Somali-language Kenyan radio network (and one of the assessment participants), to establish a local radio station, although no concrete timeline was agreed at the time of the assessment.

**RECOMMENDATIONS/IMPACTS**

The assessment concluded that there are clear opportunities to make a major impact on humanitarian communications in Dadaab, as well as the skills and awareness on the ground to do it. The assessment provoked a great deal of interest and discussions around the issues raised and prompted immediate action. Internews Director of Humanitarian Information Projects, Jacobo Quintanilla, was invited to brief the IASC Weekly Meetings in Geneva (September) and New York (October) on the findings in the report and write an op-ed for the OCHA website.²

It is important to note that UNHCR has already set up an Information Dissemination Group to specifically look into the communications needs of local communities “in the light of the current emergency and identified gaps by Internews’ assessment.” The challenge now is to carry this momentum forward.

The report made a number of specific recommendations:

- Humanitarian communications workshops/sessions should be delivered collaboratively by key organizations involved in this area;
- A humanitarian communications liaison officer should be established in Dadaab;
- Training should be designed and delivered for emerging journalists in the refugee communities, and also to the communication staff of humanitarian organizations;
- A localized M&E team should be created and incubated;
- A Communications Resource Hub and Media Training Centre should be established;

This work should be documented and evaluated and shared with agencies’ head offices in Nairobi, headquarters, and the CDAC Network.

The assessment represented Internews’ Phase I deployment in Dadaab; Phase II (training of newly recruited local reporters and production of a two-month humanitarian radio program from and for Dadaab with Star FM) was scheduled to begin in October 2011, but was put on hold due to a deteriorating security situation. Security and other delays have also hampered the construction of a community radio station that UNHCR committed to build as per a Memorandum of Understanding (MoU) signed between UNHCR and Star FM in 2010.

In October, in light of the Internews assessment and liaison work on the ground, UNHCR tasked IOM with the construction of the radio station that Internews has designed in consultation with Star FM. Security allowing, the station is now scheduled for completion in mid 2012. Support to production, technical, administrative and business skills is part of the Phase III Internews envisaged. A proposal for a 1-year program to support Star FM to run this community radio station was submitted to a major donor in November.

Internews’ assessment in Dadaab was funded by The John D. & Catherine T. MacArthur Foundation and The Shelley and Donald Rubin Foundation. IMS also contributed financially and with staff to the assessment. The effort would not have been possible without the generous logistical support and human resources on the ground provided by NRC.

For more information, and to access audiovisual stories and download the report, see: http://www.internews.org/where-we-work/sub-saharan-africa/kenya

### Survey Results from One Question on the Dadaab Assessment

#### New Arrivals:

- Yes, frequently: 18%
- Yes, but only sometimes: 2%
- Very rarely: 7%
- I have not been able to communicate with aid/gov: 73%

#### Long Term Residents:

- Yes, frequently: 34%
- Yes, but only sometimes: 10%
- Very rarely: 15%
- I have not been able to communicate with aid/gov: 41%
LIBYA
MAPPING A NEW MEDIA LANDSCAPE

CONTEXT
The Libya uprising began in earnest in February, 2011, when protestors – following on the heels of similar efforts in Tunisia and Egypt – started demanding the resignation of long-time ruler, Colonel Muammar Gaddafi.

Government crackdowns quickly followed and the resistance movement soon became militarized around the eastern town of Benghazi with significant support from the international community. Advances by Gaddafi forces to regain control of territory from the rebels were only halted by North Atlantic Treaty Organization (NATO) air strikes, authorized by the United Nations Resolution 1973 on March 17.

In October 2011, Colonel Gaddafi was captured and killed, marking the end of his 42-year reign and the beginning of a political transition in Libya. Colonel Gaddafi, in power since a military coup in 1969, governed by imposing his own systems and instituting an authoritarian cult of personality. This included a very tight control of the media landscape, as ideology and propaganda
were central to the Gaddafi regime’s methods. Though initially looking into the potential humanitarian information needs caused by conflict in Libya, the assessment conducted in May-June turned into a mission looking into the role of information, communication, and local media in the country’s transition and stabilization.

Internews participated in the first UN-led inter-agency needs assessment mission to Misrata, organized by IOM. This marked the first time ever that a media development organization had taken part in a mission of this kind, specifically to look into the information needs of affected communities and the current status of local media.

**FINDINGS**
The assessment examined the proliferation of media outlets in rebel-controlled areas of Libya. The ability to talk openly, publish, and broadcast without fear represented a monumental shift in Libyan politics and society. However, media initiatives were building on a thin base, with years of repression having given little chance for media skills, systems, or debates to develop. Most participants are new to the field and have not had the chance to build journalistic, editorial, or technical production skills, or to debate roles and ethics. These skills were being learned on the job in an uncertain and high-pressure environment.

The uprising created an unprecedented space for free media, but the assessment found that engagement was needed for the development of a rights-based framework to support it. A free rights-based media that is able to make positive contributions to the transition needs an increase in skills, appropriate clear institutional and regulatory frameworks, and a public debate about what free media should look like. Such a debate is essential for future development and, the higher the quality of the debate, the better Libya’s media will become – with crucial implications for the country’s political, social, and economic development.

A group of friends since high school launched Shabab Libya FM 101.1 in Benghazi on April 27. "We are all still learning, we are all on trial," said founder Yazid Ettai. "Most of us are engineers, or accountants, and we have no idea about media." In the picture, the team records a short news announcement.

BENEDICT MORAN/INTERNEWS
“Libya has many challenges in its future; with the right support, new media outlets will be able to make the strongest contribution possible to the transition’s political stability, its democracy, and its social cohesion. But preparation for these challenges needs to begin now.”

**INTERNEWS’ LIBYA ASSESSMENT**

**IMPACTS**

The assessment provided a detailed assessment of the media environment in rebel-controlled areas of Libya (prior to the fall of Gaddafi in October 20), including analysis of local radio, TV, print, and online media outlets.

It generated a substantial quantity of supporting material, including videos and print articles, which helped gain widespread press coverage in media development and humanitarian publications.

In November, Internews took part in of a thirteen-member Arab and International delegation of media support organizations that conducted a week-long visit to Libya to assess the media situation post Gaddafi, show solidarity with independent Libyan journalists and fledgling free media, conduct workshops and find ways to support independent media in the wake of revolution.1

In 2012, Internews will launch an initial four-month media response project in Libya funded by USAID aimed at improving the level of professional journalism, aiding information flows and at helping promote media as a forum for discussion about the future of Libya. This response project is a direct result of the findings of Internews humanitarian media assessment.

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1 Media support delegation goes to Libya (November 01, 2011) http://www.internews.org/our-stories/press/media-support-delegation-goes-libya
Côte d’Ivoire was plunged into turmoil following the refusal of former President Laurent Gbagbo to concede defeat after losing the second round of elections to former Prime Minister Alassane Ouattara on November 28, 2010. The presidential election was meant to advance the peace process in Côte d’Ivoire, which had been split by civil war since 2002 into a Government-controlled south and an opposition-held north. Instead, the elections initially renewed internal conflict, bringing with them regional humanitarian ramifications.

Beginning in November 2010, civil conflict had displaced an estimated 800,000 people in Côte d’Ivoire, with more than 160,000 others fleeing to neighboring countries, the vast majority to Liberia, where refugees started arriving in the eastern counties of Nimba, Grand Gedeh, and Maryland.

An Internews team conducted a 10-day assessment in Nimba county in April 2011, mapping the local media and the telecommunications landscape in the country, assessing the information needs of refugee communities, and connecting with the
The team worked to identify gaps and find potential ways to enhance community outreach, working in partnership with local media and through various communications channels, such as SMS messages.

**FINDINGS**

The Internews assessment identified important information and communications gaps for Ivorian refugees, with communication resources being vastly under-utilized. Specifically, it found that there was a lack of two-way information flow between humanitarian actors and local hosts and refugees that would enable their participation in relief efforts. Most refugees, especially women, had little news about the situation in Côte d’Ivoire. Access to trusted sources was a problem and rumors spread quickly.

The best sources for information were found to be radio and mobile phones, but both were in short supply and reception in certain areas was poor. Very few refugees had access to mobile phones, and access to radios was over-estimated. Local media were under-utilized and their potential to support the humanitarian response remained largely untapped.

Internews found that a lack of communication between humanitarian actors and private sector telecommunications companies was also preventing agencies from understanding and identifying existing telecommunication tools that could solve many of their operational challenges, including lack of phone coverage in some areas.
“Ivorians who have fled into Liberia for their safety have little idea what is happening back at home, causing anxiety and fear as they have very limited access to news or information from their home country.”

**INTERNEWS’ LIBERIA ASSESSMENT**

**RECOMMENDATIONS/IMPACT:**

The assessment concluded that proactive and sustained communication strategies needed be put in place to provide relevant, actionable, timely, and accurate information that could tackle potential rumors, help manage community expectations, and increase the sense of self-agency among refugees.

Humanitarian organizations needed to systematically adopt strategies that would support comprehensive two-way communications, including assessment of the information needs of refugees and host communities; assessment of the local information ecosystem to understand how information flowed; and analysis of refugees’ ability to access various forms of message delivery, including their levels of trust in different mediums.

Specifically, it recommended that wind-up radio sets and mobile phones be distributed to refugee and host communities. Additionally, megaphones and bicycles were needed to help deliver humanitarian information, as well as listening stations/posts or loudspeaker systems in refugee camps, transit centers, and food distribution points.

There was also a need for coordinated efforts to engage with local media and telecommunication providers on the production and dissemination of targeted information to refugee and host communities about their status, the services available, and how to access them.

Agencies also needed to put in place systematic feedback mechanisms, including complaint systems, to enable communities’ active participation in the relief and development process. Also required were adequate resources, financial and human, to roll out these strategies, including follow-up, monitoring, and evaluation of the impact of humanitarian communication efforts.

The assessment included a detailed analysis of local radio stations in the area and their potential reach. Internews also brokered the first meeting with the UN and one of the main telecommunication companies in Liberia to discuss the possibility of using mobile phones to communicate with Ivorian refugees in the east of the country.

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**Internews’ assessment in Liberia was supported by the John D. and Catherine T. MacArthur Foundation and the Shelley and Donald Rubin Foundation. For more information, and to access audiovisual stories and download the report, see: [http://www.internews.org/where-we-work/sub-saharan-africa/cote-divoire](http://www.internews.org/where-we-work/sub-saharan-africa/cote-divoire)**
TUNISIA/LIBYA

PROVIDING STRANDED MIGRANTS WITH ESSENTIAL INFORMATION

CONTEXT

When foreign workers started fleeing fighting in Libya in early 2011, Egyptian and Tunisian nationals were quickly accepted back to their countries of origin. However, tens of thousands of others, mostly from Bangladesh but also Malians, Somalis, Nigerians, Sudanese, Ghanaians, and others, became stranded at Choucha Camp, just seven kilometers away from Libya’s border inside Tunisia.

An estimated 135,000 refugees crossed the border; close to 96,000 were helped to depart, mostly to their countries of origin, by the International Organization for Migration (IOM), UNHCR, local authorities, and other humanitarian actors. Others, however, including Somalis and Eritreans, faced a long and uncertain wait. At least 20 other UN agencies and international NGOs were present at Choucha Camp.

TUNISIA

Providing stranded migrants with essential information

CHOUCHA CAMP

CAPITAL

TUNIS

OFFICIAL LANGUAGE(S)

ARABIC

OTHER LANGUAGE(S)

FRENCH

GOVERNMENT

PRESIDENTIAL REPUBLIC, TRANSITIONAL

AREA

163,610 KM²

POPULATION

10,629,186 (2011)

LITERACY RATES

77.60% (2008)

UNDP HUMAN DEVELOPMENT INDEX (2011)

94/187

REPORTERS WITHOUT BORDERS’ PRESS FREEDOM INDEX (2010)

164 / 178
In February 2011, Internews mapped the local media landscape and assessed the information needs of the refugee population in order to determine the best ways for the humanitarian community to reach them. Working with UNHCR and IOM, Internews convened the first Camp Communication meeting and helped organize an implementable plan for an information system, with UNHCR, IOM, Caritas, and Islamic Relief as lead actors.

FINDINGS
The mapping exercise found that refugees were mostly living in an information void, with no direct information mechanism delivering relevant news. Even those who owned radios could not access information because of poor coverage and language barriers. Cellphones offered a possible point of information intervention, as many refugees had mobile phones and were able to secure Tunisian SIM cards and credit.

A local cooperative had set up a stage, a public address system, and a movie screen to provide evening entertainment. Two “information tents” were also established, where residents could get news throughout the day. Communication was hindered, however, by the number of languages spoken by the different nationalities. At times, refugees from Bangladesh comprised up to 80 percent of the population, but only a handful of humanitarian agencies had basic Bangla or Hindi skills. The overwhelming question that refugees wanted answered was, “When am I going home?”

Internews did a rapid assessment of local media in the border area and their interest in supporting a humanitarian information service for stranded communities. Two national radio networks broadcast locally and covered the refugee situation in Tunisia, but had no physical reporting presence at the camp. Internews also mapped all the media outlets in Tunisia and shared that information with the Libya Crisis

Refugees gather every day in hopes of hearing about their departure status.

JESSE HARDMAN/INTERNEWS
Internews’ assessment in Tunisia was funded by the John D. & Catherine T. MacArthur Foundation. For more information, and to access audiovisual stories and download the report, see: http://www.internews.org/research-publications/humanitarian-information-assessment-choucha-camp-tunisialibya-border

Map,\(^1\) set up by OCHA and the CrisisMappers Standby Task Force, of which Internews is a partner.

**RECOMMENDATIONS/IMPACT**

Internews found that a coordinated, basic information strategy at the camp level could play an important role in improving management and morale. Four basic recommendations provided by the Internews assessment were agreed upon for immediate implementation. UNHCR staff collected basic information from agencies and made brief announcements in all relevant languages, every morning and evening, via the public address system. IOM gave new arrivals a “welcome” card, in their most communicable language, giving them basic details about their situation. Caritas staffed the two central information tents, while Islamic Relief Worldwide set up a billboard where agencies could post important information.

In addition, with technical support provided by Internews, OCHA included, for the first time ever, a beneficiary communications component in its Inter-Agency Needs Assessment. Thousands of tents house groups of mostly men who fled the fighting in Libya.

\(^1\) Libya Crisis Map (http://libyacrisismap.net/)

JESSE HARDMAN/INTERNEWS
When Information Saves Lives: Communication is Aid

SRI LANKA
ASSESSING THE INFORMATION NEEDS OF FLOOD-AFFECTED COMMUNITIES

CONTEXT
Continuous rains which began on December 26, 2010 in north-east Sri Lanka caused displacement due to severe floods and land, rock and mudslides, mainly in the eastern and central parts of the island. According to the Disaster Management Centre (DMC), as of January 14, more than 1,055,000 persons were affected, with 27 deaths and 12 missing persons. The UN reported more than 350,000 people in 11 districts of the country were displaced across hundreds of temporary relocation centers, with more than 12,100 houses destroyed or severely damaged, according to the IFRC.

Significant humanitarian challenges remained for those returning, particularly in food insecurity, water quality, housing damages, crop loss and resumption of livelihoods. According to the UN, floodwaters damaged more than 200,000 acres of agricultural lands.

By mid-February, fair weather prevailing

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2. Press Release: UN continues to support flood-stricken people (Colombo, 14 January 2011)
Men use a rope to cross a washed out section of a bridge in the Pinnaman-kada area, Polonnaruwa District

AMANTHA PERERA

across the island ensured the return of 99 percent of displaced persons. With rains abating once March began, agencies wrapped up humanitarian relief and focused on early recovery assistance.

The assessment mission to Sri Lanka in January 2011 was organized rapidly to determine what course of action Internews Europe could take in response to flooding caused by extreme monsoon rains. The mission had two objectives:

- To assess the impact of the floods and determine if there was an information vacuum that could be aided by a humanitarian information project.
- To assess and advise on the future course of a local media facility, and determine if there was a need for Internews to re-establish a presence in Sri Lanka.

**FINDINGS**

During the assessment period, the emergency phase of the flood was over, and most people who had been staying at welfare centers had returned to their homes or moved in with friends and family. People affected by the floods used radio as their main source of information, listening to both commercial and state stations. They also received information from state television and from SMS news services. Local and international NGOs and agencies welcomed the idea of increasing humanitarian information for the affected communities, but many did not understand how a two-way flow of information could help optimize interventions and improve coordination.

Social media (i.e. twitter, blogs) were being used by some journalists and humanitarian

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5 Sri Lanka - Monsoon Flood Update - Situation Report 16 (22 Marzo 2011) (http://reliefweb.int/node/393050)
agencies, and there were significant opportunities to promote the use of online and mobile strategies, especially for coordination and data gathering, and to enable journalists to distribute stories covering controversial issues. A number of groups and organizations were providing capacity building and support for media personnel, but little effort was being made to coordinate or collaborate their efforts. The government remained antagonistic towards international staff and organizations based in Sri Lanka.

RECOMMENDATIONS
Internews concluded that it could support the implementation of a short-term humanitarian information project focusing on the early recovery phase for communities affected by the floods. Internews had an opportunity to use a pre-existing media house it had launched in the east in 2010 as a base from which to deploy humanitarian information activities, or alternatively needed to identify an organization to partner with or take it over.

The assessment concluded that there was scope for Internews to share its expertise in areas such as crisis mapping and SMS strategies with government agencies and NGOs, either by re-establishing a presence in Sri Lanka or through a partner organization. However, due to the lack of donor funding available, no deployment could be completed.
INSTITUTIONAL EVOLUTION WITHIN THE HUMANITARIAN SPACE: THE BEAUTY OF PARTNERSHIPS

Collaboration between relief agencies and media partners is critical to the success of any humanitarian response. As recognition of the importance of communication with disaster-affected communities has grown, Internews has been moving into new and important partnerships with humanitarian organizations focused on improving global practice in this vital area of humanitarian relief.

In addition, Internews has been working to build links and knowledge with other institutions in order to prompt wider sectoral change within the humanitarian community, particularly in engaging more closely with local populations through the key channel of local media.

Over the past 12 months, Internews has engaged in a number of collaborative initiatives in its efforts to spread this message. Many of these are detailed below, and all of them have contributed to Internews’ own thinking and practice in important ways.
INTERNEWS’ CENTER FOR INNOVATION AND LEARNING

HARNESSING THE POTENTIAL OF DIGITAL TECHNOLOGIES AND INNOVATIVE APPROACHES

The past five years have seen more changes in the global media and journalism environment than ever before in Internews’ nearly 30 years of existence. The dramatic evolution in how people access, produce, consume, and share information has challenged the fundamentals of how to create quality local news and information. It has also changed the way that communities affected by humanitarian crisis can raise their voices and get in touch with relief organizations, government, and media, and the ways in which they communicate amongst themselves.

From the rapid development of the mobile phone as a primary source of information to the decline of traditional media in many places around the world, new information dynamics require exploration, collaboration, and experimentation, and Internews has a role at the forefront of this process. In a humanitarian context, new technologies can enable participatory communication models, real-time data collection and analysis, and visual representation of key humanitarian information.

In 2011, the Internews Center for Innovation and Learning was launched to harness the potential of digital technologies and innovative approaches to better meet the information needs of communities around the world. The Center, based in Washington, D.C. and operating globally, serves as a hub to inform and engage others in the fields of media, information technology, and development.

The Center has deployed a team of regional new media and innovation advisors to explore digital tools and potential partnerships with local institutions. The advisors work with project teams throughout Asia, Eastern Europe, sub-Saharan Africa, and the Middle East on experimentation, adaptation, and customization of tools and technologies.

Among work supported by the Center, the Africa Regional Innovation Advisor led the initiative to conduct interviews for an information needs assessment in the Dadaab refugee camps in Kenya, using smartphones with data collection software designed by Episurveyor in August.

In 2011, Internews also partnered with Open Data Kit (ODK), a free and open-source set of tools which help organizations use mobile phones and cloud servers to collect and deliver data, in an effort to streamline the use of such tools in humanitarian and other situations.
THE CDAC NETWORK
COMMUNICATING WITH DISASTER-AFFECTED COMMUNITIES

INTERNEWS IS ONE of the founding members of the Communicating with Disaster-Affected Communities (CDAC) Network, a groundbreaking cross-sector collaboration between aid agencies, UN organizations, the Red Cross Movement, and media development organizations that recognizes information and two-way communication as key humanitarian deliverables.

The CDAC Network was formed in 2009 in response to the policy paper *Left in the Dark*, which showed that frequently people affected by disasters are left out of the information and communication loop, with an emphasis instead on reporting stories from disaster zones back to donor countries.

In 2011, the CDAC Network also ran an active deployment in Haiti, CDAC Haiti, that has provided valuable learning as a basis for much of its advocacy work. CDAC Haiti became operational in January 2010 and ended activities at the end of November 2011.

The CDAC Network also convenes meetings to share learning and good practice in communicating with disaster-affected populations. It seeks to bring together diverse yet compatible actors — including humanitarian actors, IT organizations, media development agencies, and quality and accountability initiatives — to increase mutual understanding and foster greater collaboration between them to bring about more effective field practice.

During 2011, the CDAC Network has been partially funded by Infoasaid, which supported a capacity-strengthening program for the Network. In 2011, the CDAC Network conducted a strategic review and development process that will determine its priorities and activities over the next five years. This review will also clarify the governance, management, and membership structure of the Network. The CDAC Network will be launching a website in 2012.

During 2011, the CDAC Network has been supporting the Sub Group on Accountability to Affected Populations (part of the Inter-Agency Standing Committee (IASC) Task Team on the UN Cluster Approach) in the development of an operational accountability framework that recognizes communication as aid as integral to accountability work.

Current members of the CDAC Network Steering Committee are the Active Learning Network on Accountability and Performance in Humanitarian Action (ALNAP); the BBC World Service Trust, now BBC Media Action; the British and Irish Red Cross; Humanitarian

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1. See Annex 1: Landmark publications and events in the evolution of the humanitarian communications sector
2. CDAC Haiti (www.cdac-haiti.org/en/content/what-cdac)
3. Infoasaid (http://infoasaid.org) is a DFID funded project of Internews and the BBC World Service Trust, now BBC Media Action, that focuses on improving how aid agencies communicate with disaster-affected communities. Read more under the Infoasaid section, below.
Accountability Partnership (HAP) International; International Media Support (IMS); the infoasaid project; Internews; Merlin; the United Nations Population Fund (UNFPA); the Office for the Coordination of Humanitarian Affairs (OCHA); Plan UK; Save the Children UK; and the Thomson Reuters Foundation.

Two days after the January 12, 2010 earthquake in Haiti, the UN Office for the Coordination of Humanitarian Affairs (OCHA) tasked Internews – on the basis of its extensive in-country operation and in-country capacity – with coordinating on the ground the first ever deployment of the CDAC Network.

Initially conceived as a short-term pilot, CDAC Haiti (www.cdac-haiti.org) eventually came to operate as a communications sub-group within the UN cluster system.

It brought together humanitarian and media development organizations, experts in radio, mass media, SMS, web-based, and non-mass media communications, alongside local media and representatives of the Government of Haiti in a collective effort to improve two-way communication between aid providers and the affected Haitian population.

CDAC Haiti ceased operations on November 30, 2011. According to Ann Kite Yo Pale (Let Them Speak), an independent report published by infoasaid in November 2011, that captured practical case studies and best practice in communications with affected communities during the 2010 responses in Haiti, CDAC Haiti “delivered far beyond original expectations.”

A recent review of CDAC Haiti, carried out by Channel Research, seeks to understand the initiative’s different phases, documenting successes and highlighting what worked and what did not, and why. Although the situation in Haiti was unique, the review also identifies lessons for other emergency contexts. This review will be available in early 2012.

“The humanitarian community’s capacity to communicate with affected communities has been recognized as stronger in Haiti than in any former emergency, and CDAC Haiti played an important role in enhancing this capacity.”

CDAC Haiti was funded largely through the Emergency Relief and Response Fund (ERRF), with some additional short-term funding from the global CDAC Network and the World Health Organization (WHO). Internews, as depositary of the CDAC grant from OCHA and WHO, was responsible for staffing the Secretariat (including the secondment of an Internews senior staff member, to fill the first full-time CDAC Coordinator position), providing logistics, financial management of the grant, and overall oversight and support to the CDAC Network in Haiti.

Internews’ work with the CDAC Network was supported by the Lodestar Foundation.
INFOASAID

IMPROVING HOW AID AGENCIES COMMUNICATE WITH DISASTER-AFFECTED COMMUNITIES

INFOASAID is a consortium of Internews Europe and the BBC World Service Trust, now BBC Media Action, funded by DFID that focuses on improving how aid agencies communicate with disaster-affected communities. The focus is on providing humanitarian information, with an emphasis on the need to deliver information as aid itself through the most appropriate channels.

Infoasaid works to build the capacity and preparedness of humanitarian aid agencies to respond to the information and communication needs of affected populations. The project is partnering with a small number of selected humanitarian organizations (including ActionAid, Merlin, Save the Children, and World Vision) in mounting rapid responses to emergencies to enable communication between agencies and affected communities.

In addition, infoasaid is partnering with the International Federation of the Red Cross (IFRC) on a study designed to support the latter’s institutionalization of two-way communications with disaster-affected populations (or “beneficiary communications” in IFRC terminology). The study will address the ways that IFRC can consolidate and build on work in this sector and the resources and investment it needs to do this.

The project, which is based in London, began in mid-2010 and is staffed by a dedicated team with experience in international organizations, media, and research institutions. Internews and the BBC World Service Trust provide technical advice to infoasaid and are jointly responsible for the strategic direction of the project.

In order to support the capacity of humanitarian organizations to communicate with affected populations, infoasaid is producing a series of tools:

- **Media and telecommunications landscape guides for 22 developing countries prone to humanitarian emergencies:** These guides provide a comprehensive overview of the media and telecommunications landscapes in the 22 developing countries most vulnerable to humanitarian crises, with detailed information on all available channels of communication, including radio, TV, internet, mobile telephony, and more traditional channels. They also provide information on telecommunications and media penetration rates and dark areas, as well as contact directories of media outlets. This information


can be used by humanitarian responders to help in the production and dissemination of radio shows, TV programs, SMS messages, poster campaigns, or public service announcements to communicate with local communities in a timely, accurate, and well-targeted manner.

- **A library of generic messages** (to be launched in early 2012): During an emergency, there are certain key life-saving and awareness messages that need to be conveyed to affected populations. These are often very similar from crisis to crisis, though they always require tailoring to the local context.

  Infoasaid has worked to develop a library of generic, multi-sectoral messages for crisis-affected populations in partnership with the UN Cluster system to ensure coordination and technical agreement. This library will enable humanitarian actors, for example, to rapidly broadcast important public service announcements immediately following the onset of a crisis.

  The messages include alerts, advice on risk mitigation, self-care, and prompts for available services. A User’s Guide explaining how to use the library and how to contextualize each message will accompany this tool.

- **An e-learning package for field staff** (to be launched in early 2012): Infoasaid is producing a two-hour e-learning course to provide humanitarian workers with the basic understanding and skills needed to communicate with affected populations.

  The main learning objectives of this tool are:

  - Why communication with crisis-affected communities matters;
  - Knowing your community and how to communicate with it;
  - Formulating, testing, and disseminating key messages and adapting key messages for different channels and target audiences;
  - Facilitating dialogue and feedback through multi-platform approaches.

  - **A facilitator’s training manual**: Based on the experience of the infoasaid team in conducting a number of in-house trainings and field deployments with selected humanitarian organizations in South Sudan, Kenya, and Somaliland, to help them improve how they communicate with disaster-affected communities, infoasaid is producing a Training of Trainers (ToT) Manual on communicating with affected populations.

  - **Research and publications** (proof-of-concept): The infoasaid project is committed to continuing to build the body of evidence around the issue of communications with affected populations demonstrating that communication is aid.³

In addition to producing these tools, the infoasaid project, through Internews, has been the basis of a number of important partnerships and collaborations with humanitarian actors, which are detailed below.

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Although it is recognized that better data and information on the impact of disasters and the needs of affected communities are key elements in ensuring the best possible response, little systematic attention has been given to the information and communication needs of disaster-affected communities. Inter-agency needs assessments have not specifically looked into people’s communication needs, and this has resulted in major gaps in aid effectiveness and downward accountability. Humanitarian actors need to ensure that, from an operational and policy level, people in the midst of crisis have access to the information they need to make informed decisions and to take an active role in their own survival and recovery.

In its capacity as a member of the infoasaid project, Internews spent much of 2011 working with the aid community to embed within the humanitarian response architecture a greater focus on understanding the information and media landscapes of countries affected by disaster from the outset of any humanitarian response, on the premise that this will improve the quality and effectiveness of aid.
When Information Saves Lives: Communication Is Aid

To address this gap, Internews, through the infoasaid project, has been working with the Inter-Agency Standing Committee Needs Assessment Task Force (IASC NATF)¹ to ensure that assessment teams and humanitarian responders take into consideration the media and telecommunications landscape of the country they are working in and the information ecosystem pre-disaster when doing assessments, to positively affect programmatic decisions.

As a result of this technical collaboration, four questions on information access have been incorporated into the Multi-Cluster Initial Rapid Assessment (MIRA), a revised assessment methodology framework to be used during the first 72 hours and first two weeks of a crisis.

1  www.humanitarianinfo.org/iasc/pageloader.aspx?page=content-subsid-common-default&sb=75

IASC NEEDS ASSESSMENT TASK FORCE

In July 2009, the IASC Working Group created the IASC Needs Assessment Task Force (NATF), with the objective to harmonize and promote cross-sector needs assessment initiatives for consistent, reliable and timely data on humanitarian needs in sudden-onset crises to strengthen informed decision making and improve humanitarian response.

ASSESSMENT CAPACITIES PROJECT (ACAPS)

In November 2011, infoasaid and ACAPS² began collaborating³ to ensure that Secondary Data Reviews (SDR) also contain a specific section on the media and telecommunications landscapes of the country in question. The collaboration began with the release of the SDR for Niger⁴ in early November. In December 2011, infoasaid provided summaries of the media and telecommunications landscapes for the Horn of Africa countries, Somalia, Kenya, and Ethiopia. The summaries are based on data collected for infoasaid’s production of media and telecommunication guides for the 22 countries most vulnerable to humanitarian crises.

As one of its key services, ACAPS maintains an updated library of SDRs on countries vulnerable to disasters. SDRs provide first responders and humanitarians on the ground with clear, detailed, and up-to-date analysis of background information about the affected area, groups of interest, and risks and vulnerabilities, as well as sectoral information at the local level. SDRs for emergencies are based on review of secondary data, field studies ongoing during the emergency, contact with individuals working in the field, and lessons learned and experience gained from similar crises or disasters in the past.

ACAPS is an initiative of a consortium of three NGOs (Norwegian Refugee Council, HelpAge International, and Merlin) dedicated to improving the assessment of needs in complex emergencies, sudden-onset disasters, and protracted crises. ACAPS works with a number of humanitarian actors, including the IASC NATF.

2  ACAPS (www.acaps.org)
4  Secondary Data Review on Niger (www.acaps.org/news/secondary-data-review-on-niger)
Eforts to help humanitarian responders do a better job at understanding the information and media landscapes of countries affected by disaster have immersed Internews in the emerging practice of crisis mapping.

Internews is interested in how crisis mapping can be used in humanitarian interventions from two primary angles: 1) the potential for online mapping technologies to enable platforms for increased participation and two-way communication flows (i.e. through the use of crowdsourced information and response); and 2) the potential to use online maps to better represent critical information on the pre- and post-disaster media and telecommunications landscapes.

It is in this latter area of potential that Internews, as a media development organization, pursued a number of new partnerships towards the end of 2011.
MAPACTION

Drawing on the infoasaid media and telecommunication guides, infoasaid, through Internews, began a collaboration with MapAction\(^1\) in November 2011 to map the infoasaid media and telecoms landscapes of 22 developing countries vulnerable to humanitarian crises with the aim of enhancing humanitarian response.

As part of this collaboration, MapAction is literally putting much of the available media landscape information onto maps to enhance humanitarian response. The maps, which will be accessible both on- and off-line, are produced by collating technical data from radio stations and feeding it into a mapping system developed by infoasaid. This innovative humanitarian tool, to be launched in early 2012, will display the geolocation of local media outlets and will provide available contact information for each.

MapAction, which began in 2004 in response to the Indian Ocean tsunami, is today the only NGO with the capacity to deploy a fully trained and equipped humanitarian mapping and information management team anywhere in the world, often within a few hours of an alert. Consisting of a volunteer group of geographical information systems (GIS) professionals specially trained in disaster response, it delivers vital information in mapped form to humanitarian responders based on information gathered at the scene of a disaster.

\(^1\) MapAction (www.mapaction.org)

STANDBY TASK FORCE

Internews and the Standby Task Force (SBTF)\(^2\) became partners in 2011 and have been working on a Memorandum of Understanding (MoU) for the creation of media and telecommunications landscape maps in the wake of disasters, using volunteers from the SBTF. These maps will consider the post-disaster media and telecommunications environment with inputs from a trusted network of volunteers around the world in order to assess and map the media and telecommunications ecosystem that could be leveraged for humanitarian communications.

Internews actively participated in the second and third annual International Conferences on Crisis Mapping, organized by the International Network of Crisis Mappers, in Boston in 2010 and Geneva in 2011.\(^3\) The Crisis Mappers network is described as the largest and most active international community of experts, practitioners, policymakers, technologists, researchers, journalists, scholars, hackers, and skilled volunteers engaged at the intersection between humanitarian crises, technology, and crisis mapping.

The SBTF is a volunteer based network representing the first wave in online community emergency response teams. The concept for the Task Force was launched at the 2010 International Conference on Crisis Mapping (ICCM 2010) to streamline online volunteer support for crisis mapping following lessons learned in Haiti, Chile, and Pakistan and to provide a dedicated interface for the humanitarian community. The SBTF Membership currently comprises 700+ volunteers from 70+ countries around the world.

\(^2\) Standby Task Force (SBTF http://blog.standbytaskforce.com)
\(^3\) International Network of Crisis Mappers (http://crisismappers.net/)
OUR CAPACITY TO RESPOND: RELIABLE, PREDICTABLE, AND SUSTAINABLE

As Internews solidifies its partnerships and establishes its position within the humanitarian space, it has also been growing its own internal capacity to be able to act as a first responder in the event of a humanitarian crisis, so that it can deliver life-saving humanitarian communications solutions in partnership with local media, relief organizations, and local governments.

To effectively offer support to this critical area of humanitarian intervention, Internews spent 2011 bolstering its internal resources and capacities to be able to deploy quickly in the event of an emergency.
In the event of a humanitarian disaster, this roster allows Internews to quickly identify and deploy professionals within 24-48 hours who can help humanitarian responders understand the local information ecosystem and assess and address the information and communication needs of disaster-affected communities.

Internews is always recruiting and accepts applications from motivated and experienced professionals qualified to fill any of the eight key positions that it may deploy in the event of a full emergency response:

- Team Leader
- Humanitarian Liaison Officer (this position could also potentially fill requirements for CDAC Coordinator positions)
- Humanitarian Journalism Trainer
- Radio Producer/Trainer
- Radio Technician
- Research/Monitoring and Evaluation (M&E) Director
- Emergency Multimedia Documentation Officer
- Logistics Officer

Once applicants are screened, those candidates selected are put onto the Roster. This will help the Internews be ready and prepared to assemble groundbreaking response teams that can deliver professional, timely, predictable, reliable, and well-targeted humanitarian communication solutions in the wake of humanitarian crises.

For more information on the Internews Humanitarian Media Roster, see: http://www.internews.org/about-internews/work-us
INVESTING IN DISASTER PREPAREDNESS:
EMERGENCY STANDBY EQUIPMENT

To make sure that Internews has the right equipment on hand to rapidly deploy in the event of a crisis, at the end of 2011 the organization procured five different types of emergency standby kits, to be stored at its Washington D.C. headquarters, packed and ready for immediate deployment.

Each kit contains the equipment necessary to respond to fully-fledged humanitarian communications operations and can be taken with Internews staff to different crisis contexts, depending on the particular needs of the response.

- Newsroom-in-a-box: This contains equipment and material to equip local journalists to report stories in the midst of a crisis, ranging from digital recorders, microphones, and headphones to smartphones and laptops with audio editing software. The Newsroom-in-a-box kit also includes a video camera and all the equipment necessary for video production and training. All the equipment fits into a backpack.
- Production equipment: This kit contains all the material needed to produce radio and other audio products, in a studio and also outdoors.
- Broadcast equipment (i.e. radio-in-a-box): In the event that media outlets are destroyed or severely damaged and unable to broadcast, this kit contains the equipment necessary to set up a mobile broadcasting facility, including a transmitter and a mast.
- Communication equipment and Office-in-a-box: The fourth and fifth kits contain Internews communications and office materials, including smartphones, satellite phones, BGAN portable satellite internet terminals, tents, generators, first aid kits, and non-perishable food, to name just a few items. Wind-up radio handsets are also part of this kit for distribution to disaster-affected populations.

In designing these kits, Internews worked with RadioActive, a UK-based social enterprise that provides equipment, training, and technical solutions for community radio stations, recording studios, and radio training centers. RadioActive helped to finalize the design and equipment list for the kits; to source and procure all the items; to package them in secure, customized cases; and to create inventory lists and user manuals for how to assemble and use the equipment once deployed.

1 For an example of this type of intervention, see the following video about Internews’ work in Aceh, Indonesia, after the 2004 tsunami: http://www.youtube.com/watch?v=ghZatq1vip

2 RadioActive (www.radioactive.org.uk)
A key element of any Internews humanitarian response is training on humanitarian reporting for local media professionals, so that they are better equipped to understand the complexities of humanitarian responses and able to report useful and actionable information to affected communities. Such trainings are part of disaster risk reduction (DRR) efforts, as well as disaster response initiatives.

To facilitate and streamline these trainings, Internews is working on a new edition of a Humanitarian Reporting Module, which consolidates, updates, and refines manuals that it has already created in Sri Lanka and Pakistan. Among other topics, the manual will cover:

- Knowing your audience: disaster-affected communities;
- The role of media in humanitarian crises;
- Basic and humanitarian-specific journalism skills;
- The humanitarian system;
- Using new and social media to contribute to humanitarian communications;
- Security, safety, and mental health of journalists.

The Humanitarian Reporting Manual will be launched in early 2012 and is intended to be of use to a wide range of actors, including trainers and reporters from developing countries and journalism schools around the world.
To ensure reliable and predictable work in the humanitarian space Internews has been developing an internal set of Standard Operating Procedures (SOPs) that capture Internews’ past experience in humanitarian communications and provide guidance for future interventions to Internews staff and Roster members.

Though the SOPs provide an important framework, it is important to remember that every emergency is different and that therefore these SOPs are flexible, living documents that allow for creativity and innovation in any context in which Internews may operate.
Knowing what information affected populations need, understanding the best way to reach them, and creating a two-way communications system are all vital components to any humanitarian response. Understanding the information needs of local communities enables humanitarian responders to deliver better aid.

Similarly, understanding the extent of the damage to local media infrastructure enables Internews and other humanitarian responders to identify the range of available channels that can support rapid humanitarian communications interventions. Equally important, assessments on these issues enable Internews to know which local media need to re-launch operations, and the best way to support them. With all this information, Internews and other interested organizations can plan coordinated media assistance programs to rebuild local media.¹

Drawing on its experience with information needs assessments from Haiti and throughout 2011 in a range of contexts, Internews has developed questionnaire templates for both kinds of assessments. These templates are uploaded onto data collection software that enables assessors to quickly and securely collect data using mobile phones. The templates can be customized to meet the needs of different contexts, and will also be shared with the needs assessment community of more traditional humanitarian responders.²

¹ As aforesaid, the infoasaid project is producing media and telecommunications guides pre-disaster.
² See earlier section on Information Needs Assessments.
CHALLENGES: PRACTICING INSTITUTIONAL CHANGE AND LEVERAGING RESOURCES TO MAKE IT HAPPEN

Effective information and communication exchanges with disaster-affected populations in crisis situations around the world are still among the least acknowledged, least funded, and most complex challenges both within organizations and in the broader humanitarian sector.

The past decade has witnessed remarkable growth and sophistication in the area of humanitarian communications. At least for the past ten years, different publications and events have documented, highlighted, and contributed to the increasing body of evidence on the importance of communicating with affected communities and the need for this vital element to become a permanent, predictable, and reliable component of humanitarian responses.

1 For a list of publications, events, and other main landmarks on the issue of communications with affected communities, see Annex 1.
“The people who are on the receiving end of our assistance are rarely if ever consulted on what they need, or are able to choose who helps them or how... Whilst this has long been recognized as an issue, too little has been done about it.”

UK DEPARTMENT FOR INTERNATIONAL DEVELOPMENT (DFID) HUMANITARIAN EMERGENCY RESPONSE REVIEW (HERR), EXECUTIVE SUMMARY, MARCH 2011.

Humanitarian organizations have historically failed to realize that emergency responses are often undermined by a lack of information among affected people, in a way that severely affects aid effectiveness and accountability.

Affected populations need to be able to access timely, accurate, and well-targeted life-saving information. They have the right to know what is happening, and what services are available for them; they have a right to ask questions and get answers, and therefore become active agents in their own relief and recovery.

As of today, despite a few significant exceptions, all too often just a few individuals within organizations – in many cases lacking sufficient institutional support, adequate resources, and at times technical knowledge – are the only ones driving humanitarian communication efforts. Even when they deliver important results and make a positive impact, best practices and lessons learned are not normally institutionalized, and therefore hardly influence other humanitarian settings.

Despite the growing interest from humanitarian organizations and the important progress made to date, the obstacles to mainstreaming humanitarian communication models remain significant. These obstacles exist across the humanitarian architecture, as well as within Internews and other organizations committed to empowering local media to be key actors in humanitarian responses.
CHALLENGES WITHIN THE HUMANITARIAN SPACE

ANY OF THE CHALLENGES have to do with the way that the humanitarian system and donor priorities have historically been structured. To date, this has not sufficiently allowed or supported a profound and systematic investment in communications with affected populations, either within individual agencies or at the system level.

Within the humanitarian space, Internews’ experience from numerous assessments and operations amid crises, the most prominent challenges include the following:

1. LACK OF SPECIFIC RESOURCES: CONFLATION OF HUMANITARIAN COMMUNICATIONS AND PUBLIC INFORMATION ROLES

Very often, organizations task the same individuals who liaise with international media, generally public information, media, or communications officers, to work also on humanitarian communications. These same staff, particularly in a rapid-onset emergency, are also responsible for other equally critical tasks such as acting as spokespersons, drafting press releases, or writing reports, meaning that communication with affected populations is often not prioritized.

While the communication expertise required for these roles can translate into work with affected populations, fundamentally humanitarian communications is a very different activity, with distinct goals, strategies, and requirements.

2. LACK OF UNDERSTANDING ABOUT THE DIFFERENCE BETWEEN “MESSAGING” AND “TWO-WAY COMMUNICATION”

Historically, while important and good work has been done on the delivery of messages to affected populations (messaging), establishing systematic ways of listening to survivors (two-way communication) has remained a particular challenge. This is a crucial point: two-way communication is essential to identifying what is working and what is not, thereby boosting aid effectiveness; it is crucial for accountability, allowing aid organizations to respond to questions and clarify processes; and it is crucial to supporting and enabling beneficiary participation and empowerment to allow communities and individuals to begin to make decisions about their own lives.
3. HUMANITARIAN STAFF REQUIRE GREATER ORIENTATION AND SKILLS IN COMMUNICATIONS PLATFORMS AND SOLUTIONS TO CREATE TWO-WAY COMMUNICATION

This includes training on basic understanding and skills on how to communicate with affected populations, including delivering information, engaging in dialogue, and effectively channeling feedback from communities through multi-platform/multi-channel approaches using local media, non-mass media communication channels (e.g. community volunteers), traditional/indigenous channels (e.g. religious leaders), or mobile technology and social media – whatever avenues may work.

4. SIGNIFICANT STAFF TURNOVER, SHORT-TERM APPROACH, AND LACK OF INSTITUTIONAL MEMORY

While staff turnover is an endemic problem in the sector, particularly in rapid-onset emergencies, poor knowledge management systems lead directly to the loss of institutional memory.

As well as making new initiatives difficult to develop systematically, short-term approaches also result in the loss of local, on-the-ground knowledge and familiarity (e.g. establishing contacts and rapport with local players), skills developed through training programs, and overall awareness of entire activities. This tends to prompt stakeholders, particularly local ones, to feel that “the wheel is being reinvented every single day.”

5. HUMANITARIAN COMMUNICATIONS COORDINATION IS LACKING

Recent reports have found, “The current humanitarian architecture is not currently geared towards addressing the issue of communication with communities, or the concept of information as a form of humanitarian assistance in itself. No agency or cluster is tasked with leading on communication, and there is no recognition of communication as a cross-cutting issue.”

The Haiti response saw the first effort to address communication with affected communities at the level of the humanitarian system through CDAC Haiti, which worked as a cross-cluster support mechanism. Delivery of this service, through the CDAC Network, however, requires funding, staffing, and support services. If this is to happen, urgent policy changes are required to ensure that communications with affected communities are part of the standard humanitarian response.

Internexis, host agency of CDAC in Haiti, has been supporting an alternative model that has been documented in the CDAC Haiti Learning Review (see box on the next page).

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1 “Especially among expatriate staff, turnover rates are very high. In one major NGO, for example, 50 percent of expatriate staff turn over each year. On the one hand, the prospect of short tenures can be a disincentive for investing in the development of staff. On the other hand, organizations recognize that better management and better systems for career development could help retain good staff for longer periods.” Developing Managers and Leaders: Experiences and Lessons from International NGOs, Sherine Jayawickrama, October 2011, p.2. Special report by the Harvard Humanitarian Initiative and the Hauser Center for Nonprofit Organizations (http://hausercenter.harvard.edu/579/developing-managers-and-leaders-experiences-and-lessons-from-international-ngos/)

2 Ann Kite Yo Pale (Let Them Speak), p.43.
6. NOT KNOWING WHERE YOU SET YOUR FOOT: FAILURE TO UNDERSTAND THE INFORMATION ECOSYSTEM

As already discussed, better data and information on the impact of disasters and the needs of affected communities are key elements in ensuring the best possible response. Information needs and the changes prompted in the information ecology in a particular country/context need to be part of early humanitarian assessments, but these issues have not yet been systematically built into most existing initial post-disaster assessment protocols and practice.

7. FAILURE TO UTILIZE AND PARTNER WITH LOCAL MEDIA

Very often local media are not perceived or approached as potential partners, even being considered as a “threat.” They tend to be vastly under-utilized, and their potential to support humanitarian communications is left largely untapped.

Internews always advocates for the key role that media, often radio in particular, can potentially play in emergency responses when time and resources are invested in fostering these types of partnerships. Local media need to be given the support and respect they need to become fundamental players in humanitarian response, reconstruction, and community development.

8. COMMUNICATIONS EFFORTS ARE NOT EFFECTIVELY MONITORED

Despite some small-scale monitoring and feedback efforts, for example at local food distributions, most communications campaigns and systems may not be effectively monitored. This means that the impact and effectiveness of specific communications activities, and the overall usefulness of the channels they use, are not tested; subsequently there are little to no evidence-based adjustments or improvements to existing practice.

Very often monitoring of communications efforts is minimal or non-existent. This is a programmatic challenge – it is impossible to adjust messages, communications outreach strategies, or feedback mechanisms without measures to assess what is working and what is not. Furthermore, lack of adequate monitoring and evaluation of communication activities makes it even more complicated to prove the cost-effectiveness of these interventions and the value for money, and thus to justify leveraging specific resources for emergency response within humanitarian agencies.

Information needs assessments can provide baseline data that can assist in communications and feedback strategies and can justify (or not) investments in this non-traditional area of emergency intervention.

COMMUNICATIONS AND CLUSTERS

There are different ways to address communications with affected communities within the cluster architecture. A stand-alone cluster would be a possibility but it would risk isolating communications and could result in a ‘silo’ effect. A communications sub-cluster that would be similar to CDAC in Haiti could be established. Alternatively, a communications coordinating function could be integrated into each of the cluster leads by employing staff with the relevant backgrounds. The communication specialists from each cluster lead could collaborate in a cross-cluster working group to ensure cohesion and further coordination. This would allow for a clear mainstreaming of communications with affected communities.

CDAC HAITI LEARNING REVIEW, DRAFT REPORT, CECILIA M. LJUNGMAN WITH JETHRO SEREME, CHANNEL RESEARCH, P. 49.
CHALLENGES

INTERNEWS IS WORKING TO HELP alleviate the aforesaid challenges, but the organization itself also faces important challenges of its own:

1. NAVIGATING THE HUMANITARIAN SPACE AS A MEDIA DEVELOPMENT ORGANIZATION

Is Internews a news agency? Do Internews staff report on the issues discussed in coordination meetings? Are you going to publish this in the international media? The answer to all of these questions is “no,” yet Internews staff are regularly posed with such queries in humanitarian operations. The humanitarian space is an arena long occupied and monopolized by much bigger, more “traditional” humanitarian actors that have had limited exposure to media development organizations in the same ground.

Being a non-traditional humanitarian actor, but having a deep understanding and experience in humanitarian settings and the humanitarian architecture, Internews has invested time and resources in continuing to carve a space for communications with affected communities and strengthening the role of local media within the humanitarian system, making its case through its actions on the ground and its advocacy in the international arena.

2. LACK OF UNRESTRICTED FUNDING

Internews’ biggest structural constraint to leveraging the innovation sparked by crisis is our project-funding model. Internews’ primary funders tend to support only discrete programs of activity, almost always within set geographic boundaries. This model allows the organization to be tremendously effective on a fairly broad scale. But this project funding model leaves relatively little flexibility to respond to natural disasters or conflicts, or the staff and organizational capacity to learn from, disseminate and scale up results following a crisis intervention.

Despite the generous support of some foundations and individuals in the US, the lack of availability of such funding severely hampers Internews’ ability to react quickly in the wake of a humanitarian crisis. Internews is a project-funded organization and, without unrestricted emergency funds that enable it to hit the ground within 24-48 hours of an emergency, its response time is significantly increased. This delay can mean a serious blow to the way that humanitarian communications work is embedded, or not, into a particular response from the outset.

Indeed, it is Internews’ desire that the great gains made in 2011 – the impact shown by its country operations and emergency assessments, the evolution of the institution within the humanitarian space, the partnerships and alliances forged, and the energy put into equipping itself with the right resources to be able to deploy – may be supported in 2012.

Adequate resources will support Internews to manage, maintain, and enhance its capacity to provide added value to humanitarian operations and contribute to saving lives and reducing suffering in partnership with local media, humanitarian organizations, and local governments around the world.

1 See list of Internews’ donors in Annex 4: Support from Donors.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACAPS</td>
<td>Assessment Capacities Project</td>
</tr>
<tr>
<td>ALNAP</td>
<td>Active Learning Network for Accountability and Performance in Humanitarian Action</td>
</tr>
<tr>
<td>BGAN</td>
<td>Broadband Global Area Network</td>
</tr>
<tr>
<td>BBC WST</td>
<td>BBC World Service Trust</td>
</tr>
<tr>
<td>CDAC</td>
<td>Communicating with Disaster-Affected Communities</td>
</tr>
<tr>
<td>DFID</td>
<td>Department for International Development (UK)</td>
</tr>
<tr>
<td>DRL</td>
<td>Bureau of Democracy Rights and Labor</td>
</tr>
<tr>
<td>EC</td>
<td>European Commission</td>
</tr>
<tr>
<td>ECHO</td>
<td>European Community Humanitarian Office</td>
</tr>
<tr>
<td>ERRF</td>
<td>Emergency Rapid Response Fund (OCHA)</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>FAO</td>
<td>UN Food and Agriculture Organization</td>
</tr>
<tr>
<td>GIS</td>
<td>Geographical information system</td>
</tr>
<tr>
<td>GoH</td>
<td>Government of Haiti</td>
</tr>
<tr>
<td>IASC NATF</td>
<td>Inter-Agency Standing Committee Needs Assessment Task Force</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and communications technology</td>
</tr>
<tr>
<td>IDP</td>
<td>Internally displaced person</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>IFES</td>
<td>International Foundation for Electoral Systems</td>
</tr>
<tr>
<td>IFRC</td>
<td>International Federation of the Red Cross</td>
</tr>
<tr>
<td>IFs</td>
<td>Instrument for Stability (of the EC)</td>
</tr>
<tr>
<td>IOM</td>
<td>International Organization for Migration</td>
</tr>
<tr>
<td>MIRA</td>
<td>Multi-Cluster Initial Rapid Assessment</td>
</tr>
<tr>
<td>MoU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-governmental organization</td>
</tr>
<tr>
<td>NRC</td>
<td>Norwegian Refugee Council</td>
</tr>
<tr>
<td>OCHA</td>
<td>UN Office for the Coordination of Humanitarian Affairs</td>
</tr>
<tr>
<td>OFDA</td>
<td>U.S. Office of Foreign Disaster Assistance</td>
</tr>
<tr>
<td>OTI</td>
<td>Office of Transition Initiatives (USAID)</td>
</tr>
<tr>
<td>PRM</td>
<td>State Department’s Bureau of Population, Refugees and Migration</td>
</tr>
<tr>
<td>SBTF</td>
<td>Standby Task Force</td>
</tr>
<tr>
<td>SDR</td>
<td>Secondary Data Review</td>
</tr>
<tr>
<td>UNFPA</td>
<td>United Nations Population Fund</td>
</tr>
<tr>
<td>UNHCR</td>
<td>Office of the United Nations High Commissioner for Refugees</td>
</tr>
<tr>
<td>USAID</td>
<td>U.S. Agency for International Development</td>
</tr>
<tr>
<td>WFP</td>
<td>World Food Programme</td>
</tr>
</tbody>
</table>
ANNEX 1
Landmark publications and events in the evolution of the humanitarian communications sector

2000
*Working with the Media in Conflicts and other Emergencies.* DFID policy paper produced by DFID’s Conflict and Humanitarian Affairs Department and Social Development Department. www.reliefweb.int/node/21762

2001

2003

2005
*IFRC World Disasters Report (Information in disasters):* “People need information as much as water, food, medicine or shelter. Information can save lives, livelihoods and resources. Information bestows power.” www.reliefweb.int/rw/lib.nsf/db900SID/SODA-6GV3LT?OpenDocument


2007

2008
*Left in the Dark: The unmet need for information in emergency response.* Imogen Wall and Lisa Robinson. BBC World Service Trust (WST) policy briefing, released in October, which argued that affected populations have immediate information needs that were not being met. www.bbc.co.uk/worldservice/trust/news/2008/10/081022_emergency_response_briefing.shtml

2009

The CDAC Network is born and infoasaid a joint project between Internews and the BBC WST launched.

2010

CDAC became operational in Haiti (supported by OCHA and led by Internews, www.cdac-haiti.org) and in Pakistan (a short deployment supported by infoasaid).

2011

**Media, Information Systems and Communities: Lessons from Haiti.** CDAC, Internews and the Knight Foundation, in January, analyzed the local media and information environment in the immediate aftermath of Haiti response. www.reliefweb.int/node/380413

**CDAC Network** hired a full time Coordinator and undertook a strategic review.

**A Sub Group on Accountability to Affected Populations** was created, chaired by FAO and WFP, and forming part of the IASC Task Team on the Cluster Approach.

**Disaster Relief 2.0: The future of information sharing in humanitarian emergencies**, by Harvard Humanitarian Initiative. Published in March by the UN Foundation & Vodafone Foundation Technology Partnership, www.unocha.org/top-stories/all-stories/disaster-relief-20-

ANNEX 2
Publications and presentations by Internews

In 2011, Jacobo Quintanilla, Director of Internews Humanitarian Information Projects, published articles and made a number of presentations on Internews’ work and the issue of communicating with disaster-affected communities.

- “La información, tan necesaria como la ayuda en Costa de Marfil,” El Mundo (May 23) www.elmundo.es/elmundo/2011/05/20/solidaridad/1305887000.html
- “From The Front Lines: A Simple Poster Might Have Saved These Libyan Boys,” Mediaite (June 3): www.mediaite.com/columnists/from-the-front-lines-a-simple-poster-might-have-saved-these-libyan-boys/

TALKS AND PRESENTATIONS

"Lessons from Haiti: Media, Information Systems and Communities"
Date: February 23, 2011
Location: Columbia University, School of International and Public Affairs (SIPA), New York, USA.
Description: Presentation about the role of media and technology in the Haiti earthquake and its implications for future crises responses.
calendar.columbia.edu/sundial/webapi/get.php?brand=sipa&id=47643&vt=detail&context=standalone

"University College of London Francophone Society Talk - Aid Work in Francophone Countries"
Date: March 10, 2011
Location: University College of London, London, UK.
Description: Presentation about Internews’ work in the field of humanitarian assistance in Francophone countries such as Chad and Haiti.
www.internews.eu/events/internews-europe-humanitarian-director-speaker-french-society-ucl

"IASC Weekly Meeting – Information needs of beneficiaries"
Date: September 21, 2011
Location: Palais des Nations, Geneva, Switzerland.
Description: Briefing to the IASC Weekly meeting on the findings of the joint humanitarian communication needs assessment conducted in Dadaab in August 2011.

"Information is Aid – Failing Forward"
Date: October 13, 2011
Location: FailFaire DC 2011, Washington D.C., USA
Description: Presentation of findings and lessons of the joint humanitarian communication needs assessment conducted in Dadaab in August 2011.

"IASC Weekly Meeting– Information needs of beneficiaries"
Date: October 14, 2011
Location: OCHA, New York, USA
Description: Briefing to the IASC weekly meeting on the findings of the joint humanitarian communication needs assessment conducted in Dadaab in August 2011.

"Communication as Aid: Lessons from Field Experience"
Date: November 23, 2011
Location: CDAC Meeting, London, UK
Description: Presentation with Cecilia Ljungman, Channel Researchand Anita Shah, Head of infoasaid.
www.alnap.org/event/235.aspx

1 To download the presentation about the importance of conducting information needs assessments, click here: https://files.internews.eu/uploads/20111124_jquintanilla@internews.org/InterneWS+-communication+is+AId+231111.pdf
ANNEX 3

Publications produced by infoasaid

2010

Providing Humanitarian Information to Flood-Affected People in Pakistan. A snapshot, through more than 1,000 individual interviews, of the effectiveness of humanitarian information efforts in the provinces of Sindh and Punjab in Pakistan following the July 2010 floods. http://infoasaid.org/providing-humanitarian-information-pakistan

2011


2012

FORTHCOMING


In addition, Internews has developed, with infoasaid, media and telecoms landscape guides for the 22 developing countries most prone to humanitarian emergencies. infoasaid.org/media-and-telecoms-landscape-guides-0
INTERNEWS’ HUMANITARIAN information projects have been made possible by the generous support of our donors. In 2011, Internews’ has benefited from grants for humanitarian information work from the following funders:

**BILATERAL GOVERNMENTAL DONORS**

- **U.S. Agency for International Development (USAID):**
  www.usaid.gov

- **U.S. Agency for International Development (USAID) Office of U.S. Foreign Disaster Assistance (OFDA):**
  www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance

- **U.S. Agency for International Development (USAID) Office of Transition Initiatives (OTI):**
  www.usaid.gov/our_work/cross-cutting_programs/transition_initiatives

- **UK Department for International Development (DFID):**
  www.dfid.gov.uk

- **US State Department Bureau of Democracy, Human Rights and Labor (DRL):**
  www.state.gov/g/drl

- **US State Department Bureau of Population, Refugees and Migration (PRM):**
  www.state.gov/g/prm
MULTILATERAL DONORS


PRIVATE FOUNDATIONS, FUNDS, AND NON-GOVERNMENTAL ORGANIZATIONS

John D. & Catherine T. MacArthur Foundation: www.macfound.org
John S. and James L. Knight Foundation: www.knightfoundation.org
Shelley & Donald Rubin Foundation: www.sdrubin.org

The Arca Foundation: www.arcafoundation.org
The Silicon Valley Community Foundation: www.siliconvalleycf.org
United States Institute of Peace (USIP): www.usip.org

The Lodestar Foundation: www.lodestarfoundation.org/

UN AGENCIES

WHEN INFORMATION SAVES LIVES