A NEW ERA OF HUMANITARIAN ACTION

Annual Report 2018
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Annual Report 2018

Start Network is a company and charity registered in England and Wales with company registration number 09286835 and charity registration number 1159483.

Until 1 May 2019 Start Network was hosted by Save the Children UK. Start Network’s Programmes team is still hosted by Save the Children Fund, that acts as Grant Custodian to the Start Network. Save the Children Fund is a registered charity in England and Wales (213890) and Scotland (SC039570) and a registered company in England and Wales (178159).

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In May 2018, I received an email asking if I was still interested in joining the Board of the Start Network. I said yes. That same evening, I had a serious interview with three representatives of Start Network, and a few days later I was offered to join as the Chair of the Board.

I have an entirely private sector background, so why did I believe it was the right thing to support the Start Network as a volunteer?

Unfortunately, the world does and will continue to witness humanitarian challenges. In fact, the number of emergencies, both natural and man-made, increases year on year, as does the scale of human need. So much so, the international system is struggling to keep up. Being an outside observer of the humanitarian sector, it struck me that this is one of the few undisrupted industries. It is highly fragmented, fairly traditional, it hardly harnesses the possibilities of digitisation, and has serious public perception challenges.

And yet within this traditional sector, more than 40 farsighted humanitarian organisations have created an organisation that is attempting to modernise the system from within: The Start Network. Can this work? Can a sector be disrupted from within? I could feel that this was a great cause worth supporting and that’s why I joined the Board.

The world has seen the emergence of FinTechs, RegTechs and InsurTechs. Now, we are now aiming to turn Start Network into a ChariTech - harnessing the potential of data and technology to enable greater localisation, new forms of financing and collective (instead of fragmented) innovation. We are grateful to our long-term host SCUK for incubating us; however, we have come of age and need to be independent. Now, we can start scaling-up as a:

- platform with a proven flagship product, the Start Fund, and a strong pipeline of excellent new products and services;
- network that operates through various communication points, such as existing and future members, donors, hubs and their members and partners;
- compliant organisation that lives up to regulatory expectations, ensuring accountability and trust;
- performance-driven organisation, aligning focus with excellence through clear objectives, monitored decisions, actions and key results;
- calculated risk-taking organisation that locates itself in the sweet spot between risk-aversion and risk-seeking.

With these ingredients we have started to change humanitarian action, enabling more people to overcome the crises they face quicker and with greater dignity. Resources and decision-making shall be located where they are needed most; funding shall be triggered earlier on using forecasts of impending crises, and digitisation shall enhance compliance while lowering cost.

With a continued focus on collective, truly humanitarian action, and with the support of new and existing donors, we will continue to disrupt the industry from within.

Thank you for your support. We will ensure that your investments into our ChariTech in money, time, ideas, understanding, patience and collaboration yield excellent returns.

Expect less talk and more action, and please kindly remain favourably disposed to us!

Christof Gabriel Maetze, Chair of the Board
MESSAGE FROM THE CEO

2018 was a turbulent year. Not just for climate change and economic transformation, but as technological change brought with it an added concern for our children’s future. The risks associated with those changes require a global response, where international cooperation is urgently needed on an unprecedented scale. 2018 was a particularly difficult year for humanitarian response NGOs. The safeguarding crisis damaged NGO self-image and legitimacy and left many in a crisis of confidence, whilst juggling reduced funding, increased scrutiny and public scepticism.

The Start Network achieved significant results in 2018 that will help members evolve in response to the world we now live in. This is how the year began:

- We agreed on a long-term vision for the Network.
- We obtained support from the Ikea Foundation in the creation of a new independent charity that would help us realise this vision.
- We launched a digital platform for our four Disaster Preparedness Innovation labs.
- We conducted two experiments using blockchain technology.
- The Disasters Emergencies Preparedness Programme ended leaving a long-term legacy in 10 countries.
- Over 230 organisations registered their formal interest to join the Network.
- We released a new mapping tool enabling everyone to see the impact of the Start Fund in all of the countries we work in.
- We signed our very first insurance policy against drought in Senegal.
- The first business case for a locally-owned hub was developed in Pakistan in a concrete step toward realising our long-term vision.
- We completed a refreshed due diligence exercise on all 42 Members.

Throughout it all, the Start Fund continued to fill a gap in the wider humanitarian funding architecture. We became the world’s fastest pooled humanitarian response funding mechanism and were alerted over 80 times in 2018.

The turbulent and confusing world we live in needs NGOs in the humanitarian system to align. Civil society organisations need to be both locally legitimate and, at the same time, able to operate within an interconnected global world. The Start Network has real potential to enable both: it can enable small independent and unique organisations to benefit from the advantages of scale, interconnectivity and collaboration. Our organisation is in a very strong strategic position to enable a ‘third pillar’ of the humanitarian system (the UN is the ‘blue’ pillar; the Red Cross and Red Crescent Movement is the ‘red’ pillar; and an aligned ecosystem of NGOs can be a third ‘kaleidoscope’ pillar).

To do this, Start Network is embracing the vital ‘back office’ role that drives the behaviour of the current humanitarian system and enables front-line life-saving work to occur. In 2019 we’re working to mobilise new forms of financing through a new financing facility. We will also build an entirely new and radical tiered due diligence system, launch and incubate the first Start Network hubs, and put many other pieces of network infrastructure in place that will enable the Network to scale in the coming years.

THANK YOU

- To the Start Network team! None of this would have been possible without a humble, hard-working and intelligent Start Network team, whose brilliance and dedication you will see in this report.
- To the 10 donor governments and two private foundations that believe in our vision.
- To the Board and committee members who navigate unimaginable complexity with grace and generosity.
- To the staff of the member NGOs who demonstrate every day that the world is a kind and humane place.

Sean Lowrie, CEO, Start Network
The Start Network is made up of 42 national and international aid agencies from five continents. Our aim is to deliver more effective aid by harnessing the power and knowledge of the network, allowing us to make better decisions, faster, to help people affected by crises.
OUR VISION

At Start Network, we believe that the current international humanitarian system is no longer fit for today’s world. Organisations operate disjointedly, with duplicated efforts. Power is centralised, with decisions being made far from where crises occur. Funding is too reactive, dependent on media headlines or political will, and is slow to arrive where needed. Crises are growing in number, scale and severity, but the system is slow to adapt, unfair and resistant to change. This means that millions of people are left without help when they need it most, and communities find it harder to recover.

The Start Network works through three solution areas to enable the most effective interventions to reach communities.

These are merely our immediate responses to the problems of a reactive, risk-averse and centralised system, one that we are trying to transform into a proactive, innovative and locally-owned force to be reckoned with.

“Being part of the Start Network has, at least to some extent, shaken our sense of complacency; and has certainly given us opportunities to get involved in developing new ways of working, and to learn.” (Start Network Member Survey)

The Start Network aims to significantly contribute towards the Grand Bargain commitments of localisation, greater transparency, collaboration, flexibility, local financing and participation.

THE FOOD SECURITY CRISIS IN THE SAHEL, AND MAURITANIA IN PARTICULAR, WAS RANKED AS ONE OF THE MOST FORGOTTEN CRISSES IN 2018*. For members of the Start Network, however, the crisis was far from forgotten. Catholic Relief Services and Action Against Hunger were awarded an Analysis for Action grant in December 2017. This would allow them to conduct needs assessments and collect market data in Mauritania to analyse trends and inform the design of any future intervention. Their findings led to the release of funding in June 2018 for Alert 240 Mauritania (drought and food insecurity). Catholic Relief Services worked with the humanitarian coordinating body, World Food Programme, and local organisations, the Naforé Association and Djikké banking services, to distribute unconditional cash transfers to the most vulnerable families in Kankossa. This cash was used in a variety of ways, and post-distribution monitoring revealed that the majority of the 1,110 recipient households used these funds to purchase food. The number of households eating three meals a day increased to 52%, up 15% from before the intervention. The money was also used to pay healthcare-related costs and pay off debts incurred due to crop failures.

"I was first exposed to the Start Network on my first trip abroad with our Secretary General to Ethiopia and Somaliland. Just days before the trip the Cyclonic Storm Sagar [...] the strongest tropical cyclone to make landfall in Somaliland in recorded history hit [...] I was amazed that the cyclone was barely mentioned in the news [...] nobody cared [...] and I asked the Coordinator of Humanitarian Directorate ‘what do you do in those situations?’ It was then that he introduced me to Start Network and the concept for assisting under-the-radar crises and rapid relief efforts.”

Christian Monning, CFO, Welthungerhilfe

FROM UNDER THE RADAR TO CLOSELY MONITORED

This response typifies the aims of the Start Fund. The needs highlighted by the Analysis for Action grant not only led to the Start Fund’s response, but also led to joint advocacy and action from USAID and the World Food Programme. USAID brought continued funding through two of their programmes in the region, and World Food Programme efforts increased in the country. Since then, the Start Network has been monitoring the situation in Mauritania and continues to share previously collected data with its members to inform any future interventions.

*According to the European Commission’s annual Forgotten Crisis Assessment, which categorises and ranks crises according to the following four indicators: their score on the INFORM vulnerability index, media coverage, public aid per capita and a qualitative assessment by the Commission’s geographical units and experts.

Catholic Relief Services and NAFOR monitor how effective cash transfers have been; Start Fund alert 240, Mauritania. Credit: Catholic Relief Services
THEORY OF CHANGE

The Start Network is revolutionising the way that humanitarian aid is being disbursed by fostering localisation, new financing and collective innovation.

PROBLEMS

Too much decision-making power is held by a handful of international institutions.

Humanitarian action is reactive, based on political will or media headlines, and is slow to reach people in need.

Too many rules make it hard for aid agencies to be flexible, innovative and collaborative.

SOLUTIONS

Localisation
Build a decentralised network of national and regional hubs to manage locally-led solutions.

New Financing
Enable fast and early action for overlooked crises, with easily accessible, dependable and risk-based funds.

Collective innovation
Enable engaged stakeholders, including affected people, to collaborate on solving problems that affect humanitarian action at local and global levels.

OUTCOMES

IMPACT
People receive better quality humanitarian aid, dignity is maintained, and more lives are saved.

Shifting power to those closest to the front line generates more effective and appropriate responses.

Providing fast, dependable and risk-based funding prepares crisis-affected communities to be more resilient.

Scaling and adoption of new humanitarian solutions leads to humanitarian assistance more appropriate to meeting affected people’s needs.

THEORY OF CHANGE

CHANGING THE GLOBAL AID SYSTEM

Localisation

New Financing

Collective innovation

OUTCOMES

IMPACT

Shifting power to those closest to the front line generates more effective and appropriate responses.

Providing fast, dependable and risk-based funding prepares crisis-affected communities to be more resilient.

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IMPACT

People receive better quality humanitarian aid, dignity is maintained, and more lives are saved.
As a country which within living memory was receiving Red Cross parcels itself, Jersey is especially aware of the importance of timely emergency assistance. As providers now not beneficiaries, we constantly strive to improve the impact of our own humanitarian aid, and understand that ineffective programming lets down both those whom we should have helped better and the taxpayers who are funding it. However, the humanitarian space presents several challenges for small donors like ourselves, challenges which the Start Network helps us overcome.

Jersey Overseas Aid had been making grants for over 50 years, and at the time of writing had an annual budget of just over £10m. However, it is run by a small team and has no permanent presence in the ground in any of the countries it works in. Our ability to appreciate the nuances of every new crisis, to know exactly what’s required in each case and to know which agency is best placed to deliver it, is necessarily limited. Additionally, our taxpayers rightly demand we conduct rigorous due diligence on our grantees and rigorous monitoring and oversight on our grants. Traditionally, therefore, we have just allocated our £2-3m of emergency funding in response to appeals from a handful of well-known agencies.

Supporting the Start Fund enables us to move beyond this somewhat reactive and restrictive model. Through our participation in the Donor Council we retain control where it matters, while outsourcing the decision-making to those who really need it - the experienced practitioners on the frontline of a crisis. Our resources can be deployed rapidly to where they are most needed, to agencies we would never be able to vet or oversee on our own. We can reach smaller emergencies which stay off most donors’ radars, where even our relatively-modest funding can make an enormous difference. And - crucially - we can do so through a mechanism which increases humanitarian coordination rather than adding to the fragmentation of emergency aid.

Jersey may be the smallest governmental donor to the Start Fund, but we are proud to be playing an early part in its growing success. And the features which make it work for us - the expertise, reach, coordination, and devolved decision-making of the Start Network - make it a welcome addition to the humanitarian landscape for stakeholders of all sizes.

Carolyn Labey, Minister for International Development, Jersey
MAIN

ACHIEVEMENTS

A disability inclusive Disaster Risk Reduction Management tool created by those with disabilities is shared during a TUKLAS lab event; TUKLAS Philippines Innovation Hub/ DEPP.

Credit: Tuklas Lab/Philippines
**LOCALISATION**

Local collaboration is at the core of our programmes. In our new financing work, 49% of 115 funded projects* had national and local implementing partners in 2018; and 67% of innovators at DEPP Innovation Labs, part of our collective innovation initiative, come from the disaster-affected communities that they are finding solutions for.

**COLLECTIVE INNOVATION**

At the global level, we have made progress on systems-level risk finance innovations such as the ARC Replica initiative in Senegal; and ‘user-centred innovation in humanitarian markets’ and ‘scientific due diligence when using risk models for humanitarian action’ are being developed to inform both policy and practice within the sector. At the local level, DEPP Labs established eight labs in four countries supporting 83 new solutions for disaster preparedness.

**NEW FINANCING**

In addition to risk financing, our new financing approach aims to deliver fast and appropriate assistance through anticipatory and pooled funding opportunities. Our rapid financing response has 76% of the activations getting funding within 72 hours from alert** and half of projects reaching crisis affected populations within 7 days of receiving funding. In 2018, 13% of activations involved crisis anticipation (up from 4% in 2017).

*Including Start Fund, Anticipation, MERF and Start Fund Bangladesh projects that had closed in March 2019
** Increasing to 83 percent if excluding the 11 anticipation alerts

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**ADDED VALUE**

“These are not just numbers; they are lives saved and enhanced.”

Dan Collison, Programmes Director, War Child

“An emphasis on collaboration and collective strength [...] overrides agency self-interest and provides momentum to our efforts to do our work differently.”

Bob Ruxton, Head of International Support, Concern Worldwide

“Collaborating more systematically with other Network members has forced us to question our own practice; but has also given us more confidence that the system overall can be improved, and that we can and should be part of that.”

Nick Guttmann, Head of Humanitarian Division, Christian Aid

The Start Network is both dynamic and influential, with active member participation in alerts, responses and projects, and collaborations outside the membership with local partners, research institutions, Governments, the private sector and the UN.

Members are able to leverage additional funds on the basis of Start Network awards. 77% report that the Start Network is changing their programme and project operations and 69% report that the Start Network is changing the humanitarian system to a moderate or significant degree. Members highlight the added value of networking and collaboration, in particular being part of a collective “community of practice” and an international platform with a like-minded but diverse range of humanitarian actors.

The wider humanitarian community recognises the Start Network as exploring new and exciting solutions to assistance. We have received requests to attend key humanitarian forums and are referenced in news articles.

238 organisations operating at the national and regional level indicated interest in being part of the Network during the next phase of hub design.

They also reference the advantages this brings, in terms of getting encouragement, support, recognition, empowerment, and opportunities for relationship building, innovation and learning.
## MILESTONES IN 2018

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<td>The cohort of 83 innovation teams start work in DEPP Labs.</td>
<td>The first in a series of blockchain tests was completed, aiming to bring greater efficiency and transparency into humanitarian funding.</td>
<td>An Expression of Interest launched to gauge the demand for joining Start Network Hubs with more than 250 organisations in more than 60 countries replying.</td>
<td>As the first Migration Emergency Response Fund came to an end, and just before the second programme began, we analysed the mixed migration flows along the Mediterranean.</td>
<td>The 4th Start Fund Annual Report was launched, including a digital version for both screen and mobile devices.</td>
<td>The Disasters and Emergencies Preparedness Programme came to an end, but the programme’s legacy will continue for many years to come.</td>
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### APRIL

**The 4th Start Fund Annual Report was launched, including a digital version for both screen and mobile devices.**

### MAY

**The Disasters and Emergencies Preparedness Programme came to an end, but the programme’s legacy will continue for many years to come.**

### JUNE

**A new mapping tool for the Start Fund was launched enabling everyone to see at a glance the impact of the Start Fund in all of the countries it works in.**

### JULY

**Start Network signed an insurance policy for the African Risk Capacity Replica programme, a parametric insurance for drought in Senegal.**

### AUGUST

**Start Network welcomed a broad range of FOREWARN members to the Network’s second bi-annual FOREWARN meeting.**

### SEPTEMBER

**Start Network signed an insurance policy for the African Risk Capacity Replica programme, a parametric insurance for drought in Senegal.**

### OCTOBER

**Start Network signed an insurance policy for the African Risk Capacity Replica programme, a parametric insurance for drought in Senegal.**

### NOVEMBER

**The first annual report of the Start Network was launched, with versions in Arabic, French and Spanish. And Jersey Overseas Aid agreed to fund the Start Fund.**

### DECEMBER

**The first locally-driven business case for a hub was developed by a collective of NGOs in Pakistan. And the German Federal Foreign Office agreed to fund the Start Fund specifically working with members to better mainstream anticipation.**

The Start Network’s independence from its host Save the Children was approved by both Save the Children and Start Network Boards.
The Start Network is comprised of a diverse group of more than 40 member NGOs representing international, national and local organisations. They are actively involved in all aspects of the Start Network with half of the 42 members being part of MERF and 79 percent raising an alert in 2018.
CASE STUDY 1: Piloting Innovation Labs

Innovation regularly involves piloting. There is less opportunity, however, to pilot the way innovation is identified, fostered and supported by INGOs. Through the Start Network’s DEPP Innovation Labs programme, Plan UK together with Plan Philippines implemented a programme that aims to identify and incubate community-led innovations for disaster preparedness and response, through the Philippines Humanitarian Innovation Lab. As part of the project, Plan Philippines has provided small grants, tailored support and mentoring to 40 individuals or teams across the country to co-create, test, iterate and further develop their innovative ideas, helping them to solve their most pressing disaster response and management issues. Through this experience, Plan has been able to document, reflect and course correct how it supports innovation, and what it even means by this term. The learnings from this experience will be used to further support innovation and innovative approaches within the Plan family, providing methods or approaches for driving community-centred and human-centred design solutions to the challenges faced in humanitarian contexts.

Tala Budziszewski, Programme Specialist
TUKLAS Philippines Innovation Hub, Start Network DEPP, Plan-UK
2018 MEMBER SURVEY

39/42

MEMBERS RESPONDED TO THE 2018 SURVEY ON SATISFACTION WITH THE START NETWORK AND THE CHANGES THAT IT IS MAKING TO THEIR PRACTICES AND THE HUMANITARIAN SYSTEM IN GENERAL

85%

Report that organisational practices or approaches have changed since interacting with the Start Network

77%

Report that project/programme practices or approaches have changed since interacting with the Start Network

69%

Agree that the Start Network and its programmes are helping to bring about systemic change to the humanitarian sector

85%

Are satisfied with the Network to a moderate or great extent

AGREED THAT THEY WOULD RECOMMEND THE START NETWORK TO SIMILAR ORGANISATIONS

90%

THE ADDED VALUE IS...?

“...to be part of a Network that is dedicated to answering emergencies in a timely manner, which is the primary pillar of humanitarian actions. This Network pushes us to come back to the basics of our job.”

Augustin Augier, Directeur Général, ALIMA
SCOPe AND REACH OF THE START NETWORK

IN 2018, THE START NETWORK WAS ACTIVE ACROSS THE GLOBE WITH PROJECTS RELATED TO THE START FUND, INNOVATION AND RISK FINANCING

91 crisis alerts across the globe, 63 responded to*
£14.2 million was awarded to 120 projects in 35 countries across 8 geographical regions to help vulnerable people caught up in these crises*
83 local innovation projects supported in 4 countries, which address a broad range of disasters including drought, typhoons, flooding, heat, fire and displacement
3 countries with risk financing projects focused on drought, to better prepare communities and governments for future crisis

*Crisis and projects within Start Fund, Start Fund Bangladesh and Migration Emergency Response Fund.

CRISIS TYPES

THE CRISSES SUPPORTED BY THE START FUND PROGRAMMES WERE CAUSED BY A RANGE OF FACTORS, FROM CYCLONES AND EARTHQUAKES TO VOLCANIC ACTIVITY AND EXTREME TEMPERATURES, WITH THE TOP THREE OVER THE PAST 3 YEARS BEING: CONFLICT AND CIVIL UNREST (30%), FLOODING (27%) AND DISEASE OUTBREAKS (14%) OVER HALF OF THE FUNDS (£7.9 MILLION) WENT TO COUNTRIES IN SUB-SAHARAN AFRICA

AMOUNT OF FUNDS DISTRIBUTED BY CRISIS TYPE IN 2018

NUMBER OF ACTIVATIONS WITH A RESPONSE BETWEEN 2016-2018 FOR 5 CRISIS TYPES
GLOBAL REACH IN 2018

- Start Fund Bangladesh
- 11 Start Fund decision making groups
- 10 DEPP Projects
- 3 Disaster Risk Financing Pilots
- 4 DEPP Innovation Labs

MEMBER LOCATIONS
- 42 members

PROGRAMME LOCATIONS
- Start Fund Bangladesh
- 11 Start Fund decision making groups
- 10 DEPP Projects
- 3 Disaster Risk Financing Pilots
- 4 DEPP Innovation Labs

CRISES RESPONDED TO IN 2018
- Mexico
- United States
- Guatemala
- Honduras
- El Salvador
- Ecuador
- Colombia
- Jordan
- Qatar
- Syria
- Norway
- Germany
- Netherlands
- France
- United Kingdom
- Iraq
- Turkey
- Afghanistan
- Pakistan
- Sudan
- South Sudan
- Ethiopia
- Somalia
- Kenya
- Sri Lanka
- Indonesia
- Philippines
- Fiji
- Tonga
- Zimbabwe
- Malawi
- Burundi
- Rwanda
- Uganda
- Congo (DRC)
- Ghana
- Mali
- Mauritania
- Senegal
- Mali
- Chad
- Niger

GLOBAL REACH IN 2018

SCOPE AND REACH OF THE START NETWORK
SOLUTION AREAS

Barangay health workers studying the parts of TikoD innovation; TUKLAS Philippines Innovation Hub, DEPT Credit: TUKLAS Lab/Philippines
LOCALISATION

WE’RE AIMING TO BUILD A DECENTRALISED NETWORK OF NATIONAL AND REGIONAL HUBS TO MANAGE LOCALLY-LED SOLUTIONS.

CURRENT STATUS
Our programmes already support localisation to varying degrees, with Innovation Labs allowing crisis-affected communities to design their own solutions; the national Start Fund in Bangladesh opening up all funding, governance and decision making to local NGOs; and in partnership with our existing membership, local partners delivering 56 Start Fund projects in 2018.

A concerted effort has been made to ensure that local and national NGOs can contribute to and access the Start Network’s resources, and the vision is to enable more local and national organisations to become members of the Start Network. In 2017, the Start Network approved a design for a network of humanitarian hubs, and a global interest survey in 2018 delivered positive responses from 239 organisations operating at the national and regional level. These organisations will, over time, join the existing Start Network members in their leadership efforts to change the humanitarian system, gaining access to Start Network programmes and services. To make this happen quickly and efficiently, we partnered with TechSoup to draft a framework for a due diligence pilot to be tested in 2019.

ACHIEVEMENTS IN 2018
- 26 local NGOs were assessed and are now on the way to access direct funding from Start Fund Bangladesh in 2019
- 8 successful community innovation labs are running in Jordan, Kenya, Bangladesh and the Philippines
- Partnership finalised with TechSoup to develop a tiered due diligence framework, enabling local actors to access the Start Network in 2019
- 119 local NGOs expressed their interest to join and shape the network, and 15 countries and regions were invited to have initial conversations on a future hub
- Pakistan drafted the first hub business case.

WHAT WE LEARNED
Although the Start Network’s ambitions to localise were practiced through gradual increases in our membership and disaster preparedness programming (DEPP portfolio), we have learned that we have not gone far enough to create truly equal footing for local partners in the Start Network. Through evaluations and our work we have learned the following lessons:

- Localisation is about more than just funding, and the Start Network can make a critical contribution by ensuring local and international NGOs jointly lead and benefit from the change we are seeking
- There is a value in incentivising and bringing together the different/unlikely stakeholders to collaborate and offer learnings and technical capacity
- Collaboration is critical in achieving localisation, but requires an investment of resources and capacity
- The true continuum of localisation reaches further than between international and local NGOs, it involves communities, local governments and the private sector
- We need Network-wide commitments and infrastructure to enable us to truly localise
- There is appetite within our donors and members to review our collective risk tolerance and enable more local actors to access Network resources
- The residual value of the DEPP portfolio remains alive and visible, and is often used as a foundation for localisation discussions

These insights steer us towards the development of a network policy on localisation, which will be finalised in June 2019. This policy will include the commitments and targets the Network sets itself to progress on localisation ambitions.

WE’RE AIMING TO BUILD A DECENTRALISED NETWORK OF NATIONAL AND REGIONAL HUBS TO MANAGE LOCALLY-LED SOLUTIONS.

THE SOLUTION AREAS

‘Mount Marsabit Dairy’ - a women’s cooperative dairy in northern Kenya; Maarifa Kona Innovation Hub, DEPP
CURRENT STATUS
The Start Network is uniquely placed to convene stakeholders from across the humanitarian system to work on innovating together. This will enable us, collectively, to find new solutions, whether at the global system level or at the level of local and national systems.

“Collective Innovation” work spans the organisation with each of our teams working with members to help solve system level problems and adopt and apply those solutions. The development of a hub-based structure will enable locally driven networks in countries and regions to drive a similar approach to innovation.

The DEPP Innovation Labs, operating in Kenya, Bangladesh, Philippines and Jordan, have also been deriving deep experience in including affected communities in the innovation and problem-solving processes. We believe this user centred design will be critical in advancing inclusion and accountability to affected populations, especially through future Start Hubs.

ACHIEVEMENTS IN 2018
• Establishment and operation of the 4 DEPP Labs in Bangladesh, Philippines, Kenya and Jordan, supporting almost 100 local innovators working on novel solutions to problems in the area of disaster preparedness
• Development of a large body of learning, through the DEPP Labs, in the area of community centred innovation, of huge relevance to future hubs as they build more meaningful accountability and participation approaches with affected communities

WHAT WE’VE LEARNED
• Design and commissioning of critical new innovation processes across the network, such as the Start Finance Facility and the new due diligence platform
• Piloting projects on the use of blockchain in several countries, build our knowledge base on the potential uses of this technology
• Development of Start’s wider network, particularly with the private sector and increasingly with locally based organisations, positioning Start to effectively convene conversations and processes that don’t or can’t happen elsewhere

WE AIM TO ENGAGE STAKEHOLDERS, INCLUDING PEOPLE AFFECTED BY CRINES, TO COLLABORATE ON SOLVING PROBLEMS THAT AFFECT HUMANITARIAN ACTION AT LOCAL AND GLOBAL LEVELS.
CURRENT STATUS
Start Network has gone a long way since the launch of the first fund for its NGO members on the 1st April 2014, with now a regional and a national fund, as well as piloting two different risk financing mechanisms in five different countries.

The Start Fund remains the fastest collectively-owned funding mechanism in the world and has been alerted to nearly 300 different crises by the end of 2018. The fund disbursement capacity has expanded as the donor pool has widened, and members can access the funds using forecasts, so that they can act early when they see a crisis escalating. This is thanks to specialised tools, and the support of the Start Anticipation team and a convened global community of analysts and practitioner.

Start Fund Bangladesh has completed its first full year and is in the process of becoming accessible to 26 national NGOs, contributing significantly to localisation objectives. The Migration Emergency Response Fund (MERF) II has also been launched, following the successful running of Start migration-theme funds since 2015.

ACHIEVEMENTS IN 2018
- New and established donors committed to finance the Start Fund into its next ambitious phase of consolidation and expansion
- Start Fund Bangladesh had its first full year of operation and assessed several local and national NGO’s, 26 of whom will begin accessing funds directly in 2019
- MERF II launched with a geographic focus on North and West Africa, providing Start Network members and partners with a niche funding mechanism to respond to population movements and humanitarian needs

WHAT WE LEARNED
- An increasing number of member-raised crisis alerts are now anticipatory, and a new strategy paves the way for further use of forecast-based action by civil society
- Signing of the $1.9million ARC Replica drought insurance policy for Senegal marking the first time a non-sovereign actor entered a regional risk pool

NEW FINANCING
WE AIM TO ENABLE FAST AND EARLY ACTION FOR OVERLOOKED CRISIS, WITH EASILY ACCESSIBLE, DEPENDABLE AND RISK-BASED FUNDS.

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Aid distribution of essential items to landslide victims by Catholic Relief Services; Start Fund alert 275, landslides, Uganda. Credit: CRS/Meagan Gunning
START FUND

A GLOBAL RAPID RESPONSE FUND FOR SMALL TO MEDIUM SCALE UNDER-THE-RADAR EMERGENCIES, COLLECTIVELY MANAGED BY NGO MEMBERS.

Now, in its fifth year of operation, the Start Fund is the first multi-donor pooled humanitarian funding mechanism, managed exclusively by the Start Network members. This currently includes 42 INGOs and NGOs with many years of experience in challenging humanitarian contexts. It is the fastest, collectively-owned funding mechanism in the world that provides needs-driven humanitarian responses to overlooked crises, filling a critical gap in humanitarian financing. In 2019, a new model will be implemented as Start Network becomes an independent charity, with Save the Children as Grant Custodian. In this new chapter, the aim will be to strengthen our position to influence humanitarian systemic change, build further data automation for efficiency, scale up its operation based on the external evaluation recommendations, and strengthen programme compliance and quality.

MAIN ACHIEVEMENTS

- 2018 had alerts in 38 countries and activations in 32, with alerts for the first time in 7 countries (Cape Verde, Dominica, Djibouti, Fiji, Madagascar, Papua New Guinea, and Tonga).
- For its 250th alert since inception in 2014, the Start Fund was activated for an Ebola outbreak in the North Kivu province of eastern Democratic Republic of the Congo, with £356,480 being allocated for a 45-day response to reach 80,000 people in need.
- 3.2 million individuals were reached in 2018, bringing the total since the start of operation to 11.1 million.
- In 2018, the average time between alert and awarding of funds was 66.2 hours, and between crisis onset and alerting the Start Fund (excluding slow onset crisis) was 14 days, down from 24 days in 2017.
- £1.7 million was disbursed to Start Fund projects in 2018, £2 million more than in 2017.
- The Ministry of Foreign Affairs in the Netherlands and the UK Department for International Development continued to support the Start Fund, and two new donors, Jersey Overseas Aid and the German Federal Foreign Office, began contributing.

DONORS

UK Aid, European Civil Protection and Humanitarian Aid Operations (ECHO), Belgium Ministry of Foreign Affairs, Irish Aid, Netherlands Ministry of Foreign Affairs, German Federal Foreign Office (GFFO), Overseas Development Institute (ODI), Jersey Overseas Aid (JOA)

PARTNERSHIPS

ACAPS


CASE STUDY 1: Addressing lifesaving needs of DRC returnees expelled from Angola (alert 276)

When violence broke out between local militias in the Kasai region of DRC in August 2016, more than a million people were internally displaced, and hundreds of thousands more fled to safety into neighbouring countries, including Angola.

Two years later, in October 2018, the Angolan government expelled unregistered DRC migrants, many of whom had worked since their arrival as miners in Angola’s diamond industry. This meant that hundreds of thousands of people had to return to DRC over a short period, facing violence whilst in transit and lacking the most basic provisions upon reaching their destinations.

After identifying the most vulnerable people affected (65% women and girls, 58% children, 10% people aged 60 or above, and 2% people with disabilities), four agencies alerted the Start Fund. In just 54 hours, funding was awarded to Action Against Hunger, HelpAge International, Humanity & Inclusion, Oxfam, and War Child.

Project teams reported that the Start Fund was the first to respond, and that no other significant funding arrived until close to the end of the Start Fund projects. Three of the five awarded agencies were able to leverage further funding from the UN, which they attributed ‘significantly’ or ‘entirely’ to their Start Fund projects. Project teams also reflected that had the Start Fund not intervened, there would have been serious negative consequences and many more people would have perished. Teams also highlighted the Start Fund’s stronger coordination in this crisis, enabling agencies to avoid gaps and duplication during aid delivery.
START FUND ANTICIPATION

AN APPROACH EMBEDDED IN ALL FUNDS THAT ALLOWS FOR EARLY AND FORECAST-BASED FUNDING, SUPPORTED BY FOREWARN (AN INTER-AGENCY GROUP OF SCIENTISTS AND PRACTITIONERS).

The Start Fund is the first global pooled humanitarian fund to be made accessible using forecasts. The Start Fund Crisis Anticipation enables Start Network members to access funds when they see a crisis escalating, to reduce the risk of harm and loss at the community level. This ground-breaking work is accomplished by brokering forecasting information on behalf of Start Network members, and supporting them to access, interpret and develop programmes based on these forecasts. In 2019, we will focus on developing crisis anticipation at the national level, catalysing local risk analysis and forecast-based action groups, composed of Start Network members and national meteorological and risk analysis experts.

MAIN ACHIEVEMENTS

- A webinar on heatwaves in Pakistan, in collaboration with the London School of Economics, provided concrete information on which forecasts to use for heat waves at what lead time, enabling Start members to successfully raise an anticipation alert.
- Online Maprooms was launched at FOREWARN, a digital platform providing online maps of forecasted heat and rain in time spans relevant to Start Fund decision makers.
- Start Network, CARE and the Overseas Development Institute led a workshop in Bangladesh to build an action plan to scale forecast-based action based on research conducted between April and July.
- Following the outbreak in DRC, Start Network members initiated work on the Anticipation of Ebola, which they later share with peers in Rwanda as they developed their own anticipation of Ebola projects.
- Start Fund ‘Analysis for Action’ grant leads to a ground-breaking community level disaster risk reduction project in Goma, Democratic Republic of Congo.
- Established multilateral coordination for Early Action with IFRC and UN agencies including FAO, OCHA and WFP. Start Network’s anticipatory work was highlighted in the OCHA Global Humanitarian Needs overview launched in October 2018.

DONORS

All Start Fund donors contributing to Start Fund Anticipation alerts, with UK Aid, ECHO, GFPO and National Environmental Research Council (NERC) supporting specific Anticipation activities.

PARTNERS – PAID AND CONTRACTUAL

London School of Economics and Political Science (The Centre for the Analysis of Time Series (CATS));
Columbia University (International Research Institute for Climate and Society);
ACAPS (Assessment Capacities Project);
CRUISSE (Challenging Radical Uncertainty in Science, Society and the Environment);
Overseas Development Institute (ODI).

PARTNERS – FOREWARN TECHNICAL CONTRIBUTORS

Anglia Ruskin University (Global Sustainability Institute);
Armed Conflict Location and Event Data Project (ACLED);
CDC (Centres for Disease Control and Prevention);
Imperial College GeoRiCa (Geo-Risk in Central Africa);
University of Reading (Department of Geography and Environmental Science);
University of Southampton;
University of Sheffield;
University of East Anglia;
International Federation of the Red Cross and Red Crescent Societies;
WFP.

CASE STUDY 2: Anticipating deadly heatwaves in Pakistan

In 2015, a heatwave killed more than 1,200 people in Karachi in just 3 days. The health impacts of excessive heat can be severe, and increased power needs can lead to blackouts and water shortages, ultimately affecting hospitals, transport and communication. By bringing academics and other technical experts together with humanitarians to better understand heatwave risks, the Start Network can address them when they are most acute.

Forecasting heatwaves is not easy, so the Start Fund collaborated with the London School of Economics to analyse the reliability of forecasting sources for heatwaves in Pakistan. The goal was to help humanitarians on the ground make sense of the forecasts that they have. The research was shared and discussed with Start members in April 2018. Following this, Start members began monitoring heatwaves. For the first time, they had a shared understanding of where to look for quality heatwave forecasts, how far in advance they could accurately predict a heatwave, and how to use the data that is available to them.

In May 2018, a heatwave forecast was identified and Start members collaborated to raise a timely alert. This led to a £75,000 funding allocation, which supported a campaign to help people in Karachi protect themselves from the negative health impacts of heatwaves. The campaign used many communication channels to reach a wide cross section of the Karachi population, including shopkeepers, drivers, students and mechanics, who reported taking measures including avoiding going outside when temperatures were peaking, carrying water and seeking shade.

“Two years earlier, there was a heatwave alert and there was a lot of confusion ...This time it was much better, more coordinated, and we were clearer on when to raise it.”

Syed Suileman, Country Director, Concern.
START FUND BANGLADESH

THE FIRST NATIONAL START FUND COLLECTIVELY MANAGED BY ITS MEMBERS IN-COUNTRY.

The Start Fund Bangladesh is a rapid emergency aid fund for national and international member NGOs in Bangladesh, responding with speed and efficiency to under-the-radar emergencies. The aim is to establish a national civil society-owned fund that is open and inclusive. Governed by evidence-based, transparent and neutral decision-making to allow for both rapid and anticipatory responses, it aims to expand the number of local members (actors and agencies) that can participate in strategic decision-making and access funding more directly.

Between March and November 2018, Start Fund Bangladesh has been among the first responders, beside the local government, to address four small-to-medium emergencies, reaching more than eighty thousand people with emergency cash, hygiene, health, protection and non-food items. In 2019, we expect to enable 26 national and local NGOs to have decision-making power and direct access to funding. We will be able to provide further institutional development support to these new members, as well as establish a pre-crisis data repository for small to medium crises response, to further complement the humanitarian initiatives across Bangladesh.

MAIN ACHIEVEMENTS

- Approval of the overall fund received from NGO Affairs Bureau enabled direct and timely access to fund by Start Fund Bangladesh NGOs.
- Key Start Fund documents were translated into Bangla as part of inclusion, along with induction of local and national NGOs.
- Intensive due diligence and capacity-mapping completed in November, with 26 local and national NGOs joining Start Fund Bangladesh alongside its existing 20 agencies.

DONORS

UK Aid

PARTNERS, RESEARCH INSTITUTES, NETWORKS

Partnership Brokering Association (PBA) 
ACAPS 
Capacity Building Services Group (CBSG) 
Bangladesh Academy of Climate Services (BACS) (network led by ICCCAD and International Wheat and Maize Improvement Centre, and supported by Bangladesh Meteorological Department) 
Urban INGO Forum Bangladesh 
National Alliance of Humanitarian Actors Bangladesh 

AGENCIES WHO CAN ACCESS START FUND BANGLADESH

Action Against Hunger (ACF), ActionAid, ASHIKA Development Associates, Association of Volunteer Actions for Society (AVAS), Boloipa Nari Kalyan Samity (BNKS), Care, Caritas Bangladesh, Catholic Relief Services (CRS), Center for Natural Resources Studies (CNRIS), Christian Aid, Coastal Association for Social Transformation (COAST) Trust, Concern Worldwide, Dhaka Ahsania Mission (DAM), Doctors of the World, Dushtha Shasthya Kendra (DSK), Eco Social Development Organization, Emergency Assessment and Planning Service (ACAPS), World Vision

MANEVA ISKANDAR SINGH

MAN MADE WATERLOGGING CRISIS IN MATARBARI UNION

A coal power plant construction, funded by Japan International Cooperation Agency, is thought to be responsible for the waterlogging that affected around 15,000 people. Due to its political sensitivities, this emergency resulted in little media attention, which resulted in the distribution of additional funds, Bangladesh Red Crescent Society (BDRCS) distributed shelter kits and BRAC distributed cash.

Photo caption: Information is provided to a survivor of the fire outbreak by a Muslim Aid response team; Start Fund Bangladesh alert BRAC, fire outbreak, Ellias Mollah Slum, Bangladesh

CREDIT: Muslim Aid / Start Fund Bangladesh

PROGRAMMES “AT A GLANCE”

IN-COUNTRY DECISION-MAKING LEADS TO EFFECTIVE ACTION

The in-country decision making at the centre of Start Fund Bangladesh means that projects are being led locally, so there is better understanding of the context and needs on the ground, and a higher level of engagement from local communities and stakeholders.

Three examples are given below of small “under the radar” crisis in 2018 which normally would not have received humanitarian assistance without the locally-led approach enabled by the Start Network.

MIRPUR’S (DHAKA) ILLIAS MOLLAH SLUM FIRE

This incident destroyed nearly 4,844 homes and a learning centre. Effective collaboration from the agencies (Caritas Bangladesh, Christian Aid and Muslim Aid) with other stakeholders (CUP, SSK, BRAC, WaterAid, local elected representatives, Disaster Management Committee members) working in the area was key to ensuring consistency in the quantity and quality of items being distributed to beneficiaries, and avoided the duplication of efforts. This project led to the development of an urban needs assessment tool by the Needs Assessment Working Group, and triggered discussions regarding the adoption of a separate multipurpose cash package for urban responses nationally.

SEVEN KILOMETRE PADMA AT NARIA RIVERBANK EROSION

This emergency in the Shariatpur District made more than 27,000 people homeless. Although it received wide national media coverage, it did not receive any funding commitment other than that from the local government. The key challenge faced by responding agencies (Christian Aid, Shariatpur Development Society, HelpAge and Handicap International) was the mass displacement and out-migration which made it difficult to track the affected population. However, deploying young volunteers from the community facilitated the selection and distribution process and the response was able to help beneficiaries reconstruct their homes and pay land rents, along with meeting daily needs. Soon after the Start Fund’s response, ECHO disbursed additional funds, Bangladesh Red Crescent Society (BDRCS) distributed shelter kits and BRAC distributed cash.
MIGRATION EMERGENCY RESPONSE FUND

A RAPID RESPONSE FUND THAT TARGETS GROWING AND UNFORSEEN SPIKES IN NEED AMONG REFUGEES, MIGRANTS AND OTHER MOVING POPULATIONS

The Migration Emergency Response Fund (MERF) is a rapid response, context-specific contingency fund operated and managed by the Start Network, its members and its donor, UK’s Department for International Development (DFID). The objective of the MERF is to monitor and rapidly respond to acute and emerging changes in needs along migration routes. It is also meant to provide support to the overall response system to give it time to adjust and adapt to new needs and trends to improve the effectiveness of the migration response. The MERF operates in 11 countries: Algeria, Burkina Faso, Cameroon, Chad, Egypt, Libya, Mali, Morocco, Niger, Sudan, and Tunisia. In 2019, MERF will continue to support members, allowing them to raise alerts for unmet needs in migration while expanding the diversity of countries in which there is a response.

MAIN ACHIEVEMENTS

• Programme kick off meeting held with DFID and business case partners (including IOM, UNICEF, DRC, IRC, and Start Network) in June 2018
• In August, MERF goes live and members can begin raising alerts and Collaborative Information Collection and Analysis (CICA) requests, and it receives its first alert (MERF Alert 14 Niger (Relocation of Vulnerable Groups)) and has its first activation (MERF Alert 15 Morocco (Essential Needs Unmet))
• Workshops for MERF members in Tunis and Niger
• First anticipation alert and activation in December: MERF Alert 17 Morocco (Anticipation of Spike in Needs).

DONORS

UK Aid

PARTNERSHIPS

Danish Refugee Council (DRC)*, Mixed Migration Centre (MMC), REACH Initiative, ACAPS

*Lead of the DRC-IRC-Start Network consortium through which MERF received funding, they can also access the MERF

MEMBERS WHO CAN ACCESS THE MERF


CASE STUDY 3: Work with local partners in Morocco ensured appropriate and wide-reaching assistance for migrants

Morocco has historically been a transit country for migrants crossing into Spain, though numbers fluctuate over time. In the first half of 2018, there was an increase in humanitarian need in Morocco with migrant arrival numbers into Spain increasing 180% compared to 2017. Policies implemented by both European countries and Morocco have led to more migrants staying longer in Morocco, with greater humanitarian needs, including primarily shelter, protection and health. After alerting MERF in August, Doctors of the World (DOTW) ran a three-month project addressing the growing humanitarian needs within Morocco. The cornerstone of their approach was to work closely with local partners, 12 in total (Manos Solidarias, Caritas, MS2, ARCOM, COFMIMA, Dicom, AAMM, Samu Social, CEI, ALCS, Sakia El Hamra, and CSDC). These partners worked in various locations across the country. And, with the support provided by DOTW, they were able to increase their capacity to meet the needs of increasing numbers of migrants.

Working closely with local partners who had well-established relationships with local authorities and community leaders was crucial in ensuring the effectiveness and reach of the project. It also allowed the project to tailor distributions and sensitisation approaches to different contexts by tapping into local knowledge. For example, in Rabat, DOTW worked with AAMM to identify and provide assistance to unaccompanied minors. DOTW said that “Working with those partners helped us reach affected zones and people outside of our range of action in a short timeframe. The identified partners already have the local expertise and the confidence of the affected population. Without our local partners, it would not have been possible to cover 10 cities and reach more than 8,500 people in three months.”

Photo caption: Doctors of the World prepare for a distribution in Dakhla, Morocco; MERF alert 15, Morocco

Credit: Doctors of the World
DEPP INNOVATION LABS

A NETWORK OF LABS IN BANGLADESH, JORDAN, KENYA AND THE PHILIPPINES THAT IDENTIFY AND FUND INNOVATIVE LOCAL SOLUTIONS TO DISASTER PREPAREDNESS.

The DEPP Innovation Labs programme works to identify, support and scale up innovations that address the key problems faced by disaster-affected communities. They are currently operating in Bangladesh, Jordan, Kenya and the Philippines where staff are working directly with innovators through a user-centred design approach. Many of the innovators are from the communities themselves, with limited experience of developing and scaling innovations, but with a good knowledge of local issues and priorities. Lab staff have developed unique and comprehensive packages of support to help build capacity and guide these innovators through the process. Labs have supported 83 different innovations, the most promising of which will be supported to achieve sustainability. These address a broad range of innovations, the most promising of which will be supported through the process. Labs have supported 83 different innovations, the most promising of which will be supported to achieve sustainability. Those address a broad range of disasters including drought, typhoons, flooding, heat, fire and displacement. The programme will end in mid-2019 with a design process currently underway for the next phase of the programme. Efforts will focus on helping the innovations to launch a pathway to sustainability.

MAIN ACHIEVEMENTS OF 2018

- Implementing partners established eight fully-functioning lab spaces in disaster-prone areas of Bangladesh, Jordan, Kenya and the Philippines.
- 83 different innovations were supported by the labs, and 93% of innovators report that lab support has had a positive impact on the development and refinement of their ideas.
- 67% of innovators are from their target community and many more community members have developed unique and comprehensive packages of support including training on the innovation development process currently underway for the next phase of the programme.
- In 2018, the programme facilitated two all-lab learning workshops and four in-person lab exchanges, and shared 99 learning outputs and tools with each other.

DONORS

UK Aid

LAB IMPLEMENTING PARTNERS (*START MEMBERS)

Global Lab (CDAC) Jordan Lab (International Rescue Committee* and Airbel Center) Bangladesh Lab (Dhaka Community Hospital Trust, SEEDS Technical Services, University of New South Wales, The Centre for Research on the Epidemiology of Disasters (CRED) and Asian Disaster Reduction and Response Network (ADRRN)) Kenya Lab (Adeso*, i-Hub, Mastercard) Philippines (Plan International*, Action Against Hunger*, Care*, Citizens Disaster Response Center (CDRC), Response Innovation Lab (RIL))

LAB IMPLEMENTING PARTNERS (*START MEMBERS)

More than 10 from the private sector (including Mastercard), 10 from academic research institutes (including CRED and University of South Wales), 15 from the innovation sector (including Thoughtworks and ilhub) and 25 from humanitarian, development or social impact organisations (including ADRRN, Seeds India and UNHCR).

CASE STUDY 4: Innovator story: Medicine Bank - Increasing access to affordable medicines

Manal Taha Al Najjar is a 22-year-old Syrian refugee living in Jordan. She heard about the Mahali lab through Facebook: ‘What attracted me, I still remember, was the first sentence...'If you are a changemaker in your community and you want to make a difference, this is for you’. Her successful application focused on how to improve access to medicines for vulnerable and uninsured Syrians and Jordanians. The innovation is Medicine Bank, a stock management tool that connects medicines that are approaching their expiry date with vulnerable chronic disease patients who can buy them from pharmaceutical producers and local pharmacies at a reduced rate. However, coming up with such an innovative idea was not easy. Manal describes the programme as ‘view and novel, because unlike other programmes that simply replicate an existing fix, participants are expected to define the problem and develop the solution’.

The Mahali lab provided Manal and her team with a customised package of support including training on the innovation process, research, human-centred design, prototyping and testing, business models and finances, and stakeholder analysis. The lab brokered partnerships between the team, their target community and external organisations that they would not normally have access to, for example Hikma Pharmaceuticals and Irbid Speciality Hospital. Lab staff also provided technical, moral and motivational support: ‘Mahali always told us that we must do more, they always pushed us to the limits and towards developing our solution. The lab showed us the right direction and helped guide our movements. At some points we felt that the staff helping us were part of the team’. This support proved essential in helping Manal’s team develop and refine their solution and qualify for Shamal Start, an incubator programme that would help them to scale their idea.

Mahali Lab has had an extremely positive impact on Manal as a person: ‘It has helped me develop my presentation skills and has given me the confidence to defend my point of view. My mother recognises the change in me most. Before Mahali I was only sitting at home alone, I didn’t like to go out, I was introverted with some level of depression, but Mahali has made me a happier person. It changed my mindset, from a person who focuses on problems, to one that looks for solutions. If you believe in what you are doing you will always reach a solution.’
RISK FINANCING

A SPACE FOR EXPERIMENTATION IN DISASTER RISK FINANCING, DEVELOPING AND IMPLEMENTING NEW FINANCING INSTRUMENTS THAT WILL SHIFT NGOs FROM REACTIVE RESPONSE TO PROACTIVE INTERVENTION, WITH EARLY AND AUTOMATIC PAYOUTS.

Our Risk Financing work helps develop and implement new financing approaches that will enable humanitarians to mobilise sooner and in a more collaborative manner to access predictable funds and manage the risk of crises. We use data science to model and quantify risks in the areas in which funds operate; pre-planning and costing different types of assistance and pre-positioning funds that can be released when pre-agreed triggers are met. The Drought Financing Facility (DFF), the African Risk Capacity (ARC) Replica Programme and the Forecast Based Financing (FBF) Madagascar project, are three new financing mechanisms that aim to shift NGOs from reactive response to proactive intervention, with early and automatic payouts. The key goal for 2018 was to continue to generate experience and learning from risk financing pilots, building towards the wider strategic goal of a global Start Financing Facility — which will be designed in 2019 with the support of the World Bank.

MAIN ACHIEVEMENTS OF 2018

• Launched the new forecast-based-financing project in Madagascar.
• Kicked-off the Drought Risk Insurance Laboratory (DRiSL) research project in March, to provide a scientific due diligence approach for evaluating risk models for humanitarian planning.
• Start of technical staff secondment to DFID Centre for Disaster Protection in July.
• Signed the $1.9million ARC Replica drought insurance policy for Senegal, marking the first time a non-sovereign actor entered a regional risk pool, and the first insurance transaction for the Start Network (later the policy was not put into effect, see page 75).
• Initiated work with World Bank Disaster Risk Finance and Insurance Team on adapting their introductory risk finance training package for NGOs.
• Presented learnings from ARC Replica at the Insuresilence annual event in Katowice.

DONORS
KfW Group, National Environmental Research Council (NERC), GFFO, Rockefeller Foundation

OPERATIONAL AND TECHNICAL PARTNERSHIPS
International Research Institute for Climate and Society
World Food Programme
University of Sussex (Department of Geography)
University of Reading (Department of Meteorology)
Vend
ARC Limited & ARC Agency
Red Cross Climate Centre/International Federation of the Red Cross and Red Crescent
DFID Centre for Global Disaster Protection
Global Parametrics
Clyde and Co
World Bank

ADVOCACY AND INFLUENCING PARTNERSHIPS
Famine Action Mechanism technical advisory group
BOND DEG group on Disaster Risk Financing
IDF (Insurance Development Forum) Risk Modelling Steering Group and Sovereign and Humanitarian Solutions Group
Insuresilence Global Partnership

CASE STUDY 5: Forecast based Financing: Modelling Drought for Early Action in Madagascar

In 2018, we supported Welthungerhilfe to launch a drought forecast-based-financing pilot in Madagascar. Drought can be difficult to predict, because of its slow onset, it can be very hard to pinpoint when to act early. Scientific modelling can help with this. Monitoring precipitation levels and soil moisture, and identifying the amount needed to grow and harvest certain essential crops, can allow us to identify triggers early on, make more robust predictions about an emerging drought and act early to mitigate these impacts.

The project is an innovative blend of forecast-based financing, risk financing and scientific drought prediction modelling. Working with Welthungerhilfe, we built the drought prediction model, identified three districts of Madagascar that could benefit from this model, and then ran a Household Economy Analysis to map vulnerability and existing coping mechanisms. In 2019, we will use this data to develop contingency plans with drought experts at a national level. By the end of the year, we hope to have built a robust drought prediction model, with the ability to layer different types of funding to allow for effective early action.

“Forecast based Financing: Modelling Drought for Early Action in Madagascar is a pilot project implemented by Welthungerhilfe and the Start Network. It will allow NGOs to predict drought and access pre-positioned funding for early, preventative action. The final output will be a series of manuals for the replication of this model in other drought-prone countries. We look forward to presenting these at the start of 2020.”

[Michael Kuehn, Deputy Director - Policy and External Relation, Welthungerhilfe]
The Disasters and Emergencies Preparedness Programme (DEPP) worked in 10 countries through 14 collaborative projects, which worked alongside local and regional humanitarian networks to generate the skills and sustainable systems communities needed to respond to disasters. As the capacity across the programme developed, stakeholders were able to deliver 40 preparedness-based responses across nine countries. The Start Network pro-actively applied learning from the programme evaluation to identify strategic evidence-based re-allocations across its portfolio. This included a community-led crisis response using the Myanmar systems approach, and translations of the Gender Based Violence community-led crisis response using the Myanmar systems communities needed to respond to disasters. As the capacity across the programme developed, stakeholders were able to deliver 40 preparedness-based responses across nine countries. The Start Network pro-actively applied learning from the programme evaluation to identify strategic evidence-based re-allocations across its portfolio. This included a community-led crisis response using the Myanmar systems approach, and translations of the Gender Based Violence community-led crisis response using the Myanmar systems communities needed to respond to disasters. As the capacity across the programme developed, stakeholders were able to deliver 40 preparedness-based responses across nine countries.

The Disasters and Emergencies Preparedness Programme (DEPP) was composed of 45 main organisations within 14 project consortia with projects fostering partnerships with 241 national and international humanitarian actors (including national NGOs, international NGOs, academic institutions, government agencies, private sector companies, and Red Cross/Crescent Societies) from the programme development, stakeholders were able to deliver 40 preparedness-based responses across nine countries. The Start Network pro-actively applied learning from the programme evaluation to identify strategic evidence-based re-allocations across its portfolio. This included a community-led crisis response using the Myanmar systems approach, and translations of the Gender Based Violence community-led crisis response using the Myanmar systems.

• Strengthened the capacities of organisations across the sector to redress the imbalance of representation, working with organizations to implement 27 project level strategies across 11 thematic areas, such as protection mainstreaming and the inclusion of people with disability and older people.
• Produced a wealth of evidence and learning resources, including country-specific evidence and reflections from 13 countries, as well as pieces with a global or regional focus, with 68% (12 out of 14) of DEPP projects demonstrating at least one example of adaptive project management.
• Improved capacities for humanitarian response at both local and national levels, building the capacity of over 26,000 individuals.

MAIN ACHIEVEMENTS
• Improved early warning preparedness planning mechanisms for national and local governments, humanitarian agencies and communities, developing and strengthening 16 preparedness systems in seven countries.
• Facilitated the sharing of technical expertise and collaboration through multi-stakeholder platforms, including 2 national humanitarian networks composed of local and national organisations in Ethiopia and Bangladesh, 7 national NGO consortia in the Philippines, 3 local surge rosters in Asia, and over 280 partnerships.

OPERATIONAL AND TECHNICAL PARTNERSHIPS
DEPP was composed of 45 main organisations within 14 project consortia with projects fostering partnerships with 241 national and international humanitarian actors (including national NGOs, international NGOs, academic institutions, government agencies, private sector companies, and Red Cross/Crescent Societies) from the programme development, stakeholders were able to deliver 40 preparedness-based responses across nine countries. The Start Network pro-actively applied learning from the programme evaluation to identify strategic evidence-based re-allocations across its portfolio. This included a community-led crisis response using the Myanmar systems approach, and translations of the Gender Based Violence community-led crisis response using the Myanmar systems communities needed to respond to disasters. As the capacity across the programme developed, stakeholders were able to deliver 40 preparedness-based responses across nine countries. The Start Network pro-actively applied learning from the programme evaluation to identify strategic evidence-based re-allocations across its portfolio. This included a community-led crisis response using the Myanmar systems approach, and translations of the Gender Based Violence community-led crisis response using the Myanmar systems communities needed to respond to disasters. As the capacity across the programme developed, stakeholders were able to deliver 40 preparedness-based responses across nine countries. The Start Network pro-actively applied learning from the programme evaluation to identify strategic evidence-based re-allocations across its portfolio. This included a community-led crisis response using the Myanmar systems approach, and translations of the Gender Based Violence community-led crisis response using the Myanmar systems communities needed to respond to disasters. As the capacity across the programme developed, stakeholders were able to deliver 40 preparedness-based responses across nine countries. The Start Network pro-actively applied learning from the programme evaluation to identify strategic evidence-based re-allocations across its portfolio. This included a community-led crisis response using the Myanmar systems approach, and translations of the Gender Based Violence community-led crisis response using the Myanmar systems.
In 2018, The Start Network was alerted to 23 crises that were being caused by flooding, and responded to 17.
IN 2018, THE START NETWORK WAS ALERTED TO 23 CRISIS THAT WERE BEING CAUSED BY FLOODING, AND RESPONDED TO 17

These responses covered 13 countries across sub-Saharan Africa, North and Central America and South and Central Asia. The four countries in South and Central Asia (Bangladesh, India, Myanmar and Sri Lanka) all had two responses over 2018.

Two of the 17 responses were alerted through the anticipation window, and 82% were awarded funds within 72 hours. Aside from the two activations in Bangladesh, all were rapid onset.

In 2018, DEPP labs supported 31 innovations that sought to address or mitigate the impact of flooding. These were all from the labs in the Philippines, focusing mostly on preparedness and communications.

THREE EXAMPLES OF DEPP LABS INNOVATIONS TO ADDRESS OR MITIGATE FLOODING

PERSONAL FLOTATION DEVICE
A team of teachers and disaster experts in the Philippines have designed an affordable personal floatation device using recycled bottles and fishing net, to be used in typhoon and flash-flood prone coastal areas. The product is deemed special and unique from other similar initiatives because it adopts a do-it-yourself scheme and uses cheaper and locally available materials.

FLOATING GARDENS
Food security in flood-prone areas of the Philippines can be a challenge. Monsoon rains can destroy crops and overwhelm roads, limiting access to external relief and food, particularly in isolated areas. To address this, the Philippines lab is supporting the Centre for Emergency and Aid and Rehabilitation to develop a floating garden hydroponic model made from empty barrels and bamboo poles. They are testing two versions, one with a planting medium, readily available decomposed lilies, and one without, instead using a crop nutrition solution.

MOBILE APP
“Quick data” addresses the gap in disaster reporting and assessment following natural disasters like Typhoons, by developing an intelligent flood warning system, training communities in disaster preparedness and developing a mobile app where disaster-affected communities can report their situation themselves. This both empowers the community and helps to reduce reporting time from weeks to days. Left, one of the project’s innovators installs part of the flood warning system.

In late July 2018, serious flooding caused by unusually heavy monsoon rains resulted in mass displacement in Myanmar, primarily in the southeast Bago Region and the Kayin and Mon states. A month later, damage to the Swar Chaung dam due to heavy rains in Myanmar’s Bago Region led to flooding. These two events caused significant damage to livelihoods, as many rice-producing areas were submerged by floodwater and livestock were lost.

Start Fund activated two alerts from these two floods, Alert 249 for £449,249 and Alert 260 for £156,816, which focused on multi-purpose cash disbursements throughout the Bago region.

CASE STUDY 6: Cash in Myanmar: How multi-purpose cash distributions meet needs in the Bago region

In late July 2018, Serious flooding caused by unusually heavy monsoon rains resulted in mass displacement in Myanmar, primarily in the southeast Bago Region and the Kayin and Mon states. A month later, damage to the Swar Chaung dam due to heavy rains in Myanmar’s Bago Region led to flooding. These two events caused significant damage to livelihoods, as many rice-producing areas were submerged by floodwater and livestock were lost.

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Start Fund activated two alerts from these two floods, Alert 249 for £449,249 and Alert 260 for £156,816, which focused on multi-purpose cash disbursements throughout the Bago region.

CASE STUDY 7: Innovation Saves Lives: Developing a community early warning system in Sri Lanka

Start Network members in Sri Lanka have built up considerable experience both in anticipating and responding to floods. A major barrier they face with early action is the quality of the forecasts and pinpointing precisely when and where a flood might happen. Searches only become reliable ten days or less before a flood, which doesn’t allow communities enough time to limit risks.

Building on these frustrations, Oxfam have developed an innovative early warning system for floods. Automated water level monitoring sensors have been placed in key reservoirs and control fields, which trigger SMS messages to disaster management authorities and community members when water levels reach critical levels. Historical lessons have taught us that women and children are four times more likely to die than men following the onset of disaster, and women are also less likely to receive early warning information. Oxfam ensures inclusive access to household in receiving this information. Support through Start Fund Anticipation in November 2018 has contributed to further rolling out this unique project, illustrating how Anticipation can support innovation.
In 2018, the Start Network was alerted to 10 crises that were being caused by disease outbreaks and responded to 9. These responses covered 6 countries in sub-Saharan Africa (DRC, Malawi, Nigeria, Rwanda, Uganda, Zimbabwe). Three of the 9 responses were alerted in the anticipation window, and seven were awarded funds within 72 hours. The diseases were Ebola, Cholera, and Lassa fever, and all outbreaks were rapid onset. Thirteen projects were awarded to 10 different members, five of them in DRC.

In 2018, the Start Network was alerted to 30 crises being caused by conflict and civil unrest, 19 of these were responded to.
CONFLICT/CIVIL UNREST AND MIXED MIGRATION

IN 2018, THE START NETWORK WAS ALERTED TO 30 CRISES BEING CAUSED BY CONFLICT AND CIVIL UNREST, 19 OF THESE WERE RESPONDED TO.

These covered 14 countries across the globe, with more than half in sub-Saharan Africa.

Two of the 19 responses were alerted in the anticipation window, and 74 percent were awarded funds within 72 hours. Aside from the two activations in Ecuador and Peru, all were rapid onset.

In 2018, the Start Network was alerted to 4 crises that were being caused by mixed migration. They responded to three, one of which was anticipatory and all were alerted through MERF.

In 2018, DEPP Innovation Labs supported 4 innovations that sought to address or mitigate the impact of conflict and civil unrest in the Philippines, and 3 innovations that focused on mixed migration in Jordan. Two of the Philippines’ innovations focused on child protection, and 2 others focused on preparedness in the form of community-based approaches. These included urban gardening as a form of community building amongst internally displaced persons (IDPs) due to armed conflict.

CASE STUDY 8: Migrants in Agadez: how MERF’s flexibility enhanced programming during camp relocation

In autumn 2017, the city of Agadez in northern Niger faced an influx of mostly Sudanese asylum seekers. In 2018, however, the capacity and willingness of local authorities to continue to provide services had decreased significantly due to ongoing political tensions around migrants from host communities. By July, after a great deal of political attention and the involvement of senior UN officials, an agreement was reached that would move (approximately) 2,000 people housed in the city centre of Agadez to a new site, located 13km outside the city. Works started in late July to transform an empty terrain into a camp with basic infrastructure and facilities.

Doctors of the World worked in coordination with their partners Action pour le Bien Être (APBE), Cooperazione Internazionale (COOPI), United Nations High Commissioner of Refugees (UNHCR) and local health authorities, to implement a MERF-funded project in the new camp. Doctors of the World focused their response on the medical needs of the community, with the initial activities addressing emergency needs via mobile clinics, psychosocial care, and sensitisation sessions on proper hygiene and preventing communicable disease transmission.

The MERF’s flexibility came into play during this response, as the move to the new camps had no initial water access. As a result of this lack of water, Doctors of the World provided water trucking until the water drilling could begin.

CASE STUDY 9: Crisis from Venezuela: How Start Fund has reached migrants on the move in South America

Venezuela’s deepening political and socio-economic crisis in 2018 continues to drive migration and displacement to surrounding countries, including Peru and Ecuador. Ecuador is both a country of destination and transit. Of the 577,000 Venezuelan migrants who crossed over from Colombia since January 2018, only 20% remained in the country. Peru has had ongoing political tensions regarding the Venezuelan crisis. This included the Peruvian government declaring a national emergency in August 2018 in response to the health and WaSH needs at the border. On average, this Peruvian point of entry received 1,500 to 5,200 Venezuelan migrants every day. Protection concerns near the border included exploitation, trafficking, sexual and gender-based violence and xenophobia.

Start Fund had two alerts in 2018 responding to the Venezuelan crisis, Alert 267 Peru and Alert 277 Ecuador. The Start Fund’s flexibility enabled members in the field to adapt their projects as the dynamic nature of this crisis unfolded. For instance, in Alert 277, World Vision and Care International prepared to reach specific vulnerable groups, including female head of households, unaccompanied minors, and older people. However, once at the border, agencies realised that other international actors responding were actively separating families, only transporting women and children to facilities in-country, and leaving older sons and fathers of families at the Ecuadorian border bus terminal. Care and World Vision saw this as a new vulnerable group, as they had no money for a place to stay and no means to contact their families to discover where they needed to go to reunite with them. As a result, Care and World Vision changed their programming to reach these men and boys, with mobile phones and bus tickets to reach their families. This unforeseen additional challenge had a quick response due to Start’s flexible and fast mechanism.

Photo caption: Cross-border displacement, Ecuador; Start Fund alert 277. Credit Care International/World Vision

Photo caption: Gift card for mother and young child, Peru, Start Fund alert 267. Credit: Save the Children Peru
In 2018, Start Network was alerted to 10 crises that were being caused by disease outbreaks and responded to 9. These responses covered 6 countries in sub-Saharan Africa (DRC, Malawi, Nigeria, Rwanda, Uganda, Zimbabwe).
### DISEASE OUTBREAKS

In 2018, Start Network was alerted to 10 crises that were being caused by disease outbreaks and responded to 9. These responses covered 6 countries in Sub-Saharan Africa (DRC, Malawi, Nigeria, Rwanda, Uganda, Zimbabwe).

Three of the 9 responses were alerted in the anticipation window, and seven were awarded funds within 72 hours. The diseases were Ebola, Cholera and Lassa fever, and all outbreaks were rapid onset. Thirteen projects were awarded to 10 different members, five of them in DRC.

#### CASE STUDY 10: DISEASE: Tackling cholera from the bottom up in Malawi

Cholera is a persistent risk in Malawi. During the rainy season, standing water and contaminated wells contribute to the spread of the illness. In the dry season, community members can be forced to use unsafe water sources, as cleaner sources dry up, putting them at risk of contracting the illness. In November 2017, a cholera outbreak started in Karonga, northern Malawi, which then spread to the capital, Lilongwe, and Salima on the banks of Lake Malawi. The Start Fund Anticipation project showed how local organisations working with local Government health offices can support sustainability, ensuring that the experience gained through a project stays where it is needed.

Working with local health offices ensured that cholera outreach was conducted by those with the greatest contextual knowledge and understanding of the local culture and language. It also ensured that the activities fit into wider Government efforts to limit the spread of cholera. For example, MANEPO worked with the Chikwawa Government Health Office on water point assessments. This was a new approach in Chikwawa, which enabled health staff to prioritise areas for sensitisation. By collaborating on this analysis, MANEPO supported local health staff to conduct these assessments independently moving forward, contributing to the longer term resilience to cholera in Chikwawa.

From inception, MANEPO involved all health officers... we did round tables for planning and adapted our plans,... MANEPO were very flexible and enabled adaptation, we removed the activities which weren’t needed”

Chimwemwe Jella, District Environmental Health Officer, Phalombe.

#### CASE STUDY 11: Combatting history’s second-worst outbreak of Ebola in DRC and preventing its spread into Uganda and Rwanda (alerts 250, 254, 283)

This year, DRC experienced its ninth and tenth outbreaks of Ebola since the discovery of the disease in 1976. The Start Fund provided rapid, lifesaving assistance in both outbreaks. It was alerted within five days of the government’s declaration of the ninth outbreak on 8 May, and just 70 hours later, funding was awarded to Oxfam in coordination with its partners Protection des Vies Humaines (PVH) and Agiha, to carry out awareness raising campaigns and WaSH activities. Emmanuel Tamba, Oxfam’s Humanitarian Programme Manager in DRC, reported that this timely support enabled Oxfam to demonstrate its speed of assistance, and “tremendously contributed to the success of containing the EVD [Ebola Virus Disease] in Equateur”.

Following the government’s emergency declaration of the tenth outbreak, Start Network agencies alerted the Start Fund within one day. This led to the awarding of funds just 68 hours later to Oxfam and Save the Children to begin Health and WaSH awareness campaigns, distribute sanitation kits, and provide community health facilities with latrines, showers, incinerators and sterilisation kits. Agencies reported that these interventions positively changed attitudes and behaviour toward the disease, and enabled essential information gathering to take place which was crucial for coordination, as the outbreak continued to spread unimpeded by conflict and poor living conditions.

Decision making was supported by the FOREWARN group, a network of forecasters and humanitarians who provide technical support to anticipation decision making. They informed appropriate activities and allocation amounts, ensuring resources were efficiently used. Relief International, who implemented in Uganda, also shared their learning with colleagues in Rwanda, ensuring experience was passed on following a successful Ebola prevention project.
In 2018, the Start Network was alerted to four crises that were being caused by drought. Of these, they activated 3 and responded to 2. These 2 responses were in Mauritania and Chad and resulted in three projects.
DROUGHT

IN 2018, THE START NETWORK WAS ALERTED TO 4 CRISIS THAT WERE BEING CAUSED BY DROUGHT. OF THESE, THEY ACTIVATED 3 AND RESPONDED TO 2. THESE 2 RESPONSES WERE IN MAURITANIA AND CHAD AND RESULTED IN THREE PROJECTS.

In 2018, the Risk Financing team worked on three drought-related initiatives: ARC Replica in Senegal, the Drought financing facility in Pakistan, and the forecast-based-financing initiative with WHH in Madagascar.

In 2018, DEPP labs supported 22 innovations that sought to address or mitigate the impact of drought in Kenya. Half were from Garissa and half were from Marsabit, both northern counties prone to drought. Most provided livelihood support but some also focused on WaSH. The types of innovations ranged from fodder production to the provision of water storage facilities and online platforms for livestock marketing linkages.

CASE STUDY 12: Animal feed bricks to keep livestock alive during drought

Guyo Haro, aged 44, a pastoralist from Moyale Sub-County, near Marsabit in northeast Kenya, is a member of the Teso Pastoral Field School Group. As a result of the 2016 drought, group members lost many animals. Haro lost 10 cattle in one day. Following that period, he and other group members received training from international experts on ways to sustain livestock through alternative animal feed from available sources. Such skills, he says, have empowered him and others to ensure their livestock survive longer spates of drought.

Guyo heard about the Maarifa Kona Innovation Lab on the radio, which was asking people to share their ideas on ways to reduce the impact of drought. The Teso Pastoral Field School Group saw this an opportunity to take forward their innovation to reduce livestock deaths by producing alternative animal feed.

The group produces highly nutritious animal feed in powder form in briquettes or blocks. Produced by gathering tree pods and leaves, crop wastes like maize and beans husks, acacia pods, indigenous grass and other locally available plants, which they grind and mix together with commercial ingredients to produce a new type of fortified animal feed. One block of animal feed can sustain one cow for at least three to four days during severe drought. The team was supported by Maarifa Kona to develop their innovation.

With the skills, training and support received from Maarifa Kona, the group aims to grow their business to be the leading animal feed producer in the region.

CASE STUDY 13: ARC Replica: A game-changing policy that needed tweaking

In 2018, Start Network and African Risk Capacity (ARC), an organisation mandated by the African Union to help Member States manage natural disaster risk, signed a game-changing Replica policy. The policy was intended to replicate the insurance policies purchased by ARC Member States. Non-governmental partners, in this case Start Network and WFP, were supported by a donor KFW to purchase matching insurance premiums. If precipitation fell below a predefined threshold, Start Network would receive a payout at the same time as the government to protect communities at risk. However, Start Network’s insurance policy was conditioned against the adverse impacts of drought.

The Risk Financing programme at Start Network will continue to adjust and adapt the replica model and hope to offer Start members the opportunity to participate in ARC Replica in an additional country in 2019. There will be many more different challenges, but with each one, we will learn, adapt, and build stronger systems that protect populations against the adverse impacts of drought.

One consequence of ARC Replica has been the improved coordination between Start Network members in Senegal. We now have monthly meetings, during which we have very useful exchanges and reflections on a whole range of topics within the humanitarian aid sector. These reflections have further fostered a deeper level of collaboration which has allowed Start Network members to position and advocate for local level changes as a united block.”

Nickie Sene, Catholic Relief Services, Senegal
A young girl uses ‘Martha’, an innovative educational tool using visual cards to teach Arabic and sign language literacy to deaf children; DEPP Innovation Labs, Mahali Jordan Lab.

Credit: Mahali Lab
LOCALISATION

Proposed hub locations (based on survey)

IN 2019, THE START NETWORK WILL PROGRESS TOWARDS THE VISION OF A NETWORK COMPOSED OF INDEPENDENT NATIONAL AND REGIONAL HUBS, ALL OF WHICH WILL DESIGN AND OWN THEIR OWN RISK FINANCING AND INNOVATION SOLUTIONS.

The first step will be to finalise the network-wide localisation strategy which will establish clear definitions and quantitative commitments, the progress of which will be closely measured.

NATIONAL & REGIONAL HUBS

Next will come the piloting the hub-model, with five different types of hubs in the first cohort, self-selected so that they are fully demand-driven. As part of these pilots there will be opportunities to test locally-run risk financing and community innovations, building on learning from existing Start Network initiatives, such as the community-based DEPP Innovation Labs and Drought Financing Facility. All initial hub conversations will have a minimum of 50% local NGOs and academics to ensure diversity.

TIERED DUE DILIGENCE

A critical part of the infrastructure for this network of hubs will be a harmonised tiered due diligence mechanism which will enable a wide variety of organisations to join Start Network and directly access its resources, whilst ensuring that donors with different risk appetites can contribute to a global network. This will be tested with at least 10 organisations in 2019, aiming to acquire a minimum of 25 new members each year, with 50% local membership globally by 2020.

The Start Network will continue to evolve and learn from the Start Fund Bangladesh, our first national initiative, who have drawn valuable learnings from the recent onboarding of a cohort of local organisations.

The organisation-wide localisation strategy will ensure that we have clarified the definitions and commitments that will propel our localisation ambitions forward in 2019.

COLLECTIVE INNOVATION

WHILE RISK FINANCING IS GRADUALLY BECOMING A POLICY PRIORITY FOR MANY OF OUR MEMBERS AND DONORS, THE KEY STRENGTH OF THE START NETWORK IS NOT JUST IN ADVOCATING FOR CHANGE, BUT ALSO IN PROVIDING THE MEMBERSHIP WITH CONCRETE EXPERIENCE OF INNOVATIVE WAYS TO DELIVER MORE EFFECTIVE HUMANITARIAN ACTION.

RISK FINANCING

In 2019, the Start Network Risk Financing team will support members at the local level to explore their risk finance needs through capacity building, and continue to extend and gather evidence through active pilots. These pilots will build on the work completed to date for two risk financing projects: the African Risk Capacity (ARC) Replica initiative, and the design of the Start Network Drought Financing Facility. In addition, a training package will be delivered (adapting materials shared by our World Bank partners) which will equip the wider Start Network with a common language and understanding of DRF, so as to stimulate and support experimentation in financial preparedness within a common framework across the network.

START FINANCING FACILITY

At the strategic level, in 2019, the Start Network will deliver the participatory process to design a global risk financing facility - the Start Financing Facility (SFF). The evolution towards a decentralised network of hubs will be underpinned by the development of the SFF as a global financing infrastructure. Each hub will be supported to mobilise local funds, share risks efficiently across contexts and innovate in humanitarian preparedness and response. This is an opportune moment to design a global infrastructure to connect these finances efficiently and in a risk-informed way. By the end of 2019, it is hoped that the membership will have agreed on a preferred design for the future financial infrastructure, and will have a detailed feasibility study and roadmap for implementation.

INNOVATIONS LABS

On a local level, the DEPP Labs will reach their conclusion in July 2019, and efforts will focus on helping the innovations which have graduated from the programme to launch a pathway to sustainability. This will include ‘demonstration days’ in each of the lab countries, and in London, providing a platform for some of the best innovations, and opportunities for members to engage or partner with these innovations. Lessons learned from the DEPP labs will be collated and shared with partners and stakeholders and follow on programme elements will be collaboratively designed with the programme participants.

As the Start Network pioneers its new hub-based model at the local level, an innovation capacity will be embedded within these, focusing on solving local humanitarian system problems and building on the user centred design philosophy to embed accountability.
NEW CHARITY STATUS

THE START NETWORK HAS BEEN HOSTED BY SAVE THE CHILDREN UK (SCUK) SINCE IT WAS FIRST ESTABLISHED IN 2010. SCUK PROVIDES ALL THE SYSTEMS THAT ENABLE THE START NETWORK TO OPERATE.

WE HAVE NOW REACHED THE STAGE WHERE THE START NETWORK NEEDS TO BECOME AN INDEPENDENT CHARITY: ONE WITH THE POWER TO SCALE AND CATALYSE THE CHANGE NEEDED. BEING INDEPENDENT WILL ALLOW US TO:

• Have a clear and independent identity
• Be better placed to drive the evolution and growth of the network
• Increase the level and range of our donor base

In 2019, the Start Network will create an independent charity, which will deliver core functions in support of the wider members. Some donor contracts and the related Start Network programme initiatives and teams, such as the Start Fund, MERF, and the DEPP Innovation Labs, will continue to be managed by SCUK.

A CORE TEAM WITHIN THE NEW CHARITY WILL SUPPORT THE COLLECTIVE OF 42 AID AGENCIES AND WILL ENABLE THE GROWTH OF THE START NETWORK, INCLUDING:

• A dispersed, international network of regional and national collectives of organisations, called “hubs”
• A global, risk-based financing facility connected to national and regional funds
• A global tiered due diligence database, to enable more organisations to access funds directly
• Core services such as setting common standards, brokering partnerships, supporting innovation and sharing information and learning

NEW FINANCING

THE WORK OF THE START NETWORK IN 2018 HAS PAVED THE WAY TO SEVERAL AMBITIOUS INITIATIVES IN THE YEARS TO COME AS WE EMBARK ON THE DESIGN OF THE START FINANCING FACILITY, A FAMILY OF FUNDS AND RISK-BASED FINANCING MECHANISMS.

The 2019 Start Fund evaluation will focus on the question: what is needed for the Start Fund to scale up? Here the focus will be to explore what needs to be done to take the Start Fund to the next level and multiply its impact and reach as the Start Network keeps growing and new donors contribute to the fund. Integral to this will be the continued work on making the Start Fund mechanism more efficient and effective, with the use of automation and further digitisation.

2019 is the year that the Start Fund Bangladesh becomes a truly local national fund, accessible to more national than international organisations, and responding based on decisions that are taken in the country the crisis occurs. And, MERF will continue contributing funds to support the needs of populations on the move for local and regional crises.

Start Network will scale up work on forecast-based action. Using learning and evidence taken from the funded anticipatory responses, there will be the first ever evaluation of forecast-based funding in 2019. There are also ambitious goals to intensify the work at a global level, working with all key stakeholders from civil society, UN agencies, the Red Cross and Red Crescent family, as well as specialists and scientists to provide the humanitarian system with the necessary tools to respond much earlier to crises.

Finally, as the Start Network becomes an independent charity in 2019, the grant custodian model will be tested, whereby Start Network members host the different financing mechanisms on behalf of all members. We will work throughout the year to ensure that the model continues to improve and provides efficiencies for the members and donors who contribute to the funds.

The Tuklas Lab team play a strategic thinking game. Credit: TUKLAS Lab.
ASSURANCE AND OPERATIONS

GOVERNANCE, LEADERSHIP AND MANAGEMENT

The Start Network operates as a consortium, and is accountable primarily to its membership. It is built upon the principle of delegated authority: decisions are made by the Start Network alone and not by our donors. This means decisions are collective, strategic and de-politicised. The governance structure is designed to ensure rigour and impartiality in decision making.

Save the Children UK (SCUK), one of the network’s members, is the host organisation and the lead agency of the Start Network Consortium - and is therefore legally responsible for the Start Network. The team follows SCUK’s policies and processes, and also has its own governance arrangements that enable Consortium members to maintain oversight of our strategic direction.

The Start Network is governed by its Board of Trustees, taking its steer from the membership, which is represented by the Assembly - the Network’s highest governing body. The Board is responsible for advising on and implementing the agreed governance structure is designed to ensure rigour and impartiality in decision making.

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The Start Network is governed by its Board of Trustees, taking its steer from the membership, which is represented by the Assembly - the Network’s highest governing body. The Board is responsible for advising on and implementing the agreed governance structure. Each Committee includes or is chaired by a Trustee to maintain continuity of discussions and decision-making. The Assembly retains some key decision-making functions, such as the approval of new members into the Network, and appointing Trustees to the Board.

OUR BOARD OF TRUSTEES AND LEADERSHIP TEAM

The Board of Trustees is made up of a mix of independent experts and representatives of Network member agencies. There are 5 nominated trustee seats and 7 elected member trustee seats on the Board. Four of the nominated seats, including the Chair and Treasurer, must be independent, while one can be assigned to either an independent or a member. Nominated Trustees are selected for their expertise in areas of importance for the Start Network, and member Trustees are elected by members based on their background and skills to ensure member representation on the Board.

MAKE-UP OF THE BOARD (AS AT DECEMBER 2018):
- 3 International NGO representatives (2 men, 1 woman)
- 3 Southern International NGO representatives (2 women, 1 man)
- 4 independent trustees (2 women, 2 men)

LIST OF START NETWORK TRUSTEES (AS AT DECEMBER 2018):
- Shaima Al Zarooni - Independent
- Degan Ali - Member, Adeiso
- Richard Broyd (Treasurer) - Independent
- Lola Gostelow - Independent, former Chair 2017
- Benjamin Lanlado - Member, CADENA
- Christof Gabriel Maetze (Chair) - Independent
- Samar Muhareb - Member, ARDD Legal Aid
- Kevin Noone - Member, International Medical Corps
- Rachel O’Brien (ex-officio) - Save the Children UK
- Bob Ruxton - Member, Concern Worldwide
- Aleema Shivji - Member, Humanity & Inclusion Executive

EXECUTIVE TEAM (AS AT DECEMBER 2018):
- Sean Lowrie - Director
- Christos Papaoanou - Head of Start Funds
- Annemarie Poorterman - Interim Head of Network Development & Engagement (Interim replacement for Kat Reichel - Head of Network Development & Engagement, on sabbatical)
- Shiveta Shah - Head of Strategic Operations

RISK MANAGEMENT

Start Network follows the policies and processes of host agency, Save the Children UK, and also has its own measures in place for managing risk in the Network. The Start Network Consortium Agreement and the Membership Policy outline the expectations, rights, obligations and responsibilities of the Start Network and its member organisations. This includes ownership of risk for downstream partners, a process for reporting fraud in programmes implementation, and a robust due diligence process for members, which is renewed every three years. Our Finance & Audit Committee also advises on financial risk and compliance.

DUE DILIGENCE AND SAFEGUARDING

All organisations admitted to the Start Network membership go through a due diligence process, conducted by an external firm (currently Buzzacott LLP). This process ensures that all members have in place suitable policies, procedures and controls that meet the requirements of Start Network membership and donors. This includes a checklist informed by current donors’ criteria for assessing delivery partners; ‘passporting’ where other international organisations or donors have already carried out checks; and external vetting checks on board members and senior staff. Each organisation is asked to complete a questionnaire and provide supporting documentation which seeks to establish there are sufficient:
- Governance and control structures
- Capacity and ability to deliver services at the required scale
- Financial stability
- Safeguarding measures for staff and communities
- Data protection measures
- Procedures and policies to manage the performance of downstream partners.

This process is replicated every three years to ensure that organisations continue to meet the required standards to receive Start Network funding. The Start Network reserves the right to request a refresh of due diligence or limit access to funding, should an incident trigger this action be required.

In 2018, 42 Start Network members went through a due diligence process. The critical learning from this was that many found the process burdensome, and very few members used the “passporting” option - where organisations can use a recent due diligence from an internationally recognised donor - to fast track the process. A new due diligence framework will be piloted with 10 new members in 2019.

The Start Network recognises that the humanitarian sector has fallen short in terms of safeguarding vulnerable people with which it has been committed to serve. In 2018, our members, NGOs, safeguarding experts, DFID, and the Charity Commission pledged to improve safeguarding standards across the international humanitarian sector at a Safeguarding Summit. The joint pledge to ensure all people are safe from sexual exploitation, abuse and harassment was signed by 32 organisations and government, including the Start Network.

Since then, the Start Network has worked to improve its own safeguarding policies and practices, building on best practice. In 2019, as the Start Network becomes an independent organisation, an internal standard for safeguarding practice will be set.
**INCOME STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2018**

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</tbody>
</table>

**2018 UNRESTRICTED RESERVES**

<table>
<thead>
<tr>
<th></th>
<th>£’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance at 1st January 2018</td>
<td>1,187</td>
</tr>
<tr>
<td>Closing balance at 31st December 2018</td>
<td>1,330</td>
</tr>
</tbody>
</table>

Income

Total income for the year 2018 was £20.4m. 97% of our total income came from donors as grant income and 3% was generated by member agencies fees and indirect cost recovery.

1. Unrestricted funds

These are funds available to use at the organisation’s discretion – not designated for a specific purpose. This fund is available to cover the costs of the organisation, other than the grants payable and cost of grant-making and management which are covered from the designated and restricted funds.

Income that is credited to this fund includes:

- **Direct grants (grant income):** The Start Network charity has received a first direct grant from the Ikea Foundation to provide financial support for the creation of the independent charity. Other direct grants will be solicited in the following year as this will constitute an important source of income for the sustainability of the platform.
- **Membership contributions:** All Start Network Members pay an annual fee according to their organisational size. This is considered unrestricted funding.
- **Broker fees:** All institutional grants pay ICR (Indirect Cost Recovery). Where there is a grant custodian, this is shared between the grant custodian and the Start Network charity. Our current donors have agreed that this can then be booked as unrestricted income for the Start Network charity. In addition, some institutional grants include contributions to the Start Network charity that we may recognise as unrestricted income at the donor’s discretion.

2. Restricted funds

These funds must be used in accordance with specific restrictions imposed by donors. Restricted income is generally only recognised in line with spending, therefore income is only recorded in our income & expenditure statement once the grant related expenditure is incurred and recognised in a given period. This means delayed spend will result in under recognition in restricted income even though the funds have already been granted by the donor (or even when the funds have already been received from the donor). Some exceptions to this income recognition policy are the DFID I, MERF I and Irish 19/18 grants which followed a different policy in line with the original agreement.

Expenditure

Total unrestricted expenditure in 2018 was £0.9M. The highest single costed budget line was staffing. The main asset of the organisation is people. Other significant cost areas are: consultancy, events, office space rent, travel, and programme disbursements.

Consultancy covers a lot of the key commitments we must deliver without requiring extending the workforce to a level that cannot be retained. In 2018, we required a significant amount of professional and legal fees in support of the independence process which took place on 1st May 2019. Other costs under this expenditure line relate to the completion of a due diligence framework for new members and the facilitation of two annual member assemblies which took place in May and November 2018.

Events, communications and marketing covered costs related to the assemblies, the maintenance of our online platform and the facilitation of marketing materials such as the annual report and communications to members.

Total restricted expenditure in 2018 was £22.4m.

**ACKNOWLEDGEMENTS - GRANT DONORS**

These amounts represent expenditure recognised in the accounts for year end Dec-18. Therefore this is not a representation of the full amount contributed by donors where the grant is for a different reporting period or is for a multi-year grant.

<table>
<thead>
<tr>
<th>Donor</th>
<th>Programmes</th>
<th>Total Restricted £’000</th>
<th>Total Unrestricted £’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estonian Government</td>
<td>Blockchain</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>European Civil Protection and Humanitarian Aid Operations</td>
<td>Start Fund</td>
<td>807</td>
<td></td>
</tr>
<tr>
<td>German Federal Foreign Office</td>
<td>Start Fund</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Irish Aid</td>
<td>Start Fund</td>
<td>1,008</td>
<td></td>
</tr>
<tr>
<td>KfW Group</td>
<td>ARC Replica</td>
<td>115</td>
<td></td>
</tr>
<tr>
<td>Ministry of Foreign Affairs Belgium</td>
<td>Start Fund</td>
<td>850</td>
<td></td>
</tr>
<tr>
<td>Netherlands Ministry of Foreign Affairs</td>
<td>Start Fund</td>
<td>595</td>
<td></td>
</tr>
<tr>
<td>Overseas Development Institute</td>
<td>Start Fund</td>
<td>58</td>
<td></td>
</tr>
<tr>
<td>Rockefeller Foundation</td>
<td>ARC Replica</td>
<td>101</td>
<td></td>
</tr>
<tr>
<td>UK Department for International Development</td>
<td>Start Fund (10,580) DEPP Innovation Labs (3,952), DEPP (1,789), Start Fund Bangladesh (1,230), MERF (1,210)</td>
<td>18,762</td>
<td></td>
</tr>
<tr>
<td>University of Sussex (NERC)</td>
<td>Risk financing</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>Wellthungerhilfe (GIFFO)</td>
<td>Risk financing</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>IKEA Foundation</td>
<td></td>
<td>388</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>22,382</strong></td>
<td><strong>388</strong></td>
</tr>
</tbody>
</table>

Awards granted in 2018 but to be spent in 2019

| Jersey | Start Fund | 500 |
PARTNERSHIPS

START FUND PROJECT LOCAL/NATIONAL
IMPLEMENTING PARTNERS IN 2018*

- Action Africa Help (AAH)
- Afghan Development Association (ADA)
- Al-Marar
- Alerta Sante
- APIRODEHNI
- Association de Refugies et Communautes Congolaises au Maroc
- Association for Education and Development (ASEDE)
- Association for Rural Upliftment & National Aligence (ARUNA)
- Casa de Migrantes
- Centre for Gospel Health and Development (CeGHaD)
- Christian Rural and Urban Development Association of Nigeria (CRUDAN)
- CNRS (Center for Natural Resources)
- Collectif de Femmes Migrateuses au Maroc
- Comandos de Salvamento
- Comité de Emergencia Municipal Alianza
- Commission Nationale pour l’Accueil des Refugies et des Stateless Persons (CNARR)
- Communauté Baptiste au Centre de l’Afrique
- Conseil Provincial de Secours d’Urgence et de Rehabilitation (COPROSUR)
- Council for Education and Development (COPED)
- DBRC
- Defensoria del Niño y del Adolescente de la Municipalidad de Piura (DEMINA)
- Dhaka Ahsania Mission
- Dignus - Burkina Faso
- Djikke
- femLINK Pacific
- FIVDB (Friends in Village Development Bangladesh)
- FUMA
- Fundacion Salvadorana para la Promocion Social y el Desarrollo Economico (FUNSALPRODESE)
- Global Humanitarian Development and Foundation (GHDF)
- Higher Life
- Hope and Fraternity Guatemalan Ecumenical Foundation (ESFRA)
- Indo-GLOBAL Social Service Society (GGSS)
- Iruua Specialist Teaching Hospital
- Karuna Myanmar Social Solidarity (KMSS)
- Le Ministere de l’Eglise du Christ au Congo pour les refugies et les urgences (ECC-MERU)
- LEMA
- Mainstreaming of Rural Development Innovation Tonga Trust (MORI)
- Malawi Network of Older Persons Organisations (MANEPO)
- Maroc Solidarite Medico Sociale
- Mexican Civil Protection
- MoFALD and Aimag agriculture departments
- Nafore Association
- National Office for Protection of Refugees and its Stateless Persons (ONPRA)
- NEMA
- Nigerian Centre for Disease Control
- Organisation Humanitaire et de developpement (OHD)
- Ox Federal Medical Center
- Programme de Promotion des Soins de Santa Primaire (PPSP)
- Protection des Vies Humaines (PVH)
- Provincial Disaster Management Authority (PDMA)
- Regional Bureau of Women and Children Affair
- Rural Agency for Community Development and Assistance (RACIDA)
- Sakia El Hamra
- SAMU Social
- SDIs-Shariartpur Development Society
- Shwayar
- Social Development International (SDI)
- Social Service Center Srikaluam (SSCS)
- Social-life and Agricultural Development Org (SADO)
- Sur en acción
- Utz Che
- Wayanad Social Service Society (WSSS)
- Youth Association of Dire
- YPSA - Young Power in Social Action

*Excludes those whose names may have security implications

START NETWORK PROGRAMME
COLLABORATORS AND PARTNERS IN 2018 *

- ACAP5 (Assessment Capacities Project)
- Aribel Center
- ALNAP
- Anglia Ruskin University Global Sustainability Institute (Chaos Mapping project)
- ARC Ltd (affiliate of the ARC agency of the AU)
- Armed Conflict Location and Event Data Project (ACLED)
- Asia Pacific Alliance for Disaster Management
- Asian Disaster Reduction and Response Network (ADRRN)
- Asian Institute of Management
- Almeio Innovation Center
- Bangladesh Academy of Climate Services (BACS)
- Bangladesh Institute of Management
- Biforan
- BOND DEG group on Disaster Risk Financing
- Boston Children Hospital (USA)
- Capacity Building Services Group (CBSG)
- Careem
- CDC Network
- CDC (Centres for Disease Control and Prevention)
- Centre for Research on the Epidemiology of Disasters
- Chamber of Industry
- Citizens Disaster Response Center
- Clyde and Co.
- Community Initiative Society
- Cordillera Peoples Alliance
- CRUJSSE (Challenging Radical Uncertainty in Science, Society and the Environment)
- Danish Refugee Council
- De La Salle University
- DFID Global Center for Disaster Protection Centre; Expert Advisory Group and technical secondment
- Dhaka Community Hospital Trust
- Digital Opportunities Trust
- Disaster Health Environment Management Foundation, Famine Action Mechanism (FAM) technical advisor group
- FAO
- GAHI
- General Union of Jordanian Farmers
- GeoloiCa (Geo-Risk in Central Africa)
- Global Parameters
- Google
- Gray Dot Catalyst
- Ground Truth
- GMSA
- Habitat for Humanity
- HIF
- HRID (Innovation Idea Development)
- Hub of Innovation for Inclusion (HIFI)
- Humanity and Inclusion
- iHub
- IDF (Insurance Development Forum)
- Imperial College
- Insuresilience Global Partnership
- International Research Institute for Climate and Society, Columbia University
- INTRAC
- IOM
- Jordan Interagency Forum
- Jordan River Foundation (JRF)
- KCB Innovation hub
- Kenya Commercial Bank (KCB)
- Liverpool School of Tropical Medicine
- London School of Economics and Political Science (The Centre for the Analysis of Time Series)
- Massachusetts Institute of Technology (MIT) Media Lab
- Refugee Learning Accelerator
- Mastercard
- Mercy Malaysia
- Microsoft
- Mixed Migration Centre (MMC)
- National Alliance of Humanitarian Actors Bangladesh
- No Lost Generation
- Oregon State University
- Overseas Development Institute (ODI)
- Parachute16
- Partnership Brokering Association
- PDRRN
- Philippine Disaster Resilience Foundation
- Philippine Task Force for Indigenous People’s Rights
- Practical Clarity
- Princess Basma Center
- Psychosocial Support and Children’s Rights Resource Center
- Rapsier
- REACH Initiative
- ReBoot Camp
- Red Cross Climate Centre/International Federation of the Red Cross Red Crescent
- Response Innovation Lab (RIL)
- Safer Edge
- SEEDS Technical Services
- Shamal Start
- Syrians Across Borders
- Tech Tribe
- The Research People
- Thought Works
- UNICEF
- University of New South Wales

Continued on next page
START NETWORK PROGRAMME
COLLABORATORS AND PARTNERS IN 2018 *

· University of Reading, Department of Meteorology
· University of Reading, Department of Geography and Environmental Science
· University of Southampton, Geography and Environmental Science
· University of Sussex, Department of Geography
· University of the Philippines
· Urban INGO forum Bangladesh
· USAID
· Viamo
· Wageningen University in The Netherlands
· World Food Programme
· World Health Organization

*Excludes the complete list of the 241 DEPP agencies and implementing partners, though some are mentioned if partners of other programmes.

DONORS

MEMBERS

ASSURANCE AND OPERATIONS