Start Network was formed in 2010, then known as the Consortium of British Humanitarian Agencies.

In 2020 we are proud to celebrate the change our network has delivered in the past 10 years, alongside our members, donors and partners.
We defied slow and reactive funding. In February we received the 300th alert to our global rapid response Start Fund. In August we announced a $10 million payout for the drought insurance we purchased through ARC Replica in Senegal and began working with our members to plan for drought mitigation activities there.

We channelled funding directly to local organisations. Start Fund Bangladesh channelled 55% of its funds to local NGOs during the year. In August, we completed the design of our new tiered due diligence process, and by year end had pledges from three current donors for direct funding to our smaller, local members.

We co-created community-based innovations with close to 100 local teams through our DEPP Innovations Labs. Many have secured additional funding, partnerships or clients.

We diversified our donorship, through a new grant to the Start Fund from our first private funder, the IKEA Foundation.

We took a giant leap toward realising our localisation ambitions by launching five new civil society hubs in the Democratic Republic of Congo, Guatemala, India, the Pacific and Pakistan.

We implemented a new leadership model with joint CEO and CFOO responsibility for delivering strategic and financial results, while maintaining transparent and compliant operations and risk management.

On 1 May 2019, we became an independent charity: a membership of humanitarian aid organisations that is mission-led and results-driven; one that measures success by the strength of its network and its ability to deliver positive change for those vulnerable to and affected by crisis. Looking ahead, we are excited about 2020, a year that also marks Start Network’s tenth anniversary.

We look forward to making progress on our ambitious agenda for systems change. We applaud the Start Network team, membership and Board of Trustees, who worked tirelessly toward all that we achieved in 2019, with special thanks to Board Chair, Christof Maetze and Vice-Chair Bob Ruxton, for leading our spin-off and to Catherine Sneath for acting as Interim CEO from July to September 2019. Finally, we thank Sean Lowrie, Start Network’s founder and Director until June 2019, whose vision and leadership has inspired what this ambitious and dynamic, organisation has become.

FROM THE LEADERSHIP TEAM

We both joined Start Network in September 2019, drawn by the momentum around its agenda for change, and excited by shaping an ambitious, newly independent humanitarian network. Since joining Start Network, as newcomers to the organisation, we have felt both concern and promise in equal parts.

Concern because, in 2019, we saw the devastating effects of multiple disasters, more than half of which could have been predicted and their effects avoided. Concern also about the marked increase in the number of people driven from their homes from the combined effects of conflict, disaster and political inaction – now an estimated 272 million.

And concern that, in April 2020, we are only just beginning to understand the impact of COVID-19 in low-income countries.

But we also saw promise in that Start Network would tackle the complex problems of our sector through new thinking, new approaches and new coalitions. Indeed, looking back over 2019, Start Network’s achievements were impressive:

A woman and her baby with the help they received following a fire in Dhaka’s Vasantek slum, Bangladesh, Start Fund Bangladesh alert B-09 © Concern Worldwide
THE CASE FOR CHANGE

At the end of 2019, more than 200 million people required life-saving assistance. Climate change is increasing the frequency and scale of disasters; conflict is driving people away from their homes to seek refuge and a better way of life.

The COVID-19 pandemic will put additional people at risk, not only as a deadly virus but also for its secondary effects, including food insecurity, disease and malnutrition as well as sexual and other forms of violence. All these factors increase the need for new ways to reduce the human impact of emergencies.

However, humanitarian action remains slow, inadequate, beholden to political interests and out of touch with the actual needs of people on the ground. Too much power is held by a handful of international interests, and often to the exclusion of local organisations who lack direct access to funding, decision making and representation in global forums. The system’s resistance to change means that millions of people are without help when they need it most, and communities are finding it harder to recover and to protect themselves for the future.

Humanitarian action needs radical change. Start Network aims to demonstrate what the next generation of humanitarian action could and should look like: proactive, innovative and locally owned.

ABOUT START NETWORK
Start Network is an international group of member organisations working to change the way the humanitarian system operates. It seeks to drive change in the global aid system by tackling what it sees as the biggest systemic problems the sector faces: slow and reactive funding, centralised power and resistance to change.

Start Network is a membership organisation, which in 2019, included 41 members across five continents. The network is supported by the Start Network charity, based in London, which manages programmes, membership relationships, fundraising, communications and evidence.

In May 2019, Start Network transitioned from a consortium hosted by Save the Children UK to become an independent charity. As a newly independent organisation, it is important for us to demonstrate that our vision for the humanitarian sector is not only possible but viable, sustainable and efficient.

Our behaviours and decisions reflect our core principles:

• **We put people first:** the communities we serve come first in our decision-making and programming.

• **We are brave:** we have great ambition and are willing to explore new things and take risks to achieve our goals.

• **We operate collectively:** we leverage the value of working as a network, sharing risk and resources and learning together.

• **We are inclusive:** we see the value in diverse perspectives and work to remove the barriers that prevent voices being heard.

• **We are open:** we work transparently and with integrity; building mutual trust in all levels of our work from governance to programming.
PUBLIC BENEFIT

The Trustees have had due regard to the Charity Commission’s guidance on public benefit when considering its activities and objectives. Our social intentions are to do no harm, operate efficiently and according to the law, and our positive impact on society at large from the changes instigated by the work of the Start Network.

We hold a unique space that is not being fulfilled by anyone else and believe that the issues we are tackling in humanitarian action will ultimately lead to an improved humanitarian sector where the spend is more efficient and delivery is more effective.

We work internally, through our members, providing them with the resources to enable a higher quality of assistance to communities affected by crisis. We work externally, through our partnerships and advocacy, promoting best practices and system change in the humanitarian sector.

We benefit:
• our members, who become better at delivering assistance - more timely, more appropriate, more efficient and more collaborative.
• the wider humanitarian sector, which is exposed to our innovations such as anticipation, tiered due diligence and local decision-making and funding.
• crisis-affected communities, who receive higher quantity and quality of assistance.
• tax-payers and donors, who see their contributions managed in an efficient and transparent way.

START NETWORK’S VISION

Start Network’s vision is for a proactive, innovative and locally-owned humanitarian system in which people receive better quality humanitarian aid, maintain their dignity and are protected from suffering and harm. We aim to achieve this vision by changing the way humanitarian aid is approached and delivered locally and globally by:
• shifting humanitarian financing from a reactive to a proactive model;
• shifting power and decision-making to organisations and individuals operating closest to the frontline; and
• shifting the design and development of innovative solutions to humanitarian problems to communities themselves.

HOW WE DRIVE CHANGE
THE YEAR IN NUMBERS

OVERALL

GROWTH

+26%
INCREASE IN MEMBERSHIP

ENGAGEMENT

111
PARTNERS INVOLVED IN HUB CREATION

CHANGE

40%
FASTER IN REACHING COMMUNITIES IN NEED THROUGH START FUND BANGLADESH

Anticipation of extreme weather, cold snaps, Mexico, Start Fund alert 380 © CADENA
## The Year in Numbers

### Start Fund

- **£18.1 million** funded from the Global Start Fund
  - +55% increase from 2018
- **106 alerts** raised
- **71** activated

### Cries Responded to by Type

- **Flooding**: 30%
- **Conflict/Civil Unrest**: 31%
- **Disease Outbreak**: 13%
- **Other**: 13%
- **Drought**: 7%

### Approx. £11m Additional Funds Leveraged by Members Due to Start Fund Projects

- 3% of projects implemented with a local partner

### Diseases Outbreak 13%

- **Conflict/Civil Unrest**: 31%

### Number of Times People Were Reached Per Sector

- **WASH**: 7,381,451
- **Health**: 3,284,143
- **Education**: 840,539
- **Disaster Risk Reduction**: 752,709
- **Cash**: 582,052
- **Other**: 457,959
- **Nutrition**: 384,668
- **Shelter and Non-Food Items**: 310,873
- **Food Security and Livelihoods**: 252,472
- **Protection**: 150,695
- **Camp Management**: 52,472

### 4.2 Million People Reached

#### Males Reached by Age

- **Male < 18**: 3,284,143
- **Male 18-50**: 1,506,955
- **Male Over 50**: 1,30,873

#### Females Reached by Age

- **Female < 18**: 752,709
- **Female 18-50**: 457,959
- **Female Over 50**: 310,873

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*Cyclone includes typhoons, hurricanes and tropical storms

**Other includes earthquake, fire, volcanic activity and extreme temperature
OUR GLOBAL REACH

- CRISES RESPONDED TO IN 2019
  (including Start Fund, Start Fund Bangladesh and Migration Emergency Response Fund)
- MEMBER OPERATIONAL PRESENCE
- NETWORK AND PROGRAMME LOCATIONS
  (including Hubs, DEPP Innovations Labs, FOREWARN groups and risk financing pilots)
- MEMBER HEADQUARTERS
OUR KEY ACHIEVEMENTS DEMONSTRATE A MUTUALLY REINFORCING PROGRAMME OF WORK, SUPPORTED BY BOTH THE START NETWORK CHARITY IN LONDON AND ITS EXTENSIVE GLOBAL MEMBERSHIP.

KEY ACHIEVEMENTS

Lassa fever response in Nigeria, Start Fund alert 295 (c) ALIMA
Localisation is a foundational and non-negotiable principle within the Start Network. We aim to create a more balanced humanitarian aid system that shifts power, decision-making and funding to those closest to the frontline and that is more attuned to the needs of the people it serves.

In 2019, Start Network provisionally welcomed 12 new members, local and national organisations operating in India, Pakistan and the Democratic Republic of Congo. Their membership will allow them to participate in decisions both globally, about the strategic direction of Start Network, and locally, around the allocation of funds.

We launched an 18-month proof of concept phase for five humanitarian hubs. These hubs, in India, Pakistan, Democratic Republic of Congo, Guatemala and the Pacific region, will enable local and national NGOs to access humanitarian funding, capacity building and risk financing instruments. This draws on our success in Bangladesh, where a national Start Fund channelled more than £850 thousand to national and local NGOs in 2019. Ultimately, hubs will lead the vision, activities and membership of the future Start Network.

We also made progress on a new tiered due diligence process that will make it easier for local organisations to receive direct funding by adapting compliance requirements. We designed this framework in partnership with TechSoup, a non-profit social enterprise. This new process moves away from a ‘pass/fail’ model to a risk-based one that matches an organisation’s compliance profile to different tier thresholds. This allows different levels of access to Start Network resources and also enables a ‘passporting’ feature that reduces the need for repeated, costly due diligence testing.

**EXTERNAL ENGAGEMENT**

As part of its vision for system change, Start Network also aims to demonstrate the potential of more local, more direct humanitarian action. In October 2019, we contributed to the global discussion on localisation by presenting our tiered due diligence framework at the Grand Bargain Localisation Workstream Global Meeting in Brussels, and at the World Humanitarian Action Forum in Istanbul.

**WHAT’S AHEAD IN 2020?**

In 2020, Start Network will allocate seed money to each of our new hubs to support their development. This will include disaster risk financing in Pakistan. We will bring on new global members, enabling us to build influence and fundraising potential in key donor countries and deepen collaboration with existing partners. We will also implement our new tiered due diligence system, with an initial allocation of £300,000 via the Start Fund to tier 2 level organisations over a 12-month period. This will aim to increase the direct access that local actors have to international humanitarian funding, and is supported by Jersey Overseas Aid, Irish Aid and the Ministry of Foreign Affairs of the Government of the Netherlands.

“We are attracted to the Start Network approach which will support us to translate our innovative ideas into reality and challenge us to do things differently. The time for change is now.”

Akmal Ali, PIANGO (Pacific Islands Association of Non-Governmental Organisations), Pacific Hub
Start Fund Bangladesh demonstrates how localisation can improve humanitarian action.

Start Fund Bangladesh was set up in 2017 and in June 2019 it took on 26 local NGO partners. These figures show the impact of those local organisations accessing funding directly, compared to the SFB before June 2019 and to the global Start Fund.

**WHY SHOULD AID FUNDING GO DIRECTLY TO LOCAL ORGANISATIONS?**

**Efficiency**

- More money is going directly to those that need it
  - Funding is going directly to local organisations instead of passing through a long chain of intermediaries.

**Timeliness**

- Reaching people sooner
  - Affected communities are reached faster following a crisis. Start Fund Bangladesh now takes 15 days, compared to 20 days before the national organisations joined SFB and 33 days when the global SF was operating in Bangladesh.

- Beating global targets
  - Reducing the number of intermediaries has reduced the average operational and management costs from 29% to 14%.

- Surpassing the Grand Bargain target of 25%  
  - Since onboarding 26 local NGO partners in June 2019, 60% of the Start Fund Bangladesh funding has gone directly to local and national organisations. Surpassing the global Grand Bargain target of 25% and global figures from 2018 of just 3.1%.
NEW FINANCING

START FUNDS

Start Network’s portfolio of pooled funds, available to local and international civil society organisations, continues to fill critical gaps in the global humanitarian response system.

Since 2014, our flagship global Start Fund has provided fast, flexible funding to support people affected by small-to-medium-scale crises, underfunded emergencies and spikes in chronic humanitarian crises.

In 2019, the Start Fund, supported by the governments of the United Kingdom, Ireland, the Netherlands, Germany and Jersey, and by the IKEA Foundation, funded £18.1 million to support responses in 37 countries, reaching 4,274,048 people.

The global Start Fund also operates as an important public good, favouring a member-led allocation process that encourages devolved decision making and collective action. Start Network’s members raise crisis alerts, and local selection committees identify who is best placed to respond and then decide on the allocation of funds. This compels organisations to set aside their individual, short-term interests and work together, quickly, to ensure the most efficient and effective response.

In 2019, we commissioned an independent evaluation of the Start Fund to assess its potential for scalability and growth. This concluded that the Start Fund is ripe for growth, seen by donors as complementing their primary funding streams and occupying an important niche (see page 22).

Start Fund Bangladesh, Start Network’s first national rapid response fund, is accessible to both national and international partner NGOs operating in Bangladesh, allowing them to respond early to under-the-radar emergencies. In 2019, Start Fund Bangladesh responded to nine crises. In doing so, it was able to allocate more than half of its funding directly to local and national NGOs, surpassing the Grand Bargain ambition to channel 25% of humanitarian funds ‘as directly as possible’ to local organisations.

Our Migration Emergency Response Fund (MERF) aims to address needs along migration routes across 11 countries in North, West, and Central Africa. In 2019, MERF activated alerts in Niger and Morocco (see page 21), funding £615,000 and reaching 30,979 affected people. It also funded two MERF Collaborative Information Collection and Analysis (CICA) grants in Tunisia and Mali.

START FUND RESPONDS TO CLIMATE-INDUCED FLOODING

In 2019, almost one-third of all Start Fund alerts were in response to flooding, and £5,052,428 was paid to members in countries as geographically diverse as Paraguay, Yemen, Burundi and Myanmar.

As our climate continues to change, the risk of flooding causing humanitarian crises is also likely to increase. In many cases the risks continue after the initial floods, increasing the likelihood of water contamination and the development of epidemic diseases such as cholera.

EXTERIOR ENGAGEMENT

In 2019, the Start Funds team provided strategic and technical advice on fund management, early action and localisation to the Danish Emergency Relief Fund (DERF), a rapid response fund supported by the Danish Ministry of Foreign Affairs. The team also delivered customised training to over 600 humanitarian practitioners in to raise awareness of the Start Fund and MERF mechanisms and to build capacity in anticipation and risk financing.

WHAT’S AHEAD IN 2020?

The Start Fund will grow in scale and broaden its reach. We aim to increase the Start Fund in the next three years, from £18 million to £25m by 2022. Over time, the global Start Fund will become one of several financing instruments within the Start Financing Facility (see page 26), the new financial infrastructure for the network.

We will continue to further automate elements of the Start Fund, focusing on internal operational processes. This will minimise the manual work needed for fund allocations and will support the growth and scalability of the fund. With MERF coming to an end, we will use the lessons from the programme to assess how best to use contingency funding to address emergencies during mixed migration.
FAST FUNDING FROM MERF SUPPORTS NEW REFUGEES IN NIGER

Due to outbreaks of violence in north west Nigeria, almost 20,000 Nigerian refugees, mostly women and children, arrived in the bordering Maradi region of Niger during the course of a few weeks in May 2019. In the absence of displacement sites or camps, refugees were staying with already vulnerable host families in Nigerien villages.

With MERF funding, Mercy Corps led a consortium with the Danish Refugee Council (DRC) and World Vision for a three-month project which consisted of WaSH and protection activities, as well as the distribution of shelter and non-food items.

"Because of the MERF, the Mercy Corps-DRC-World Vision consortium was one of the first NGO responses in Maradi for Nigerian refugees in Niger."

Robert Lankenau, Mercy Corps Niger

AUTOMATING THE START FUND TO PREPARE FOR SCALE

In 2019 we further automated elements of the Start Fund, focusing on internal processes to minimise the manual work of the team and to support the growth and scalability of the fund. This included moving from Excel to online reporting forms, which significantly cut the manual data entry required of the team. We also built a tool to calculate the Start Fund disbursement pot in real time to aid decision makers.

In 2020, we will review the flow of data to better prepare the Start Fund for growth, we will invest in data visualisations to improve the information accessible to members and donors, we will also test auto-translations to improve local access to information and decision making.

Our digital tools are supported by partners including Box and Salesforce which provide technology in-kind.

INDEPENDENT EVALUATION OF THE START FUND: POTENTIAL FOR GROWTH

In 2019, Start Fund commissioned an independent external evaluation to assess the preparedness of Start Fund to scale up its operation, and inform appropriate scale-up considerations.

SIGNIFICANT AND RAPID GROWTH WOULD REQUIRE:

1. Simplification of decision making process and automation
2. Further thinking around the 45 days cycle and the 300K limit /grant
3. Longer allocations for 'under the radar' crisis, anticipation alerts and responses
4. Expansion of the fundraising team and change of Start fund's fundraising model
5. Focus on expansion of global membership
6. Strengthen the decentralised decision
7. Expansion of the early action responses portfolio (anticipation window of the Start Fund)

START FUND BANGLADESH: A TRULY LOCALLY OWNED FUND

Start Fund Bangladesh (SFB) is a £10 million rapid emergency response fund created by Start Network in 2017 and modelled on the global Start Fund. The focus of the fund in 2019 was onboarding the 26 new local and national NGO partners to establish a truly national civil society owned fund. The custodianship of the disbursement pot was also transferred from Save the Children UK to Action Against Hunger (ACF).

In all the nine alerts activated by SFB in 2019, 55% of the funding went directly to local and national organisations. Besides traditional crises such as flooding, SFB partners also started responding to more unusual crises that most humanitarian aid organisations and funders often overlook. For example, the first anticipatory alert in Bangladesh was raised by a local organisation to address the anticipated livelihood insecurity of 900 artisan fishermen. This very localised disaster would not have normally been picked up by those providing humanitarian assistance in the region.

"My youngest child fell in the floodwater. I was able to give him medical treatment using the money that I received from Start Fund Bangladesh. I was also able to buy some shelter materials, as well as essential food... Start Fund were the fastest and only ones to respond to our needs."

Kakoli Begum, Kurigram District, Bangladesh

"Because of the MERF, the Mercy Corps-DRC-World Vision consortium was one of the first NGO responses in Maradi for Nigerian refugees in Niger."

Robert Lankenau, Mercy Corps Niger

Above: a woman is helped after heavy monsoon rain causes flooding in Bangladesh, Start Fund Bangladesh alert B013 © Anamul Haque/HelpAge International
START FUNDS 2019 TIMELINE

**JANUARY**
- First alert is raised and activated in Lebanon (Alert 287)
- First anticipation alert in Nigeria is raised and activated (Alert 300) in anticipation of election based violence
- First alert is raised and activated in Rep of the Congo (Alert 299)

**FEBRUARY**
- First activated anticipation alert in Somalia (Alert 308)

**MARCH**
- First alert is raised and activated in Nicaragua (Alert 339)

**APRIL**
- First alert is raised and activated in Paraguay (Alert 326)

**MAY**
- SFB brings in 26 new national partners and JAGO NARI is first national NGO to access funding

**JUNE**
- First alert is raised and activated in Haiti (Alert 362)
- First alert is raised and activated in Nicaragua (Alert 339)

**JULY**
- First alert is raised and activated in Iraq (Alert 372)

**AUGUST**
- First activation in Bolivia (Alert 355)

**SEPTEMBER**
- Busiest month in Start Fund history (tied with Oct 2018 with 15 alerts in the month)

**OCTOBER**
- First activation in Haiti (Alert 362)

**NOVEMBER**
- First activation in Iraq (Alert 372)

**DECEMBER**
- MERF Committee meeting takes place.
CRISIS ANTICIPATION AND RISK FINANCING

Start Network aims to shift the humanitarian sector’s reactive approach to crises through early and anticipatory humanitarian action to minimise the risks of disasters on vulnerable people. We use scientific data to quantify the risks of disasters, prepare activities in advance of crises, and ensure that money is pre-positioned to fund these activities when a crisis is predicted.

In 2019, the Start Network worked to support members in forecasting escalating or emerging crises and in accessing early funding.

- The global Start Fund allocated ‘anticipation’ funding for ten crisis alerts to mitigate the impact of crises such as disease outbreak, flooding and post-election violence.
- Start Network worked with one of its members, Welthungerhilfe, to develop risk financing programmes to pre-position financing for drought response in Senegal and Madagascar.
- In Senegal, the Start Network received a $10 million insurance payout to support communities threatened by recurrent droughts. This was the largest ever insurance payout to civil society for early action (see box).

EXTERNAL ENGAGEMENT

Start Network works through a series of global partnerships such as the Risk-informed Early Action Partnership (REAP), the InsuResilience Global Partnership and the Forecast-based Warning, Analysis and Response Network (FOREWARN). In November 2019, Start Network convened the first ever global Anticipation Practitioners’ Conference in Bangkok. This event brought together 50 field practitioners from more than 30 national and international NGOs, based in 23 different countries. Over the four days, participants looked at different ways to strengthen anticipatory humanitarian action within Start Network and more widely.

In 2019, Start Network also published a series of technical papers advocating for a move from a traditional tools-based and state-centric approach towards disaster risk financing to one that is driven by the human impact of disasters. This ‘Impact Before Instruments’ paper series was launched by Start Network, the Red Cross Red Crescent Climate Centre and the International Federation of Red Cross and Red Crescent Societies at the 7th Global Dialogue Platform on Anticipatory Humanitarian Action held in Berlin in November.

WHAT’S AHEAD IN 2020?

In 2019, the Start Network began to develop the Start Financing Facility (SFF), an overarching financial infrastructure that will provide a range of funding options to help frontline humanitarian responders to get ahead of crises. In 2020 we aim to have the first SFF prototype, which will demonstrate how this platform can deploy donor money at scale, in timely, predictable and efficient ways to NGOs around the world.

ANTICIPATING DROUGHT IN SENEGAL

In 2019, the Start Network purchased insurance to protect 200,000 people in Senegal against drought. After a severe drought was predicted by African Risk Capacity (ARC), Start Network and the Government of Senegal received a total payout of $23 million in early 2020 to deliver assistance to the most vulnerable communities before the worst impacts of the drought. Throughout the critical January to June 2020 implementation period, it will be important to monitor the effects of these activities to establish whether, how and to what extent early action was able to reduce the impact of the drought on communities in Senegal.

This initiative, ARC Replica, is run in a partnership between Start Network, the Government of Senegal, African Risk Capacity and the World Food Programme, funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) through the German Development Bank, KfW.

“Start Network brings expertise in anticipation, localised early warning and a huge network of members to help REAP ensure the voices of the poorest are heard in global early action policy and practice.”

Dr Jonathan Stone, Risk-informed Early Action Partnership
Start Network’s innovation work is designed to solve critical humanitarian problems, whether through innovation labs or designing radically new due diligence systems.

Since launching our innovation labs, we have improved our understanding of what it means to:

- **innovate safely**: we developed a comprehensive safeguarding kit for humanitarian innovation so that new ways of working do not expose people to risk.
- **innovate ethically**: lab practitioners adapted innovation approaches to include a do no harm approach, building a deeper understanding of the human costs of success and failure in a humanitarian context and of the particular burden felt by social entrepreneurs.
- **innovate sustainably**: a core focus of the labs was creating pathways for innovations to sustain themselves through funding, partnerships and successful business models.

In 2019, Start Network completed the Disasters and Emergencies Preparedness Programme (DEPP) Innovation Labs programme. Run by Start Network members and partners Plan International, Adeso, The Dhaka Community Hospital Trust and the International Rescue Committee, along with many other collaborating organisations, the programme supported close to 100 innovation teams in Kenya, Bangladesh, Jordan and Philippines. At the end of the DEPP Labs programme, more than a third of these innovation projects went on to find other forms of investment or partnership (including, in a number of cases, with local governments). We believe this is because the relevance of the community-identified problems and solutions resonated deeply with those potential partners.

**EXTERNAL ENGAGEMENT**

Twelve teams of DEPP Lab innovators presented to an audience of potential investors and partners, including NGOs, foundations, investment funds and government donors, at the DEPP Innovation day in May 2019.

Team Martha was selected to present its learning tool for deaf children at the international launch of UNOCHA’s Global Humanitarian Overview in December in London.

Many other innovators have won awards. For example, engineer Rey Ramos won the 2019 Global Young Water Fellowship, and was a finalist for the 2019 Manila Water Prize for his team’s Bottle-Net Life Jacket.

**WHAT’S AHEAD IN 2020?**

In 2020, we aim to further build our work with community innovators, especially through the Start Network hubs. This will include a new three-year partnership with Elha, supported by the UK Department for International Development (DFID), to develop a new cohort of community-based innovators and to take their ideas to the wider humanitarian sector. As this programme develops, we will be looking to initiate partnerships that can help take these innovations to more communities. We are also designing an ‘innovation challenge’ for our members’ frontline staff, aimed at identifying and supporting their pioneering ideas.
Start Network began 2010 as the Consortium of British Humanitarian Agencies, hosted by Save the Children UK. After careful preparation, with the financial support of the IKEA Foundation, Start Network became an independent company and charity on 1 May 2019. Since then we have operated as a registered company and charity overseen by the Charity Commission for England and Wales.

WHAT’S AHEAD IN 2020?
As a newly independent charity, we have built the foundations of our charity and company, embedding policies and procedures that are ensuring effectiveness balanced with efficiency and enable us to continuously earn the trust of our partners. We are effective, transparent, results driven and accountable. Under the joint leadership of the new Chief Executive Officer (CEO) and Chief Finance and Operations Officer (CFOO), we continue to build strong operational management further, bringing our finance and people functions in-house, and ensuring legal and financial compliance.

DESIGNING AN INNOVATIVE LEARNING TOOL FOR JORDAN’S DEAF CHILDREN
In Jordan, illiteracy affects 80% of deaf children, many of whom don’t attend school. This is especially true for refugee children and their families who may lack the resources to learn sign language and who are consequently unable to communicate outside their immediate families. One of the DEPP Labs teams developed a home-based interactive educational tool called Martha that uses visual cards and an augmented reality-based app to teach children to communicate in formal sign language and Arabic. Since the end of the DEPP Labs, Team Martha has been able to access follow-on funding and is now building out the product further and increasing the size of its testing with a larger audience.

RE-THINKING PHARMACY
Several DEPP Lab innovators focused on pharmaceutical interventions as a way of getting essential medical supplies to people affected by different emergencies. Medicine Bank in Jordan created a new supply chain solution for getting drugs to refugees suffering from chronic heart conditions and diabetes. In the Korail slum of Dhaka, innovator Md. Arif Rahman’s Pharmacy project provided training to informal pharmacists to equip them to provide better life saving assistance (see photo above).

“I am seeking to establish a better healthcare system in Bangladesh especially for underprivileged people.”
Md. Arif Rahman, Dhaka, Bangladesh

ORGANISATIONAL INDEPENDENCE

START NETWORK MEMBER QATAR CHARITY HOSTS FIRST AGM IN DOHA
In October 2019, Start Network held its first annual Assembly meeting outside of Europe in Doha, hosted by Start Network member Qatar Charity. The Assembly, which included our first AGM as an independent charity, welcomed the organisation’s new CEO and CFOO, and admitted 12 new members. During the two-day Assembly, members and hub partners worked together to advance our thinking and activities around strategic areas of work including tiered due diligence, the Start Financing Facility and advocacy issues.

Our primary focus following independence was on ensuring that our operations are in compliance with applicable laws, regulations and Charity Commission guidance.

Becoming a newly independent charity was an important milestone, putting us on the path to organisational sustainability and creating a firm foundation for realising our vision of a strong and dispersed network working together for more effective humanitarian action. We would like to thank Save the Children UK for incubating and hosting us, for their support for the network and for their continued role as a grant custodian of Start Network.

“The IKEA Foundation funds organisations that bring innovative thinking to the humanitarian system. This is not only about an improved response, but very importantly, it is about finding ways to help communities to be better prepared and anticipate crises.

We realised that we could help make innovation happen in this area by supporting the Start Network to become their own entity and setting them up for independence and success. We are proud that this has been achieved and we continue to support humanitarian improvements through the Start Fund.”
Annemieke de-Jong, IKEA Foundation

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ORGANISATIONAL INDEPENDENCE

START NETWORK MEMBER QATAR CHARITY HOSTS FIRST AGM IN DOHA
In October 2019, Start Network held its first annual Assembly meeting outside of Europe in Doha, hosted by Start Network member Qatar Charity. The Assembly, which included our first AGM as an independent charity, welcomed the organisation’s new CEO and CFOO, and admitted 12 new members. During the two-day Assembly, members and hub partners worked together to advance our thinking and activities around strategic areas of work including tiered due diligence, the Start Financing Facility and advocacy issues.

Our primary focus following independence was on ensuring that our operations are in compliance with applicable laws, regulations and Charity Commission guidance.

Becoming a newly independent charity was an important milestone, putting us on the path to organisational sustainability and creating a firm foundation for realising our vision of a strong and dispersed network working together for more effective humanitarian action. We would like to thank Save the Children UK for incubating and hosting us, for their support for the network and for their continued role as a grant custodian of Start Network.

“The IKEA Foundation funds organisations that bring innovative thinking to the humanitarian system. This is not only about an improved response, but very importantly, it is about finding ways to help communities to be better prepared and anticipate crises.

We realised that we could help make innovation happen in this area by supporting the Start Network to become their own entity and setting them up for independence and success. We are proud that this has been achieved and we continue to support humanitarian improvements through the Start Fund.”
Annemieke de-Jong, IKEA Foundation

WHAT’S AHEAD IN 2020?
As a newly independent charity, we have built the foundations of our charity and company, embedding policies and procedures that are ensuring effectiveness balanced with efficiency and enable us to continuously earn the trust of our partners. We are effective, transparent, results driven and accountable. Under the joint leadership of the new Chief Executive Officer (CEO) and Chief Finance and Operations Officer (CFOO), we continue to build strong operational management further, bringing our finance and people functions in-house, and ensuring legal and financial compliance.

DESIGNING AN INNOVATIVE LEARNING TOOL FOR JORDAN’S DEAF CHILDREN
In Jordan, illiteracy affects 80% of deaf children, many of whom don’t attend school. This is especially true for refugee children and their families who may lack the resources to learn sign language and who are consequently unable to communicate outside their immediate families. One of the DEPP Labs teams developed a home-based interactive educational tool called Martha that uses visual cards and an augmented reality-based app to teach children to communicate in formal sign language and Arabic. Since the end of the DEPP Labs, Team Martha has been able to access follow-on funding and is now building out the product further and increasing the size of its testing with a larger audience.

RE-THINKING PHARMACY
Several DEPP Lab innovators focused on pharmaceutical interventions as a way of getting essential medical supplies to people affected by different emergencies. Medicine Bank in Jordan created a new supply chain solution for getting drugs to refugees suffering from chronic heart conditions and diabetes. In the Korail slum of Dhaka, innovator Md. Arif Rahman’s Pharmacy project provided training to informal pharmacists to equip them to provide better life saving assistance (see photo above).

“I am seeking to establish a better healthcare system in Bangladesh especially for underprivileged people.”
Md. Arif Rahman, Dhaka, Bangladesh

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CRITICAL TO THE DELIVERY OF OUR STRATEGIC PRIORITIES ARE THE ENABLING INITIATIVES AND ACTIVITIES THAT FACILITATE AND DRIVE START NETWORK’S PROGRAMMES AND WORK.
MEMBERSHIP

Start Network members are our key asset and the foundation upon which we will evolve to achieve our collective vision. By engaging with our members, we seek to understand their objectives, help them to access Start Network resources, and challenge them to change the way they deliver humanitarian aid.

In 2019, we ran 30 organisation-specific induction webinars, three regional tiered due diligence webinars and six themed webinars.

We also ran our first-ever decentralised member intake process, forming membership committees in Pakistan, India and Democratic Republic of Congo with the delegated power to set tailored membership criteria in line with our core principles and identify 12 national and local NGOs to join the network. These new members will become part of the infrastructure that will enable Start Network to evolve and decentralise through the hubs in the future.

“In 2019, Start Network welcomed 12 new members:

- **Pakistan**: HANDS, IDEA, Bright Star Development Society Balochistan (BSDSB) and Help Foundation.
- **Democratic Republic of Congo**: Caritas Goma, AFEDEM (Appui aux Femmes Démunies et Enfants Marginalisés), AFDPE (Association des Femmes pour la Promotion et le Développement Endogène), and MIDEFEHOPS (Mouvement International des Droits de l'Enfant, de la Femme, de l'homme Veuf et de leur Promotion sociale).
- **India**: Yuganter, North-East Affected Area Development Society (NEADS), Sustainable Environment and Ecological Development Society (SEEDS) and Caritas India.

“Being part of Start Network will hopefully allow us to continue serving our communities at the grassroots level and provide better and more timely responses.”

Naseer Channa, Bright Star Development Society, Pakistan

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Mohammed Afsar, Islamic Relief

“IT’S THE DIVERSITY OF THE MEMBERSHIP AND THE GLOBAL OUTREACH THAT IS UNIQUE. I DON’T THINK THERE IS ANY OTHER NETWORK WHICH HAS THAT.”

Mohammed Afsar, Islamic Relief

THE 2019 MEMBER ASSEMBLY REPRESENTATIVE SURVEY

85% of members that responded stated that interaction with Start Network had changed their organisational practices, including:

- reduced response times to disasters
- building up their anticipation of crises
- broadening collaborations across the sector
- strengthening internal policies and best practice.

WHAT’S AHEAD IN 2020?

Having hired a dedicated membership engagement adviser in early 2020, we will focus on expanding our membership and deepening members’ engagement in Start Network activities. New local members will join through Start Network hubs, and we will bring on several global members. We will broaden participation in Start Fund alerts, webinars and risk financing programmes. We will also position our members to conduct outreach, fundraising and advocacy on behalf of Start Network.
FUNDRAISING AND DONOR SUPPORT

The assurance of adequate and sustainable funding is fundamental to our success. We would not be able to achieve our aims without the generosity and support of our funders, who not only sustain our initiatives financially but buy into our ambition to work differently.

FUNDRAISING POLICY AND PRINCIPLES

Start Network does not carry out any fundraising activities directly with individuals and all fundraising is connected to institutional and corporate fundraising. We assess every funding opportunity according to Start Network’s ethical principles.

- The donor is not involved in harmful activities and can demonstrate this;
- Acceptance of funding is unlikely to cause reputational damage to the Start Network;
- Acceptance of funding will not result in the perception that the Start Network has been instrumentalised by that donor in pursuing a specific policy or course of action;
- The donation is received without undue pre-conditions (e.g. geographical or political exclusions);
- Acceptance of funding will not impact on the Start Network’s operational independence in any way;
- The donation will include a reasonable contribution towards the Start Network’s operating costs or show evidence of a future long-term commitment and financial contribution;
- If applicable, the donation or partnership should bring new skills that further the Start Network’s objectives.

For this reason, we aim for a diversity of donors – working with government development agencies, the private sector, and charitable trusts and foundations from around the world who wish to be partners in our change-making ambitions.

In 2019, we received our first multi-year core funding grant from a governmental donor, the Netherlands. The IKEA Foundation also provided support for the Start Fund for the first time, committing to two years of funding.

In July 2019, Start Network arranged a multi-donor visit to Kenya to showcase the work of the Start Fund. The visit was hosted by Start Network members Save the Children and ACTED, with DFID, the Netherlands Ministry of Foreign Affairs, the German Federal Office and Jersey Overseas Aid attending. It included a field visit to Baringo County to meet communities affected by the drought and to learn about the NGO response. It also allowed the donors to hear about the work of the DEPP Innovation Lab in Nairobi, which focused on community-level innovations to strengthen resilience to recurrent drought.

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In 2019, 11 donors supported the Start Network. The UK Department for International Development, the IKEA Foundation, the German Federal Foreign Office, the Netherlands Ministry of Foreign Affairs, Irish Aid and Jersey Overseas Aid directly supported the Start Fund.

WHAT’S AHEAD IN 2020?

In 2020, we will continue to engage with our long-time supporters while attracting new and non-traditional funders to grow and diversify our donor base. We aim to secure at least three new donors and to significantly increase unrestricted, multi-year funding for our core operations. We will initiate support to the hubs in developing their own fundraising strategies and resource mobilisation activities.
COMMUNICATIONS, ADVOCACY AND LEARNING

As an organisation dedicated to systems change, our ability to communicate, learn and influence the sector is critical to our success. We aim to grow our influence by building the reputation of Start Network as a public good, a key influencer and an agent for change.

COMMUNICATIONS

In 2019, Start Network embarked on a refresh of its brand to better align its external positioning with its vision and values. We are also growing communications capacity at the national and regional level. We expanded the digital platform that connects our members from across the globe, more than doubling the number of users and more local and thematic groups were created. We saw an increase in social media engagement of 190% across Facebook, Twitter and LinkedIn between Q1 and Q4.

LEARNING

As a change organisation, learning underpins everything we do. We gather information on our learning through stakeholder surveys, programme evaluations (internal and external), research projects and programme-specific learning grants and reporting mechanisms. In 2019, we learned:

- Start-Network convinces donors and humanitarian agents to support the Start-Network in the conception, financing and management of new initiatives.
- the Start Fund is influencing the speed at which our members are able to make decisions and reach communities affected by crises.
- a national fund such as Start Fund Bangladesh can reduce project operation costs and the time to reach affected communities by enabling direct access to local organisations and moving funds in-country.
- engaging communities affected by crises leads to more appropriate solutions to deal with and mitigate against these disasters.

ADVOCACY

We are strengthening our external relationships and advocacy, and fostering members’ and partners’ engagement in and promotion of Start Network’s work.

In 2019 we learned that the Start Network positively influenced:

- how our members deliver humanitarian assistance, so that they work more collectively, engage more with local partners and act before a crisis hits.
- how donors are prepared to channel humanitarian funds through innovative financing solutions such as tiered due diligence and risk financing initiatives.
- how other humanitarian actors are engaging with early action.

WHAT’S AHEAD IN 2020?

In 2020, we want to improve learning across our membership. Because our work is ground-breaking, it is critical that we invest in the ability to measure, understand and share its impact. We are developing robust metrics to track and monitor our outputs, outcomes and impact, aligned to our theory of change. We are developing learning frameworks around all of our projects, employing innovative data collection tools that allow us to independently monitor our impact and collate our learning in real time.

Digitising our work is important to engaging our membership and hubs. We will develop greater access to data using digital tools to strengthen transparency and accountability.

We will also bring in new roles to create and deliver an advocacy strategy to expand the Start Network’s influence on issues of critical concern to the sector.

PEOPLE AND CULTURE

We continue to foster a values-driven and results-focused collaborative culture among our staff and our membership. We also endeavour to recruit staff embedded in members and partners who are more geographically representative of the diversity of the Start Network.

In 2019, we built the foundations of our ‘people and culture’ function as a newly independent organisation:

- We created a new joint leadership and management structure around the newly appointed Chief Executive Officer (CEO) and Chief Finance and Operations Officer (CFOO) with joint responsibility for delivering on strategy; joint accountability for solid management, risk mitigation and results; and a focus on improved measures for sharing information about decisions and actions transparently with the staff.
- We conducted a staff survey, which demonstrated that 81% of staff agreed that Start Network inspires them to do their best. The survey also documented strong staff commitment to our vision and high interest in the work, as well as an appreciation of flexible working and the support of colleagues.
- We put in place effective workforce planning to get the right people with the right skills in the right jobs.
- We allocated funding to enable all staff to access learning and development opportunities, covering project management, design thinking and partnership brokering, as well as technical courses to support our programming. We also provided coaching support to the leadership team.
- We responded to our staff’s desire for greater recognition by instituting end-of-year staff awards, nominated and voted for by staff.
- We continue to bring staff together to share ideas about how to improve wellbeing and life at work.

WHAT’S AHEAD IN 2020?

We will continue to work toward achieving a positive and rewarding working environment and implementing effective organisational development. This will include a more detailed look at the skills and attributes needed in our team, revising our performance management framework and creating more opportunities for coaching and mentoring. We will also engage the newly established Remuneration Committee to determine the best possible remuneration and incentive system to ensure that Start Network continues to attract and keep top talent.

WHAT I LIKE BEST ABOUT WORKING FOR START NETWORK IS

... the incredible energy in the network and team to think beyond current models and ways of working.
... working in a visionary organisation that seeks to create tangible change.
... that collaborative spirit of the team to overcome any challenge.
... that it makes everyone feel part of the important decisions.
... the innovative and forward-thinking spirit of the organisation.
... working with people who are passionate about their contributions.
... energy, go getter attitude, committed and hard-working colleagues.
... the innovative way it works to address problems for the most in need.
...the impact we can potentially have on the sector.

Source: anonymous comments from staff survey, 2019
Members at the Start Network Assembly meeting and AGM 2019

GOVERNANCE
GOVERNANCE

The Start Network is a company limited by guarantee and is a registered charity. It is governed by a Board of Trustees who are also the directors of the charity for the purposes of company law. The Board of Trustees sets the charity’s long-term strategy and approves the annual plan. It monitors progress against objectives, and, ensures that the principal risks and uncertainties to the charity are identified and controls are in place. It is responsible for trustee and senior leadership succession planning, setting the charity’s culture and upholding the charity’s values. It is supported by a number of committees. The day-to-day running of the charity is the responsibility of the senior leadership consisting of the CEO and the CFOO.

The board also has agreed ‘Matters that are reserved to the board’ that sets our key decisions that the board retain responsibility for. These are regularly reviewed and updated.

BOARD OF TRUSTEES

In line with governance best practice, the Board aspires to follow the principles of the voluntary Charity Governance Code as proportionate to the charity’s circumstances.

The Board of Trustees comprises a mix of independent experts and representatives of the charity’s member agencies. There are five nominated trustee seats (i.e. independent trustees) and seven elected member trustee seats (i.e. member trustees) 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 the members based on their background and skills to ensure member representation on the Board.

All trustees are expected to act in the best interests of the Start Network charity, and not as representatives of their organisations. The composition of the Board as of 31 December 2019 is as follows:

Trustee vacancy briefs are developed based on an annual skills audit facilitated by the Nominations Committee. The briefs are then advertised either within the Start Network’s membership (if it is an elected trustee role) or both internally and externally if it is a nominated trustee role. Nominated trustees are interviewed by a panel of the Board and recommended to the Assembly for ratification; while elected trustee nominations are appointed directly by the Assembly. The onboarding process includes inductions with the Chair, CEO and CFOO, and Governance Manager, as well as training on roles and responsibilities of UK charity trustees.

START NETWORK TRUSTEE REGISTER

<table>
<thead>
<tr>
<th>NAME</th>
<th>TYPE OF TRUSTEE</th>
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<tbody>
<tr>
<td>Alexandre Michel Alain Giraud</td>
<td>Member Trustee (Solidarites)</td>
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<tr>
<td>Benjamin Laniado</td>
<td>Member Trustee (CADENA)</td>
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<tr>
<td>Binny Prabhakar</td>
<td>Independent Trustee</td>
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<tr>
<td>Bob Ruxton (Vice Chair)</td>
<td>Member Trustee (Concern Worldwide)</td>
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<td>Christof Gabriel Maetze (Chair)</td>
<td>Independent Trustee</td>
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<td>Degan Ali</td>
<td>Member Trustee (Adeso)</td>
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<td>Lola Gostelow (Safeguarding Trustee)</td>
<td>Independent Trustee</td>
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<td>Noreen McGrath Gumbo</td>
<td>Member Trustee (Trocaire)</td>
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<td>Paul Jaques Sylvain Astruc (Treasurer)</td>
<td>Independent Trustee</td>
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<td>Raja Waseem Ahmad</td>
<td>Member Trustee (Islamic Relief)</td>
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<td>Shaima Al Zarooni</td>
<td>Independent Trustee</td>
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<tr>
<td>Kevin Noone (exit date: Oct-19)</td>
<td>Member Trustee (International Medical Corps)</td>
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<td>Samar Muhareib (exit date: Apr-19)</td>
<td>Member Trustee (ARDD-Legal Aid)</td>
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<tr>
<td>Richard Broyd (Treasurer) (exit date: May-19)</td>
<td>Independent Trustee</td>
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<tr>
<td>Aleema Shivji (exit date: Mar-19)</td>
<td>Member Trustee (Humanity and Inclusion)</td>
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<td>COMMITTEE</td>
<td>FUNCTION</td>
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<tr>
<td>Finance &amp; Audit Committee</td>
<td>Oversees Start Network’s financial performance, financial risk management</td>
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<td>and funding position to ensure robustness and sustainability of the charity's financial position. Specifically including: responsibility for the accounting policy, reserves policy, bank accounts and funding arrangements and the annual budget.</td>
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<tr>
<td>Membership Committee</td>
<td>Oversees the selection and onboarding of new members, the membership policy and annual membership contributions. Responsibilities include receiving applications to membership and making recommendations the Board of Trustees, as well as overseeing the member due diligence process.</td>
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<tr>
<td>Nominations Committee</td>
<td>Responsible for appointing individuals to the Board. Responsibilities include recommending the skills and experience that should be sought in new Trustees, as well as leading the election process when there are vacancies to be filled.</td>
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<tr>
<td>HR Committee</td>
<td>Advises on the Start Network’s people strategy; as well as policies and procedures relating to human resources such as performance management, and staff remuneration.</td>
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<tr>
<td>Start Fund Committee</td>
<td>Oversees the management, operation and strategy of the Start Fund. Strategically, the Committee advises on the principles and the processes for decision-making; makes decisions on funding allocations; and participates in associated learning and evaluation peer reviews.</td>
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**LEADERSHIP TEAM**

Start Network charity was led by Sean Lowrie until 20 June 2019 when Catherine Sneath assumed the position of Acting CEO until the arrival of a permanent CEO and CFOO in September 2019.

As of September 2019, the Start Network charity is jointly led by a Chief Executive Officer - who is responsible for the vision, strategy and programmatic activities of the organisation - and a Chief Finance & Operations Officer - who is responsible for strategy, assurance, governance, finance and operations.

**COMPOSITION OF LEADERSHIP TEAM (AS OF 31ST DECEMBER 2019)**

- Christina Bennett, CEO
- Suzanne Lyne, CFOO
- Lucile Brethes, Head of Funds
- Helen James, Head of Communications & Digital
- Kat Reichel, Head of Network Development & Engagement
- Cat Sneath, Head of People & Culture
- Neil Townsend, Head of Innovation
FINANCIALS
Prior to May 2019, Start Network activities were undertaken through a division of the Save the Children Fund (SCUK). Following approval by all relevant stakeholders within Start Network and SCUK on 1 May 2019 the Start Network assets, liabilities, staff and activities were transferred to Start Network, which was registered as a charity but previously inactive. In 2019 SCUK continued to provide grant custodian services to the Start Network. We are actively exploring opportunities to widen the network of grant custodians and include other member agencies. The role as grant custodian is principally to deliver Start Network’s activities, in furtherance of its charitable objects, to the highest standards and impact, while managing its own risks. The role of SCUK includes to serve as a grant custodian in relation to Funding Programmes, accepting funds from donors pursuant to the funding agreements, implementing funding programmes and distributing the relevant grant custodian funds to members (for projects) and Start Network (for its operational costs). The role of Start Network involves ensuring smooth operations, running due diligence, developing the network, communicating public benefit, raising funds, having profile and engaging members.

The financial statements are prepared for a 12-month period starting on 1 January 2019, although activities (and reserves held by SCUK) were only transferred to the charity from SCUK at the date of spin-off, 1 May 2019. The fair value of assets and liabilities transferred from SCUK has been shown in Start Network’s financial statements as a donation.

**GOING CONCERN**

The Trustees of the Start Network have reviewed its financial position, taking into account the budget for 2020-2022 presented by management, the scenarios developed, the charity’s current levels of reserves and cash and concluded that the charity has sufficient access to resources to remain in operational for at least the next 12 months from the date of this report. Thus, the Trustees of the Start Network continue to adopt the going concern basis of accounting in preparing the annual financial statements.

The Trustees have also considered the current Covid-19 pandemic as part of the Going Concern review and concluded that there are no specific risks which affect the charity’s ability to continue over the next 12 months from the date of approving this Annual Report. They have considered:

- cash position and a series of cash flow projections
- sources of funding and liquidity available
- expenditure controls and future commitments
- government support schemes
- protecting the key assets and sustaining our charitable services

**ANALYSIS OF INCOME**

<table>
<thead>
<tr>
<th>INCOME FROM DONATIONS AND LEGACIES</th>
<th>RESTRICTED FUNDS £000</th>
<th>UNRESTRICTED FUNDS £000</th>
<th>TOTAL FUNDS 2019 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>IKEA Grant Income</td>
<td>-</td>
<td>1,737</td>
<td>1,737</td>
</tr>
<tr>
<td>Grants</td>
<td>366</td>
<td>319</td>
<td>685</td>
</tr>
<tr>
<td>Fair value of assets and liabilities donated from SCUK</td>
<td>-</td>
<td>1,411</td>
<td>1,411</td>
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<tr>
<td></td>
<td>366</td>
<td>3,467</td>
<td>3,833</td>
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</tbody>
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<table>
<thead>
<tr>
<th>INCOME FROM CHARITABLE ACTIVITIES</th>
<th>UNRESTRICTED FUNDS £000</th>
<th>TOTAL FUNDS 2019 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Income</td>
<td>503</td>
<td>503</td>
</tr>
<tr>
<td>Contribution to rent from SCUK</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td>Costs recharged to third parties</td>
<td>73</td>
<td>73</td>
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<tr>
<td><strong>Total 2019</strong></td>
<td><strong>646</strong></td>
<td><strong>646</strong></td>
</tr>
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</table>

**RESERVES**

We hold general reserves in order to provide cover for unexpected changes in income and expense, allowing us to continue key activities in the event of:

- a temporary loss of income, e.g.: a short-term deficit in cash budget
- a permanent fall in income, giving time to adjust our cost base or adjust our business model;
- incurring a one-off cost such as an expenditure in our grant portfolio that has not been covered by a donor and/or other eligible income streams;
- covering unforeseen day-to-day operational costs, e.g.: employing temporary staff to cover a long-term absence.

Holding general reserves allows us to implement new strategic priorities or to invest in new opportunities that help us to achieve our goals. Our target base level of general reserve is £800,000 and the ratio calculated is equivalent to approximately 6 months’ projected expenditure. Start Network currently holds £2.9 million in free reserves. Plans are in place to utilise and spend £700k of these free reserves in 2020.

As a start-up with ambitious plans our reserves were expected to be higher at this stage of our development and Strategic plan. In the Covid-19 environment we now find ourselves in, this provides protection to our charitable mission and purpose as future humanitarian funding may be more challenging until the economic impacts of the pandemic have stabilised.
The main cost of the organisation is people. Other significant cost areas are consultancy & professional fees, which in 2019, included costs related to the completion of a due diligence framework for new members, the consolidation of a pilot for the operations of the future hubs, the facilitation of the annual Member Assembly, safeguarding and the innovation strategy. Communications and marketing covered costs related to branding, content and events, communication services and platform and website and digital infrastructure. In 2019, Start Network required a significant amount of legal fees in support of the independence process. Travel costs were mainly spent for the Assembly which took place in November 2019 in Qatar.

**INCOME FROM CHARITABLE ACTIVITIES**

**Membership income**
All Start Network Members pay an annual fee according to their organisational size. This is considered unrestricted funding. The membership fee provides access to the Start Fund, the ability to raise alerts within the Network, access to seminars and the possibility of involvement in the innovative risk financing arrangements that the Start Network is facilitating. In 2019, invoices for membership fee were raised after the transfer from Save the Children, and the business transfer agreement allows this income to be kept by Start Network in full, as such the full 12-month membership fee is expected to appear in Start Network’s accounts.

**Contribution to rent from SCUK**
SCUK makes a contribution to the monthly rent cost incurred by Start Network as SCUK staff, managing the programmes, are located in the leased office space by Start Network.

**Costs recharged to third parties**
In 2018, Start Network paid the costs of the due diligence process for its Members. In 2019, Start Network recovered the majority of these costs as part of the invoice process for membership fees. Some subsidies were applied.

### RESTRICTED FUNDS

In 2019, Start Network recognised £366k of income granted to support the work of the Start Network charity and more specifically activities involving communications, network development, resource mobilisation and operational staff costs.

**INCOME FROM DONATIONS AND LEGACIES:**

**Ikea grant income:**
Start Network received a grant from the Ikea Foundation to provide financial support for the creation of the independent charity. This grant covered the period 2018-2019. In 2019, Start Network recognised £1.7m of income which helped the successful set up and establishment of the charity as a separate organisation from Save the Children.

**Grants:**
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 recognised as unrestricted income. In 2019, Start Network generated £319k of indirect recovery from all the grants held by the grant custodian Save the Children. This income is to be used at the discretion of management for the purpose of indirect costs, overheads or operations costs.

**Contribution to the Start Network charity:**
ICR and other direct contributions to the Start Network charity help to support overhead and salary costs incurred. In addition, some funding is provided support the charity project works.

**Fair value of assets and liabilities donated from SCUK:**
Resulting from independence, it was decided that SCUK would transfer Start Network assets, liabilities and activities to Start Network on 1st May. This included £1.4m outstanding cash made up of prior years’ membership fees and indirect cost recovery. Due to the entitlement principle mentioned in the notes to the accounts, this income was recognised in full in 2019.

---

### ANALYSIS OF EXPENDITURE

<table>
<thead>
<tr>
<th>Charitable Activities</th>
<th>Support Costs</th>
<th>Total Funds 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable activities</td>
<td>1,267</td>
<td>277</td>
</tr>
</tbody>
</table>

### ANALYSIS OF DIRECT COSTS

<table>
<thead>
<tr>
<th>Charitable Activities</th>
<th>Total Funds 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff costs</td>
<td>744</td>
</tr>
<tr>
<td>Consultancy &amp; Professional Fees</td>
<td>322</td>
</tr>
<tr>
<td>Communications and Marketing</td>
<td>20</td>
</tr>
<tr>
<td>Legal Fees</td>
<td>101</td>
</tr>
<tr>
<td>Travel</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>1,267</td>
</tr>
</tbody>
</table>
The Start Network views risk management as an integral part of planning, management, decision-making and learning. We consider ourselves to be risk aware, but not risk averse. We identify and manage risks that may prevent us from achieving our objectives by ensuring that there are effective and adequate risk management and internal control systems in place to address key risks to which the network may be exposed. The Trustees discharge this responsibility through board meetings and reviews of the effectiveness of Start Network’s risk management framework, designed to support informed decision-making.

The systems of internal control are intended to appropriately manage rather than eliminate risks. They give reasonable rather than absolute assurance and provide for a consistent approach to identifying, assessing and dealing with key risks. This provides reasonable, but not absolute, assurance against material misstatement or loss.

Processes in place regarding risk management comprise:
- a quarterly review by the board of the principal risks and uncertainties that Start Network faces as part of regular board reporting;
- the establishment of policies, procedures, processes and systems to mitigate those risks identified in the regular risk review; and
- the implementation of procedures designed to manage any potential impact on the network, should those risks materialise.

Risk areas are reviewed monthly and each risk is assigned to an accountable member of the team who ensures appropriate monitoring and risk response. Next to each risk we highlight mitigation actions.

At the end of 2019 the main core risks were as follows:

**MANAGEMENT ACTIVITY**

**RISK**

**MANAGEMENT ACTIVITY**

**RESOURCE MOBILISATION**

- Fundraising and enhanced resource capacity strategy incorporated into the year business plan approved by the board.
- Active management of pipeline and prospect process.
- CED playing active policy and advocacy role with key national and international stakeholders.

**FINANCIAL**

- Clear reporting requirements, policies and procedures for members & partners in place.
- Grant custodian/Start Network case management roles and responsibilities agreed.
- Clear reporting requirements, policies and procedures for members & partners in place.
- Policies and procedures reviewed and updated by safeguarding consultants.
- Training for staff and trustees completed.
- Safeguarding prominent in recruitment, interview and contracting documents.
- Reporting mechanisms in place.

**SAFEGUARDING**

- Policies and procedures reviewed and updated by safeguarding consultants.
- Training for staff and trustees completed.
- Safeguarding prominent in recruitment, interview and contracting documents.
- Reporting mechanisms in place.

**REPUTATIONAL**

- Grant custodian agreements on communications protocols includes two-way communications so that risk can be managed on an ongoing basis.
- Crisis management plan factors in how to address this issue.

**PEOPLE & CULTURE**

- Three-year business plan agreed including resource plan.
- Functionality review.
- Recruitment of Head of People & Culture.

- **COVID-19**

The scale of the impact of COVID-19 is unchartered territory on multiple levels and is affecting our stakeholders – from donors, to beneficiaries, to staff in multiple ways. We are monitoring the current situation and working in real time to manage the financial health and stability of the organisation, taking a conservative approach to our budget. Given present uncertainties, we have shifted from forecasting results to application of scenarios.

The Trustees are aware of a growing risk from the changing external environment and monitor the unrestricted reserves balance at each board meeting such that the level of unrestricted reserves and associated cash balances remain sufficient for the network to operate on a sustainable basis for the foreseeable future.

**FRAUD PREVENTION**

The Start Network is committed to its policy of zero tolerance towards fraud and bribery and to being transparent in its management of counter-fraud.

Management and control strategies have included ensuring that the new policies developed at the time of independence are refreshed and fully implemented, staff are trained, and compliance is monitored. The newly formed Strategy Group will regularly review the effectiveness of the management strategies and adjust residual risk if necessary.

**Safeguarding**

Start Network believes all people, regardless of age, disability, gender reassignment, race, religion or belief, sex, or sexual orientation have a right to be free and protected from all types of harm, abuse and exploitation. We are also committed to taking reasonable measures to protect at-risk groups (including children) with whom we interact, and we have laid out these commitments in our Safeguarding Policy.

As a network, we expect our members to have the same standard of safeguarding prevention and response practices and have introduced robust safeguarding due diligence processes as membership criteria. In our first year of independence, one of our first priorities was to review our safeguarding policy and procedures to ensure they were fit-for-purpose and met DFID enhanced due diligence standards.

We recognise that building trust is important, so that every person can be confident that their report is dealt with confidentially and appropriately, and that action will be taken to address any wrongdoing. Listening to our staff following a staff survey and interviews, we introduced reporting in-boxes, a designated Safeguarding Officer and Safeguarding Trustee and worked with our Grant Custodian, Save The Children UK to clarify reporting mechanisms. We updated our safeguarding and related policies to highlight our zero-tolerance approach and behaviour expectations, which was complemented with mandatory training for all staff and trustees. The training raised awareness of safeguarding and the concept of bullying and harassment; how to raise and report concerns and what action they could expect to see as a result. We have just completed safeguarding focal point training.

As our risk management approach evolves, we will be supporting staff and hub members to think through safeguarding issues in the context of wider programme design, implementation and monitoring.
STATEMENT OF TRUSTEES’ RESPONSIBILITIES

The Trustees (who are also the directors of the Charity for the purposes of company law) are responsible for preparing the Trustees’ report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity’s transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

DISCLOSURE OF INFORMATION TO AUDITOR

Each of the persons who are Trustees at the time when this Trustees’ report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity’s auditor is unaware; and
- that Trustee has taken all reasonable steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the Charity’s auditor is aware of that information.

This report has been prepared in accordance with the provisions applicable to entities subject to the small companies’ regime.

Approved by order of the members of the board of Trustees and signed on their behalf by:

CHRISTOF GABRIEL MAETZE
CHAIR
Date: 9 June 2020
INDEPENDENT AUDITOR’S REPORT
TO THE MEMBERS OF START NETWORK

Opinion
We have audited the financial statements of Start Network (the ‘charity’) for the year ended 31 December 2019 which comprise the Statement of Financial Activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 ‘The Financial Reporting Standard applicable in the UK and Republic of Ireland’ (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:
• give a true and fair view of the state of the charitable company’s affairs as at 31 December 2019 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
• have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
• have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern
We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:
• the Trustees’ use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
• the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company’s ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.
INDEPENDENT AUDITOR’S REPORT
TO THE MEMBERS OF START NETWORK (cont.)

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditor’s report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees’ Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees’ Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees’ Report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees’ remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies’ exemptions in preparing the Trustees’ Report and from the requirement to prepare a Strategic Report.

Use of our report

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

Tim Redwood (Senior statutory auditor)
for and on behalf of Crowe U.K. LLP, London
Statutory Auditor
Date: 24 June 2020

Responsibilities of trustees

As explained more fully in the Trustees’ responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor’s responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council’s website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor’s report.

TO THE MEMBERS OF START NETWORK

INDEPENDENT AUDITOR’S REPORT (cont.)
STATEMENT OF FINANCIAL ACTIVITIES  
(Incorporating Income and Expenditure Account)  
FOR THE YEAR ENDED 31 DECEMBER 2019

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
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<tr>
<td>Income from:</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations and legacies</td>
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<td>366</td>
<td>3,464</td>
<td>3,830</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Charitable activities</td>
<td>4</td>
<td>-</td>
<td>646</td>
<td>646</td>
<td>-</td>
<td></td>
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<tr>
<td>Total income</td>
<td></td>
<td>366</td>
<td>4,110</td>
<td>4,476</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
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<td>Expenditure on:</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charitable activities</td>
<td>5</td>
<td>366</td>
<td>1,177</td>
<td>1,543</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total expenditure</td>
<td></td>
<td>366</td>
<td>1,177</td>
<td>1,543</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net movement in funds</td>
<td></td>
<td>-</td>
<td>2,933</td>
<td>2,933</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reconciliation of funds:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net movement in funds</td>
<td></td>
<td>-</td>
<td>2,933</td>
<td>2,933</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total funds carried forward</td>
<td></td>
<td>-</td>
<td>2,933</td>
<td>2,933</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 63 to 72 form part of these financial statements.
### Balance Sheet

**As at 31 December 2019**

<table>
<thead>
<tr>
<th>Note</th>
<th>2019 £000</th>
<th>2018 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>10</td>
<td>135</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td></td>
<td>3,095</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3,230</td>
</tr>
<tr>
<td><strong>Change in cash and cash equivalents in the year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3,095</td>
</tr>
<tr>
<td><strong>Creditors: amounts falling due within one year</strong></td>
<td>11</td>
<td>(297)</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td></td>
<td>2,933</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td></td>
<td>2,933</td>
</tr>
<tr>
<td><strong>Charity funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restricted funds</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td>12</td>
<td>2,933</td>
</tr>
<tr>
<td><strong>Total funds</strong></td>
<td></td>
<td>2,933</td>
</tr>
</tbody>
</table>

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

**Christof Gabriel Maetze**  
Chair

**Date:** 9 June 2020

The notes on pages 63 to 72 form part of these financial statements.

### Statement of Cash Flows

**For the year ended 31 December 2019**

<table>
<thead>
<tr>
<th>2019 £000</th>
<th>2018 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
</tr>
<tr>
<td>Net cash used in operating activities</td>
<td></td>
</tr>
<tr>
<td>Change in cash and cash equivalents in the year</td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents at the beginning of the year</td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents at the end of the year</td>
<td></td>
</tr>
<tr>
<td><strong>Net income for the year (as per Statement of Financial Activities)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Adjustments for:</strong></td>
<td></td>
</tr>
<tr>
<td>Decrease/(increase) in debtors</td>
<td></td>
</tr>
<tr>
<td>Increase in creditors</td>
<td></td>
</tr>
<tr>
<td><strong>Net cash provided by operating activities</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Analysis of cash and cash equivalents</strong></td>
<td></td>
</tr>
<tr>
<td>Cash in hand</td>
<td></td>
</tr>
<tr>
<td><strong>Total cash and cash equivalents</strong></td>
<td></td>
</tr>
</tbody>
</table>

**At 31 Dec.**

<table>
<thead>
<tr>
<th>Cash flows</th>
<th>2019 £000</th>
<th>2018 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Analysis of Net Debt</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td></td>
<td>3,095</td>
</tr>
</tbody>
</table>

The notes on pages 63 to 72 form part of these financial statements.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2019

1. General information
Start Network is a private, limited by guarantee, company (registered number 09286835) which is incorporated in England and domiciled in the UK. The address of the registered office is Wework Aviation House, 125 Kingsway, London, United Kingdom, WC2B 6NH.

2. Accounting policies

2.1 Basis of preparation of financial statements
The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Charity has elected to apply all amendments to FRS 102, as set out in the Financial Reporting Council’s triennial review published in December 2017, and included in Update Bulletin 2 to the Charities SORP (FRS 102), prior to mandatory adoption for accounting periods beginning on or after 1 January 2019.

Start Network meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern
The Trustees of the Start Network have reviewed its financial position, taking into account the budget for 2020 -2022 presented by management, the scenarios developed, the charity’s current levels of reserves and cash and concluded that the charity has sufficient access to resources to remain in operational for at least the next 12 months from the date of this report. Thus, the Trustees of the Start Network continue to adopt the going concern basis of accounting in preparing the annual financial statements.

The Trustees have also considered the current Covid-19 pandemic as part of the Going Concern review and concluded that there are no specific risks which affect the charity’s ability to continue over the next 12 months from the date of approving this Annual Report. They have considered:
- cash position and a series of cash flow projections
- sources of funding and liquidity available
- expenditure controls and future commitments
- government support schemes
- protecting the key assets and sustaining our charitable services

2.3 Income
All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

2.4 Expenditure
Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single grant are allocated directly to that activity. Shared costs and support costs which are not attributable to a single grant are apportioned between those grants on a basis consistent with the use of resources.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Charity’s objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Debtors
Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.6 Liabilities and provisions
Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.7 Financial instruments
The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.
2. Accounting policies (continued)

2.8 Operating leases
Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the lease term.

2.9 Pensions
The Charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

2.10 Fund accounting
General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

<table>
<thead>
<tr>
<th></th>
<th>Restricted Funds 2019</th>
<th>Unrestricted Funds 2019</th>
<th>Total Funds 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>IKEA Grant Income</td>
<td>-</td>
<td>1,737</td>
<td>1,737</td>
</tr>
<tr>
<td>Grants</td>
<td>366</td>
<td>316</td>
<td>682</td>
</tr>
<tr>
<td>Fair value of assets and liabilities donated from SCUK</td>
<td>-</td>
<td>1,411</td>
<td>1,411</td>
</tr>
<tr>
<td><strong>Total 2019</strong></td>
<td>366</td>
<td>3,464</td>
<td>3,830</td>
</tr>
</tbody>
</table>

Fair value of assets and liabilities donated from SCUK: Due to the spin off process into an independent organisation, it was agreed that SCUK would transfer assets, liabilities and activities relating to the Start Programme to Start Network on 1st May 2019. This included £1.4m outstanding cash made up of prior years’ membership fees and indirect cost recovery. This income was recognised in full in 2019.

4. Income from charitable activities

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted Funds 2019</th>
<th>Total Funds 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Income</td>
<td>503</td>
<td>503</td>
</tr>
<tr>
<td>Contribution to rent from SCUK</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td>Costs recharged to third parties</td>
<td>73</td>
<td>73</td>
</tr>
<tr>
<td><strong>Total 2019</strong></td>
<td>646</td>
<td>646</td>
</tr>
</tbody>
</table>

5. Analysis of expenditure on charitable activities

<table>
<thead>
<tr>
<th></th>
<th>Restricted Funds 2019</th>
<th>Unrestricted Funds 2019</th>
<th>Total Funds 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charitable activities</td>
<td>366</td>
<td>1,177</td>
<td>1,543</td>
</tr>
<tr>
<td><strong>Total 2019</strong></td>
<td>366</td>
<td>1,177</td>
<td>1,543</td>
</tr>
<tr>
<td><strong>Total 2018</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

6. Analysis of expenditure by activities

<table>
<thead>
<tr>
<th></th>
<th>Charitable activities 2019</th>
<th>Support costs 2019</th>
<th>Total Funds 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Charitable activities</strong></td>
<td>1,266</td>
<td>277</td>
<td>1,543</td>
</tr>
<tr>
<td><strong>Total 2019</strong></td>
<td>1,266</td>
<td>277</td>
<td>1,543</td>
</tr>
<tr>
<td><strong>Total 2018</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
6 Analysis of expenditure by activities (continued)

<table>
<thead>
<tr>
<th>Charitable activities</th>
<th>Total Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>£000</td>
</tr>
<tr>
<td>Analysis of direct costs</td>
<td></td>
</tr>
<tr>
<td>Staff costs</td>
<td>744</td>
</tr>
<tr>
<td>Consultancy &amp; Professional Fees</td>
<td>321</td>
</tr>
<tr>
<td>Communications and Marketing</td>
<td>20</td>
</tr>
<tr>
<td>Legal Fees</td>
<td>101</td>
</tr>
<tr>
<td>Travel</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>1,266</td>
</tr>
</tbody>
</table>

Analysis of support costs

| Rent and utilities | 96 | 96 |
| Internet services | 7 | 7 |
| HR Supplier | 15 | 15 |
| Finance | 27 | 27 |
| Finance and IS setup costs | 39 | 39 |
| Recruitment | 8 | 8 |
| Training | 28 | 28 |
| IT costs | 14 | 14 |
| Events | 10 | 10 |
| Insurance | 13 | 13 |
| Programme disbursements | 7 | 7 |
| Other overheads | 7 | 7 |
| Foreign exchange loss/(gain) | 6 | 6 |
| | 277 | 277 |

7. Auditor’s remuneration

Fees payable to the Charity’s auditor for the audit of the Charity’s annual accounts

<table>
<thead>
<tr>
<th>2019</th>
<th>£000</th>
<th>2019</th>
<th>£000</th>
</tr>
</thead>
<tbody>
<tr>
<td>19</td>
<td>-</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8. Staff costs

Wages and salaries

<table>
<thead>
<tr>
<th>2019</th>
<th>£000</th>
<th>2019</th>
<th>£000</th>
</tr>
</thead>
<tbody>
<tr>
<td>676</td>
<td>-</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Social security costs

<table>
<thead>
<tr>
<th>2019</th>
<th>£000</th>
<th>2019</th>
<th>£000</th>
</tr>
</thead>
<tbody>
<tr>
<td>47</td>
<td>-</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Contribution to defined contribution pension schemes

<table>
<thead>
<tr>
<th>2019</th>
<th>£000</th>
<th>2019</th>
<th>£000</th>
</tr>
</thead>
<tbody>
<tr>
<td>21</td>
<td>-</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Included in the above are redundancy and termination payments in the year to 31 December 2019 of £8k relating to 1 member of staff. All amounts were paid before 31 December 2019.

The average number of persons employed by the Charity during the year was as follows:

<table>
<thead>
<tr>
<th>2019</th>
<th>No.</th>
<th>2019</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive</td>
<td>2</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Finance &amp; Operations</td>
<td>10</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Communications</td>
<td>2</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Evidence</td>
<td>1</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Innovation</td>
<td>1</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Network Development &amp; Member Engagement</td>
<td>3</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Resource Mobilisation</td>
<td>3</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td></td>
<td>22</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

No employee received remuneration amounting to more than £60,000 in either year. Key management personnel consisted of 5 posts including members of the current leadership team and their predecessors in post during the spin off from SCUK. Total key management personnel remuneration in the year was £179,708 (2018: £Nil).
9. Trustees’ remuneration and expenses

During the year, no Trustees received any remuneration or other benefits.

During the year ended 31 December 2019, expenses totalling £11,399 were reimbursed or paid directly to 6 Trustees. Expenses were in connection with travel and accommodation.

10. Debtors

<table>
<thead>
<tr>
<th></th>
<th>2019 £000</th>
<th>2018 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade debtors</td>
<td>33</td>
<td>-</td>
</tr>
<tr>
<td>Prepayments and accrued income</td>
<td>102</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>135</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>

11. Creditors: Amounts falling due within one year

<table>
<thead>
<tr>
<th></th>
<th>2019 £000</th>
<th>2018 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade creditors</td>
<td>125</td>
<td>-</td>
</tr>
<tr>
<td>Other taxation and social security</td>
<td>33</td>
<td>-</td>
</tr>
<tr>
<td>Other creditors</td>
<td>7</td>
<td>-</td>
</tr>
<tr>
<td>Accruals and deferred income</td>
<td>132</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>297</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>

Resources deferred during the year

<table>
<thead>
<tr>
<th></th>
<th>£000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>71</strong></td>
</tr>
</tbody>
</table>

12. Statement of funds

<table>
<thead>
<tr>
<th></th>
<th>Current year Income £000</th>
<th>Expenditure £000</th>
<th>Balance at 31 Dec. £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted funds</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Funds - all funds</td>
<td>2,373</td>
<td>(135)</td>
<td>2,238</td>
</tr>
<tr>
<td>IKEA</td>
<td>1,737</td>
<td>(1,042)</td>
<td>695</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,110</strong></td>
<td>(1,177)</td>
<td><strong>2,933</strong></td>
</tr>
</tbody>
</table>

**Restricted funds**

<table>
<thead>
<tr>
<th></th>
<th>2019 £000</th>
<th>2018 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>DFID</td>
<td>253</td>
<td>(253)</td>
</tr>
<tr>
<td>DUTCH</td>
<td>10</td>
<td>(10)</td>
</tr>
<tr>
<td>Irish Aid 2019</td>
<td>12</td>
<td>(12)</td>
</tr>
<tr>
<td>IKEA Start Fund</td>
<td>55</td>
<td>(55)</td>
</tr>
<tr>
<td>MERF II</td>
<td>3</td>
<td>(3)</td>
</tr>
<tr>
<td>Bangladesh II</td>
<td>6</td>
<td>(6)</td>
</tr>
<tr>
<td>ARC Replica</td>
<td>16</td>
<td>(16)</td>
</tr>
<tr>
<td>DRiSL</td>
<td>1</td>
<td>(1)</td>
</tr>
<tr>
<td>DEPP Labs</td>
<td>8</td>
<td>(8)</td>
</tr>
<tr>
<td>Estonia Blockchain</td>
<td>2</td>
<td>(2)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>366</strong></td>
<td>(366)</td>
</tr>
</tbody>
</table>

**Total of funds**

<table>
<thead>
<tr>
<th></th>
<th>2019 £000</th>
<th>2018 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,476</strong></td>
<td>(1,543)</td>
</tr>
</tbody>
</table>

Restricted funds

The restricted funds that were received from both DFID and IKEA were to support an in-house quality assurance initiative. This included staff costs and travel for learning visits; communication products resulting from MEAL; annual external evaluation and outsourced impact assessments.
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2019

13. Summary of funds

<table>
<thead>
<tr>
<th></th>
<th>Current year</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Income £000</td>
<td>Expenditure £000</td>
<td>Balance at 31 Dec. £000</td>
</tr>
<tr>
<td>General Funds</td>
<td>4,110</td>
<td>(1,177)</td>
<td>2,933</td>
</tr>
<tr>
<td>Restricted funds</td>
<td>366</td>
<td>(366)</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>4,476</td>
<td>(1,543)</td>
<td>2,933</td>
</tr>
</tbody>
</table>

14. Analysis of net assets between funds

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted Funds 2019 £000</th>
<th>Total Funds 2019 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td>3,230</td>
<td>3,230</td>
</tr>
<tr>
<td>Creditors due within one year</td>
<td>(297)</td>
<td>(297)</td>
</tr>
<tr>
<td>Total</td>
<td>2,933</td>
<td>2,933</td>
</tr>
</tbody>
</table>

15. Pension commitments

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £21k (2018: £Nil), £7k (2018 - £Nil) was payable to the fund at the balance sheet date and was included in other creditors.

16. Operating lease commitments

At 31 December 2019 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

<table>
<thead>
<tr>
<th></th>
<th>2019 £000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not later than 1 year</td>
<td>145</td>
</tr>
</tbody>
</table>

17. Related party transactions

During the year there were no transactions with related parties to disclose.
**LIST OF ACRONYMS**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACF</td>
<td>Action Against Hunger</td>
</tr>
<tr>
<td>AFEDEM</td>
<td>Appui aux Femmes Désmunies et Enfants Marginalisés</td>
</tr>
<tr>
<td>AF Roe</td>
<td>African Risk Capacity</td>
</tr>
<tr>
<td>BMZ</td>
<td>German Federal Ministry for Economic Cooperation and Development</td>
</tr>
<tr>
<td>BSDB</td>
<td>Bright Star Development Society Balochistan</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>CFOO</td>
<td>Chief Finance and Operations Officer</td>
</tr>
<tr>
<td>CRS</td>
<td>Catholic Relief Services</td>
</tr>
<tr>
<td>DEPP</td>
<td>Disasters and Emergencies Preparedness Programme</td>
</tr>
<tr>
<td>DERF</td>
<td>Danish Emergency Relief Fund</td>
</tr>
<tr>
<td>DFID</td>
<td>Department for International Development (UK)</td>
</tr>
<tr>
<td>DRC</td>
<td>Danish Refugee Council</td>
</tr>
<tr>
<td>FOREWARN</td>
<td>Forecast-based Warning, Analysis and Response Network</td>
</tr>
<tr>
<td>ICR</td>
<td>Indirect cost recovery</td>
</tr>
<tr>
<td>KfW</td>
<td>Kreditanstalt für Wiederaufbau (German Development Bank)</td>
</tr>
<tr>
<td>MERF</td>
<td>Migration Emergency Response Fund</td>
</tr>
<tr>
<td>MIBEEFOPS</td>
<td>Mouvement International des Droits de l'Enfant, de la Famme, de l'Homme Veuf et de leur Promotion sociale</td>
</tr>
<tr>
<td>NEADS</td>
<td>North-East Affected Area Development Society (India)</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-governmental organisation</td>
</tr>
<tr>
<td>ODI</td>
<td>Overseas Development Institute (UK)</td>
</tr>
<tr>
<td>PIAngo</td>
<td>Pacific Islands Association of Non-Governmental Organisations</td>
</tr>
<tr>
<td>REAP</td>
<td>Risk-informed Early Action Partnership</td>
</tr>
<tr>
<td>SCUK</td>
<td>Save the Children UK</td>
</tr>
<tr>
<td>SEEDs</td>
<td>Sustainable Environment and Ecological Development Society</td>
</tr>
<tr>
<td>SFB</td>
<td>Start Fund Bangladesh</td>
</tr>
<tr>
<td>SFF</td>
<td>Start Financing Facility</td>
</tr>
<tr>
<td>SORP</td>
<td>Statement of Recommended Practice</td>
</tr>
<tr>
<td>UNHCR</td>
<td>UN Refugee Agency</td>
</tr>
<tr>
<td>UNOCHA</td>
<td>United Nations Office for the Coordination of Humanitarian Affairs</td>
</tr>
<tr>
<td>WaSH</td>
<td>Water, Sanitation and Hygiene</td>
</tr>
<tr>
<td>WFP</td>
<td>World Food Programme</td>
</tr>
</tbody>
</table>

**MEMBERS**

[Image of logos and names]

**DONORS**

[Image of logos and names]
A NEW ERA OF HUMANITARIAN ACTION

START NETWORK

Contact us at info@startnetwork.org

startnetwork.org
@StartNetwork
facebook.com/startnetwork1