



ANNUAL REPORT AND ACCOUNTS 2021

A NEW ERA OF HUMANITARIAN ACTION

START
NETWORK



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

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Start Network works closely with Save the Children UK, which is the grant signatory and acts as a grant custodian for a number of Start Network programmes, including the Start Funds and disaster risk financing mechanisms. The programmes and financials discussed in the report relate to those of Start Network as shown in the statutory financial statement as well as those managed by Save the Children UK.

Cover Photo: Hand pump sanitisation to prevent the spread of water-borne diseases after flooding at Kutiyakabhar, Nepal. Start Fund Alert N03, 2021
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Jevi picking ripe vegetables from her kitchen garden in anticipation of drought in Sanghar, Umerkot and Tharparkar regions. Pakistan DRF Programme, 2021
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COVID -19 mobilisation in Xaafun, Somalia, following flash floods and displacement brought on by tropical cyclone Gati. Start Fund Alert 490, November 2020 - January 2021
© Save the Children in Somalia

FOREWORD FROM THE CEO AND CFOO

Moving the needle on systems change

In 2021, the world faced new COVID-19 variants, too few vaccines distributed unevenly, lockdowns, civil unrest in many countries, indiscriminately deadly wildfires, windstorms, and floods across the globe. These world events and crises made it increasingly clear that the humanitarian system's ways of working are ineffective against overwhelming risks and needs. In addition, the humanitarian system's traditional methods are inefficient in the face of uncertain funding flows and ignorant of the glaring inequities in the world today.

It was also clear that Start Network and its collective ambition to transform the outdated humanitarian system is needed now more than ever.

However, actualising systems change would require refining our ambition, strengthening our practice, and decentralising our power and resources while forging a greater sense of common purpose through our membership. It also would involve accepting that change happens in different ways, at different speeds, and through different means, requiring both the ability to measure our effectiveness and the agility to course-correct. So in 2021, we set off on a journey to do just that.

We began testing five keys to systems change* to help us achieve our vision.

PURPOSE

We refreshed our strategy and reoriented our vision, mission, and theory of change around locally led humanitarian action to enable communities affected by and at risk of crises to feel and demonstrate their agency and power.

POWER

We created spaces and systems for decision-making, ways of working, and resource allocation to be increasingly determined by local and national organisations.

* The five systems change keys were inspired by and adapted from the frameworks on system change by C. Leadbeater and J. Winhall, 2020. You can view them here: <https://www.systeminnovation.org/green-paper>
We also based the keys on the Waters of System Change, which you can read about here: https://www.fsg.org/resource/water_of_systems_change/

PRACTICE

We embedded a locally led focus into our activities, re-centring our programmes, actions, and learning around community leadership, solutions, and accountability.

RESOURCES

We made resources more easily accessible and available to local organisations. Funds flowed to and were managed by local and national organisations to respond to and increasingly act ahead of predictable crises.

RELATIONSHIPS

We enabled stronger relationships to grow between different players by ensuring collaborations and partnerships were equitable and sustainable, in support of community priorities.

We developed our **network of networks** by working with six new prospective hubs, and we grew our **family of funds** by launching Start Ready—our new and unique financial service that will help expand our work in disaster risk financing. We also strengthened the network's **culture of innovation** and learning by supporting community-led innovation and a lab for participants to experience and cultivate new ways of working. Additionally, we worked towards organisational transformation through analysing and testing how we can decolonise our methods and diversify our team in the Global South. These actions helped us move the needle on our systems change ambitions.

We are immensely proud of what we have achieved and grateful for the trust, support, and commitment shown by our growing and diverse membership and hubs, our Board of Trustees, our unstoppable Start Network team, and our loyal funders and partners.

Looking ahead to 2022, no risk model, no strategic insight, or well-laid plan will predict with any certainty what the next year will look like. As we write, the war in Ukraine is having knock-on effects that are intensifying global food insecurity. This emerging global food crisis and a potential global recession will require new levels of political courage, human solidarity, and global connectedness, to support the individuals and organisations suffering and at risk. Our conviction is that Start Network's transformative ambition, common cause, and collective action will inspire and activate a more effective humanitarian system that meets the challenges 2022 will bring.



THE YEAR IN NUMBERS

5,079,189

People reached overall for emergency humanitarian assistance*

FUNDS DISBURSED

£14,571,239

Funds disbursed overall for emergency humanitarian assistance*

£2,222,115

Funds disbursed for crisis anticipation*

£2,912,374

Funds (directly and indirectly) provided to local and national organisations for emergency humanitarian assistance*

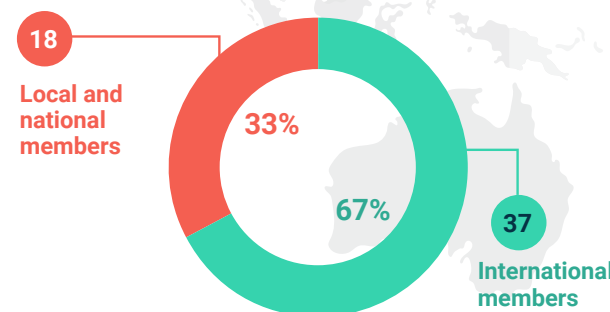
*These numbers apply to the following programmes: Disaster Risk Financing, the global Start Fund, Start Fund Bangladesh, and Start Fund Nepal. These programmes are managed by Save the Children UK which acts as grant custodian for Start Network.

ESTABLISHED HUBS



55

LOCAL AND INTERNATIONAL MEMBERS



35 COUNTRIES

● CRISES RESPONDED TO IN 2021

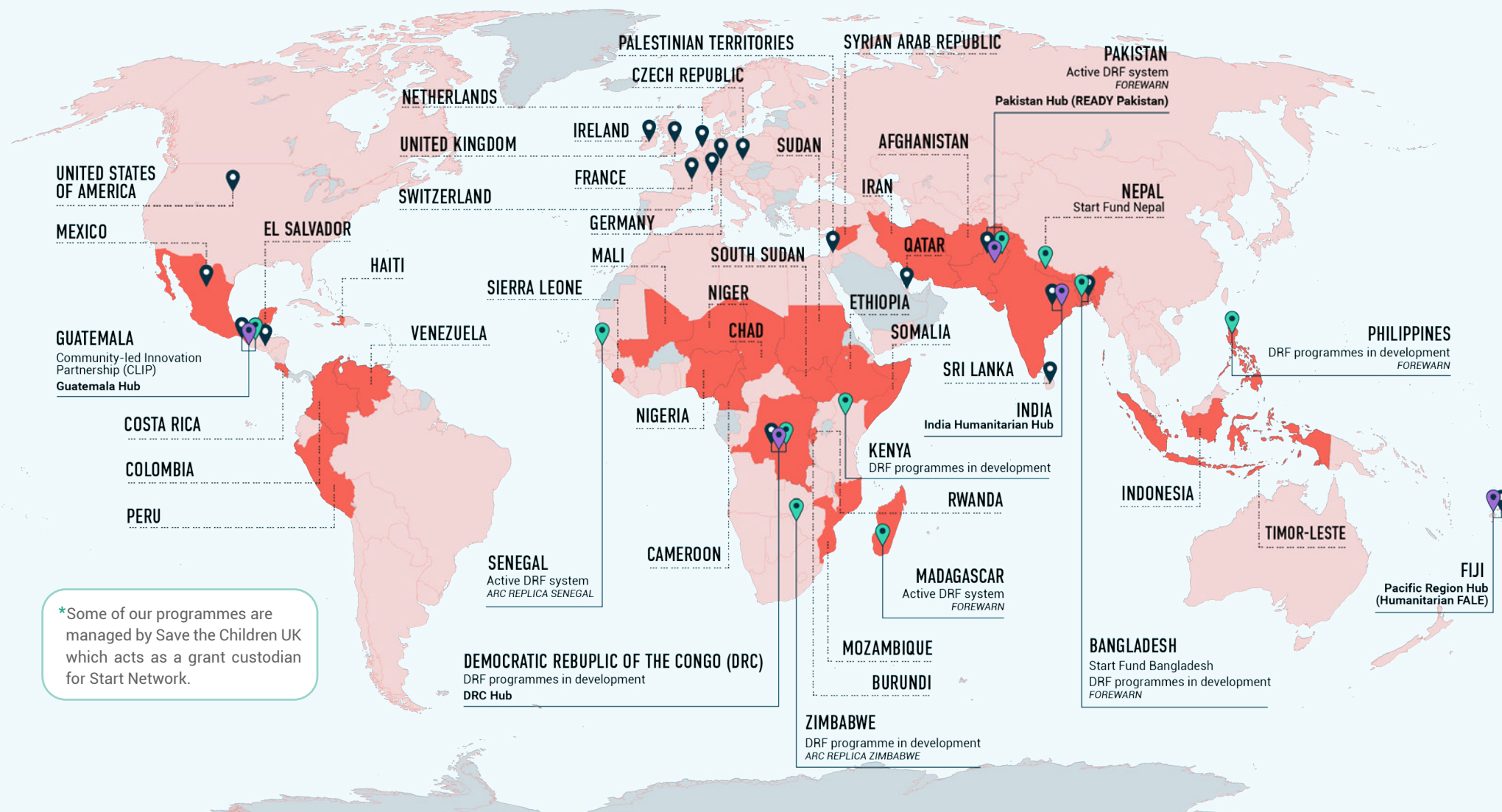
 HUB LOCATIONS

 MEMBER HEADQUARTERS

MEMBER OPERATIONAL PRESENCE

 PROGRAMME* LOCATIONS

Start Funds, Disaster Risk Financing (DRF), Innovation



PURPOSE

Our purpose is to drive system-level shifts in the way humanitarian action is approached, resourced and delivered so that we can transform the humanitarian system. We aim to build a locally led humanitarian system that is accountable to people affected by and at risk of crises.



Community sensitisation and distribution of non-food items in Blue Nile, Sinner and other regions in anticipation of flooding in Sudan.
Start Fund Alert 529, 2021
© Save the Children in Sudan

OUR VISION AND MISSION

What is Start Network?

Start Network is a global membership of **55 organisations**, working across six continents, to tackle what we see as the biggest systemic problems in the global humanitarian system.

Start Network is an independent charity. We also work with **Save the Children UK**, which acts a grant custodian for Start Network.

Mission, vision, and theory of change

Start Network's vision is for a locally led humanitarian system that is accountable to people affected by and at risk of crises. We aim to achieve this vision by making system-level shifts in how humanitarian assistance is approached and delivered.

Changing the global humanitarian system

The concentration of power, influence, and resources in the humanitarian system lies in the Global North. Meanwhile, local organisations are responsible for the vast majority of humanitarian responses and have a deep connection to their communities, allowing them to better gauge their needs. In response to their exclusion and disempowerment, local and national organisations are calling for and working towards a more locally led humanitarian system. Start Network sees this shift as an integral part of its vision for transforming the global humanitarian system.

Problems we're addressing

Decision-making is centralised, and priorities are disconnected from communities.



The system is reactive, fragmented, and inefficient.



Incentives and ways of working are outdated, inflexible, and resistant to change.



Our solutions

Shifting power and resources and decentralising decision-making to locally led networks and organisations.

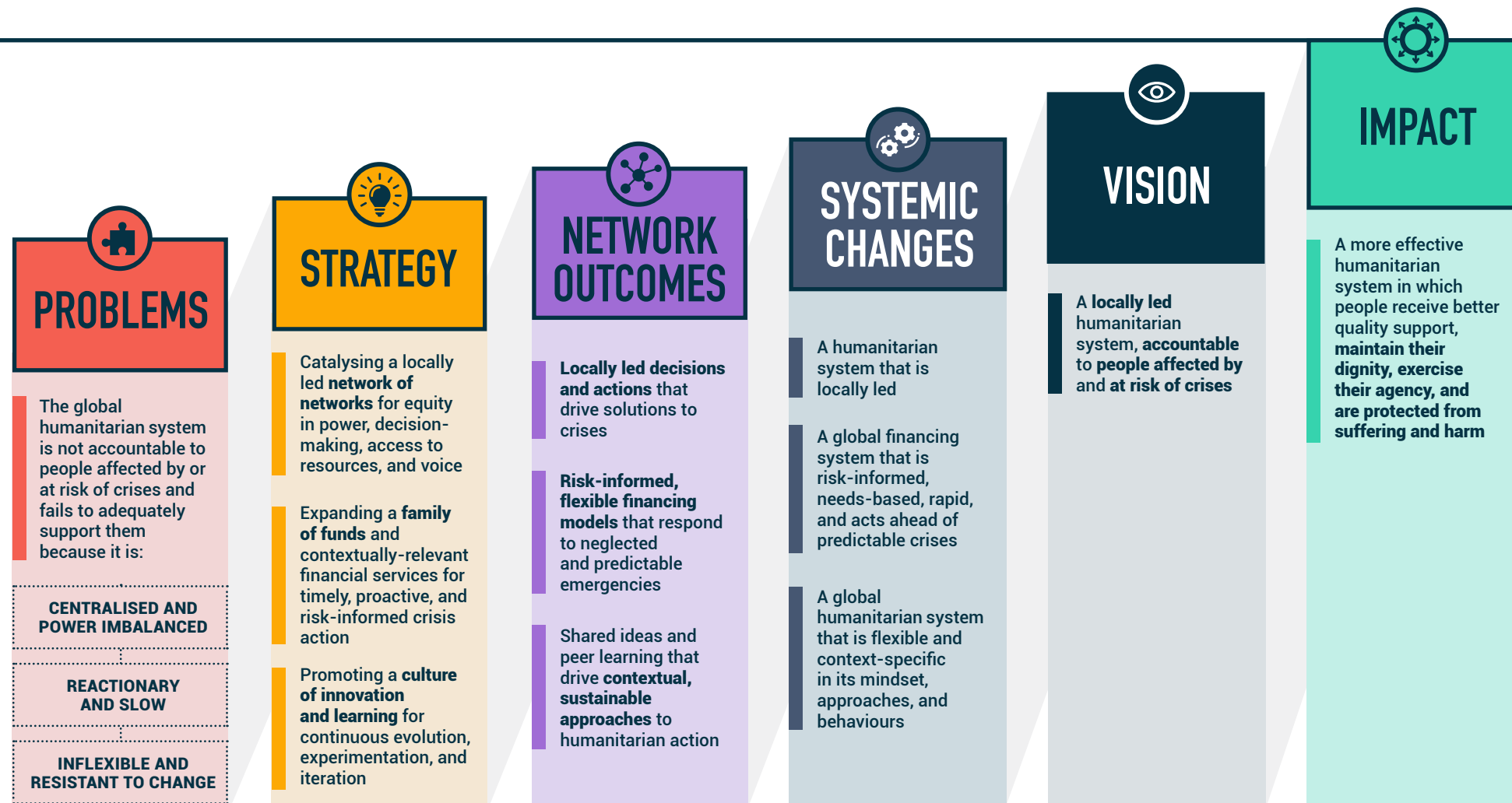
Building a global financing system that reduces risk, anticipates, and acts ahead of predictable crises.

Incentivising innovative, locally led, and contextual solutions and learning from them together with people affected by crises.

START NETWORK

THEORY OF CHANGE

Our theory of change is based on evidence that a locally led system is best placed to minimise suffering and the loss of livelihoods and lives. It promotes sustainable and dignified responses in crisis contexts. And it accepts that such change requires focused financial investment in local organisations and structures to enact and sustain systemic shifts.





POWER

We are dismantling unequal power dynamics and shifting decision-making so that local and national organisations determine ways of working to support humanitarian risks and needs identified by communities.



of local partners* felt they had decision-making ownership over projects when partnering with Start Network or Start Network members.

* Percentage extracted from Start Network's 2021 local partner survey where 98 local partners provided feedback. This includes partners of programmes managed by SCUUK as grant custodian.

Distribution of hygiene kits and personal protection items to displaced families in response to a looming armed crisis in Araquita, Colombia. Start Fund Alert 511, 2021.
© CADENA

BUILDING A NETWORK OF NETWORKS

Decentralising power through locally led hubs

To devolve and decentralise power within the global humanitarian system, we are working to become a distributed and global network of civil society hubs and members supported by a global platform that fosters connections, alignment of members, and innovation.

We have three main strategic objectives that will help us achieve this vision. The first is to **incubate** country and regional hubs and **diversify** the network to ensure that it is composed primarily of local actors. Second, we aim to **distribute** governance and decision-making to these hubs. The Start Network team will then take on a **service provider role**, supporting local actors within the network to achieve their plans for reform by addressing structural, political, and operational challenges.

GROWING OUR NETWORK

Hubs are locally led networks of local, national, and international humanitarian actors working together to develop contextualised ways of dealing with humanitarian crises. Start Network has five hubs in incubation in the **Democratic Republic of the Congo (DRC)**, **Guatemala**, **India**, the **Pacific**, and **Pakistan**. Read more about these hubs in the following pages.

We support hubs through our **Hub Incubation Fund**, which affords them the opportunity to take more ownership over their development and strengthen their internal structures. In 2021, we provided **£100,000** in grants through this fund. Some of the practical initiatives members used the grants for were: developing an employee code of conduct, developing strategic plans, and updating disaster response protocols.



MEMBERSHIP AND GOVERNANCE TRANSITION

In 2021, Start Network made some concrete decisions around the decentralisation of our membership model. Convening a representative group of hubs and members, we proposed a set of principles to guide the transition of our existing global members to the hub level. At our 2021 Annual General Meeting, the Assembly approved the future hub-based governance and membership models, which will guide Start Network's transition to a network of networks.

In 2021, we started working with six new prospective hubs that represent diversity in both geographic location and membership.

The prospective hubs include:

AFGHANISTAN

A locally led collaboration where **65%** of its organisations are LNGOs and **35%** are INGOs.

BANGLADESH

Which is building on Start Fund Bangladesh, with **29** of its **47** members being local and national organisations, to support a locally led structure that will emerge from the existing collaboration.

KENYA

Now building on a locally led network, Arid and Semi-Arid Land Humanitarian Platform, which includes **30** LNGOs, Oxfam, and potentially other INGOs.

PHILIPPINES

Bringing together Philippine Partnership for Emergency Response and Citizens Disaster Response Center, and established civil society networks.

SOMALIA

Working with Nexus, a locally led network founded by nine LNGOs and two INGOs.

SOUTH SUDAN

A locally led collaboration driven primarily by **four** LNGOs and INGOs.

HUB PROFILE

THE DEMOCRATIC REPUBLIC OF THE CONGO (DRC) HUB

The DRC Hub is working to build a model of a humanitarian system that is more inclusive, independent, proactive, locally led, and shares collective responsibilities. It brings together nearly 60 local, national, and international organisations, and it plans to include the public sector, private sector, and academia.



The hub family is a mine of information, resource[s], and energy. The network is amazing. The people, the network, the philosophy, the debates.

GANG KARUME AUGUSTIN

Member of Rebuild Hope for Africa and the DRC Hub Leadership Team, DRC

2021 PROGRESS

In 2021, the DRC Hub strengthened its governance structure, which included preparing for its legal registration. The DRC Hub also utilised Start Network's Hub Incubation Fund to prepare proposals and applications that would strengthen its fundraising capacity. This initiative came after a constituent assembly that validated the hub's administrative and financial manual, membership protocols, and statutes.

By increasing its fundraising capacity, the DRC Hub was able to access funding in 2021 from the Dutch Ministry of Foreign Affairs, the UK's Foreign, Commonwealth and Development Office (FCDO), and the French Development Agency. With this funding, the hub was able to develop a humanitarian innovation programme, which engages communities in designing and testing new ways of addressing humanitarian challenges, and a disaster risk financing programme that combines local and scientific knowledge to understand risks, plan ahead and minimise the impacts of predictable disasters.

Aligned with its mission of amplifying local voices, the hub established five platforms across crisis-affected provinces, integrating the hub and local organisations into these platforms' humanitarian structure. Through this initiative, around 150 local organisations, many of them who are not members of Start Network, will be able to participate in hub activities and influence the wider discussion of humanitarian issues and concerns in each province.

FUTURE PLANS

During the coming year, the DRC Hub plans to:

- **Support resilient communities by developing a disaster risk financing system and a community-led innovation programme targeting communities living in volcanic and flood-prone areas.**
- **Become a legally registered entity in the DRC, enabling it to develop deeper relationships with authorities, donors, and other stakeholders.**
- **Establish a secretariat to deliver the vision of the hub leadership and support deeper engagement with members and organisations across the DRC.**
- **Continue to drive advocacy around locally led action through engagement with humanitarian organisations in the DRC and globally, while supporting local actors to have a greater voice and more visibility.**
- **Onboard more national NGOs as members and increase local actors' access to resources.**



Family tracing and reunification activities in Ituri province, following displacement due to the resurgence of armed conflict in some regions of the Democratic Republic of the Congo. Start Fund Alert 560, 2021
© ALIMA - The Alliance for International Medical Action.



READ MORE ABOUT THE DRC HUB: <https://startnetwork.org/hubs/democratic-republic-congo>

HUB PROFILE

GUATEMALA HUB

The Guatemala Hub supports cohesive communities with mutual solidarity and actively advocates for their rights to disaster preparedness and humanitarian response. It is grounded in a vision of the holistic, integral, and harmonic connection between people, the planet, and everything surrounding us. The hub has 11 local and national member organisations that are all community-based. The Asociación de Servicios Comunitarios de Salud (ASECSA) serves as its secretariat and is a member of Start Network.



We need a new system that has a better relationship between human beings and the environment: nature, the earth, the cosmos. It is the paradigm for a new civilizational era, based on good living.

HUGO ICÚ PERÉN

Director, ASECSA, Guatemala Hub

2021 PROGRESS

The Guatemala Hub strengthened the bonds between its members through its first face-to-face meeting at the Hub Assembly in 2021. The hub was bolstered even further through Start Network's Hub Incubation Fund, which was provided to the hub's member organisations for improvement of governance and systems. The hub also elected three organisations to act as a coordination team and take on rotating leadership of the hub. Now that its network is more developed, the hub is confident that it can uphold its locally led ethos and is prepared to bring in new members.

The Guatemala Hub, represented by ASECSA, also progressed its implementation of the Community-Led Innovation Partnership (CLIP). This intervention aims to ensure communities affected by and at risk of humanitarian crises are central in designing and identifying innovative solutions to their own problems. Examples of emerging local innovation ideas include a low-tech rainwater harvesting mechanism that supplies water to households during the dry season; animal livestock feed that has a long shelf-life and only uses locally available, cheap, organic ingredients; latrines that address water contamination issues during flooding. Read more about the CLIP on [page 20](#).

FUTURE PLANS

Over the coming year, the Guatemala Hub plans to:

- Empower a greater number of local innovators so that they can develop innovations that will support their communities in the face of hazards, particularly in indigenous communities.
- Support members in strengthening their humanitarian, fundraising and advocacy capacities, while building strategic relationships with authorities and other key stakeholders.
- Widen engagement and build trusting relationships with international, local, and national members to ensure a locally led, power balanced, and diverse membership base.
- Reach out to external stakeholders and donors to build a wider portfolio of hub initiatives that support local communities.



Experience exchange tour to Petén Department by Guatemala Hub representatives in 2021.
© ASECSA



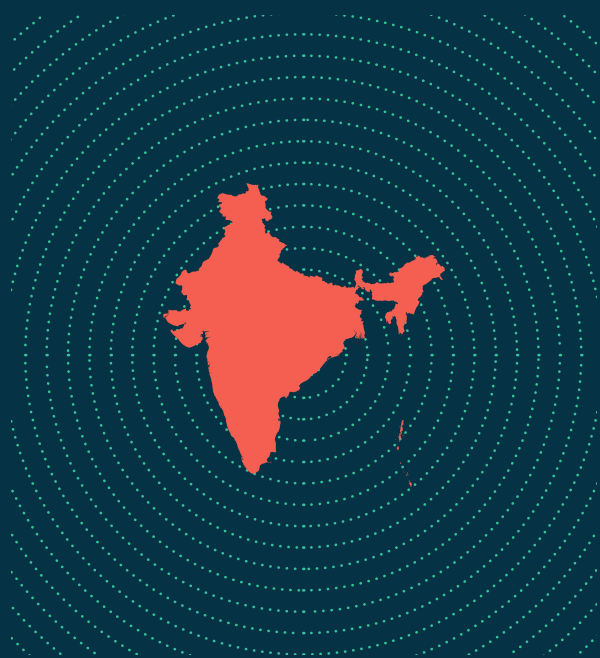
READ MORE ABOUT THE GUATEMALA HUB: <https://startnetwork.org/guatemala>

HUB PROFILE

INDIA HUB

The India Humanitarian Hub (IHH) prioritises locally led action and leadership by bringing together local, national, and international humanitarian agencies that are operational in India. The hub aspires to act in ways that are beyond the scope and culture of the current humanitarian architecture, which include the engagement of more local and national humanitarian actors and exploring innovative programmes. To achieve these changes, the hub is built upon three pillars:

- Knowledge and innovation
- Locally led action
- New funding and financing mechanisms



Disparities between the INGOs and national and local NGOs will continue as long as the localisation is not well understood. Currently, the realisation of localisation seems to be only on the funding aspects, it's not [centred] on the decision-making of the local actors or the local agencies' involvement in [...] policy decisions at the global level.

JOSEPH SAHAYAM

Member of Casa India and the Moderating Team of the India Hub

2021 PROGRESS

Many networks in India are national-level networks, so the hub has spent time engaging with sub-national organisations and networks, primarily through direct relationship building and outreach to grow trust and understanding. This enabled the hub to bring together diverse stakeholders and has encouraged a decentralised approach, leading to a strong network of sub-national organisations within the hub.

The India Hub also pushed for its donors to consider funding local organisations. As a result, the hub has established strong relationships with the leads of local groups, and they have been able to share their knowledge on assessments, information, and approaches.

FUTURE PLANS

Over the coming year, the India Hub plans to:

- Set up an innovation hub to support locally led humanitarian innovation in India. This programme will focus on supporting innovators to adapt and learn from past attempts and pivot their innovations to better support communities affected by or at risk of crises.
- Establish a secretariat outside India's standard "centres" of action to deepen sub-national engagement. The secretariat will then be able to engage more closely with local actors across different regions in the country.
- Support local organisations to have a greater voice, visibility, and access to funding.



Hygiene kit distribution during prolonged flooding in the aftermath of Cyclone YAAS in India. Start Fund Alert 527, 2021
© Oxfam India



READ MORE ABOUT THE INDIA HUB: <https://startnetwork.org/india-hub>

HUB PROFILE

PACIFIC REGION HUB

The name of the hub - “Humanitarian FALE” (Facility Aiding Locally-led Engagement) is deeply rooted in the Pacific. The word ‘fale’ refers to a house that is meaningful and has purpose when people occupy it. The Pacific Humanitarian FALE is working to engage locally led humanitarian actors so that they can provide services that ensure the lives of people are safeguarded in any crisis. The Pacific Islands Association of Non-governmental Organisations (PIANGO) serves as the secretariat for the hub, bringing together civil society members across all 24 countries and territories in the Pacific region.



The setting up of FALE is challenging the current traditional system of PIANGO to form a new structure where non-PIANGO stakeholders would become part of FALE. This change will, in many ways, revolutionise the civil society working in the humanitarian sector. As the FALE is working towards creating a genuine partnership between all the stakeholders, whereby the locals lead [...] others complement by filling any gaps.

AKMAL ALI

Networking and Capacity Innovation Officer
of the Pacific Region Hub

2021 PROGRESS

Climate change remains the single greatest threat to the livelihoods, security, and wellbeing of the peoples of the Pacific. The impact of climate change has been drastic, triggering increasing Category 5 cyclones, tsunamis, king waves, droughts and floods. The Pacific Hub recognises the role of local civil society organisations as first responders who are often left behind by governments, which tend to give preference to UN agencies and INGOs.

To strengthen the network, PIANGO brought in other actors to join the hub's existing structure and expand its membership. This was the organisation's focus in 2021. It convened the network, engaging with other actors and stakeholders to define the structure of an expanded hub.

PIANGO also used its wide network to gather data for two papers on **locally led action by the Humanitarian Advisory Group**. The papers measured the progress of locally led action in the Pacific, demonstrated PIANGO's experience in partnerships, and showed the impact of research on local action in the Pacific region.

FUTURE PLANS

Over the coming year, the Pacific region Hub plans to:

- **Further localise the hub by establishing mini-hubs (called mini-FALEs) in four Pacific Island countries: Fiji, Tonga, Solomon Islands, and Vanuatu.** It will support these mini-hubs in setting up their own governance and coordination functions that will drive greater locally led response and action in solidarity with local communities.
- **Pilot a community-led approach to monitoring, evaluation, accountability, and learning.** This will support affected communities to be the agents and targets of learning. To improve evaluation and learning from crises and response, it will use indigenous Pacific island approaches to dialogue and discuss with communities.
- **Formalise governance structures of the hub and encourage a wider set of local, national, and international stakeholders to be involved in the hub process.**



FALE -Pasifika members work in solidarity responding to the Hunga Tonga-Hunga Ha'apai volcanic eruption that took place between December 2021 and January 2022.

Tonga Locally Led Rapid Coordination and Response Fund (TRCRF). © PIANGO



READ MORE ABOUT THE PACIFIC REGION HUB: <https://startnetwork.org/pacific-hub>

HUB PROFILES

PAKISTAN HUB

The Pakistan Hub, also known as READY Pakistan, aims to create a proactive, resilient, people-centred, locally led, and innovative humanitarian ecosystem. It plans to address emerging challenges through strengthened preparedness and response to any predictable crises. This initiative is jointly owned by Pakistani communities, civil society, the Pakistan National Disaster Management Authority, and others. It is guided by a national steering committee that includes international NGOs, national NGOs, and representatives of two major national humanitarian and development networks and consortiums.



The hubs are the first mechanism whereby we are operationalising localisation in reality. [...] I am confident that all of us can do this; and we will inspire the rest of the countries to start their hubs; and we will inspire the donors and [...] further systems to start to change around the globe.

MUHAMMAD AMAD

Executive Director, IDEA, member of the Pakistan National READY Pakistan Steering Committee, READY Pakistan (Pakistan Hub) and Start Network Trustee

2021 PROGRESS

READY Pakistan began the process of taking on new members in 2021 as it moves towards independence. The hub initiated a membership drive that aimed to bring in at least 25 local and national organisations to ensure locally led leadership and membership. More than 120 organisations applied to become members of READY Pakistan, which is a testament to the success and visibility of the hub. Membership intake will be finalised in 2022.

A strong and well-established disaster risk financing (DRF) programme characterises READY Pakistan. To mitigate Pakistan's hazards like floods, heatwaves, and droughts, READY Pakistan's DRF programme models risks, develops plans and pre-positions funds that respond to high-confidence predictions of those hazards. Hub members can then respond quickly and proactively to needs before and during the early stages of crises. In 2021, the hub's DRF system was triggered five times; four times for heatwaves and once for drought. Read more on [page 27](#).

Aside from a successful DRF programme in 2021, READY Pakistan gained recognition from and collaborated with national authorities as well as multilateral and international organisations. The hub invested in strengthening engagement, outreach and collective action with national authorities, while preparing for its registration as a legal entity in 2022.

FUTURE PLANS

Over the coming year, READY Pakistan plans to:

- Continue to proactively support communities in areas affected by or at risk of crises through its multi-hazard disaster risk financing programme, which covers a range of crises including floods, heatwaves, and drought.
- Bring in a large number of new members to increase the diversity of the hub and deepen engagement across all provinces in Pakistan.
- Become a legally registered entity in Pakistan and deepen engagement with national and regional authorities.
- Establish a secretariat to drive forward the actions of the hub leadership and support new members that join its fold.



Sumji fixes a motorbike after attending vocational skills training, which contributes to resilience strengthening of at-risk populations. Pakistan DRF Programme, 2021 © Concern Worldwide with support from Ingenious Captures



READ MORE ABOUT THE PAKISTAN HUB: <https://startnetwork.org/pakistan-hub>

POWER

DISMANTLING UNEQUAL POWER DYNAMICS



We are shifting decision-making to give people, local and national organisations the opportunity to lead and be at the forefront of conversations on transforming the humanitarian system. Through this approach, local actors will identify priorities and make decisions about how to distribute financial and human resources, resulting in improved responses in their communities.

Anti-Racist and Decolonial Framework

From November 2020 to March 2021, Start Network, with the help of Arbie Baguios, founder of Aid Reimagined, **designed a framework to help Start Network's members and teams understand and address the many ways in which racism and colonialism can affect our work.**

We spent time engaging our team on the implications of the findings and reflecting on how we may use the framework to change our mindsets and ways of working.

We also discussed the framework with members, featuring it in our Annual Assembly in November 2021. Some examples of the changes we have begun to make to dismantle colonial power include decolonising evidence and learning (read more on [page 22](#)), building more ethical communications and advocacy and **re-imagining how we manage risk.**

An iterative framework for a locally led Start Network

In 2021, Start Network updated its “seven dimensions of localisation” and expanded on them. The aim of the framework is to help the network collectively build a model that reflects what a locally led Start Network looks like and to enable different parts of the network to hold each other to account.

The **framework has identified 11 elements that need to be changed to dismantle unequal power dynamics** and transform Start Network into a locally led network. These 11 elements cut across political, structural, operational, and cross-cutting issues. For example, they touch on governance and decision-making, leadership and ownership, and ethics and standards.



Later in 2021, we built on the framework to develop criteria for locally led programming. We used this to analyse our programmes and reflect on how to practically shift them from being predominantly led, designed, and implemented by international actors; taking on an approach with local leadership and action at the heart of each programming phase. In the same year, 39% of Start Network's 23 programmes met our criteria for classification as locally led programmes, and we aim to improve these numbers in 2022.

PRACTICE

Our activities, programmes, procedures, and behaviours are locally designed to be accountable to people and communities affected by and at risk of crises.

39%



of Start Network's **23 programmes*** meet our criteria for classification as locally led programmes, and include community accountability mechanisms.

*These include programmes managed by SCUUK as grant custodian.



Distribution of non-food items following flooding in Nawalpur and Parashi Districts, Nepal. Start Fund Alert N02, 2021
© ActionAid Nepal

FOSTERING A CULTURE OF INNOVATION

Supporting communities to design their own solutions

Community-led innovation recognises that crisis-affected communities are best placed to understand contextual needs and develop long-lasting solutions to humanitarian problems. By encouraging creativity and supporting the innovation capability that is inherently present within communities, we are able to inch closer towards a humanitarian system that is locally led, relevant, flexible, and context-specific in its approaches and behaviours.

COMMUNITY-LED INNOVATION PARTNERSHIP

Launched in 2020 in collaboration with Elrha and Asian Disaster Reduction and Response Network (ADRRN), the **Community-led Innovation Partnership (CLIP)** places communities affected by crises at the heart of its approach, enabling them to **lead in identifying their most pressing needs and create locally led and contextualised solutions to humanitarian problems**. Community innovators are provided with financial resources, innovative technical support, and networking opportunities to develop, test, and scale their solutions.

The CLIP runs in Guatemala, and the programme methodology has been adapted so that it can be launched by hubs in the DRC and India.

COMMUNITY-LED INNOVATION IN GUATEMALA

The CLIP in Guatemala, run by ASECSA on behalf of Start Network's Guatemala Hub, aims to foster solutions created by and for indigenous Mayan communities in response to climate-related challenges.

In 2021, the first cycle of the initiative was launched in the central region of Pachay. Seven groups of finalists were selected and awarded financial and in-kind support grants so that they could develop, test, and implement their innovative solutions. Examples of emerging local innovation ideas can be seen on [page 14](#).



Guatemala Hub hosts their 2021 governance meeting in Petén Department to strengthen leadership and collaboration.

© ASECSA

In the first cohort, **48%** of the innovators were women. These innovators shared that they gained more self-esteem and confidence as a result of the programme, indicating that the initiative supports the empowerment of women by challenging traditions of marginalisation.

Initial surveys showed that **75%** of community members felt that the CLIP's solutions took their views into account and would address their needs. All the innovators involved in the programme reported that it provided them with new knowledge, as well as feelings of happiness, commitment, and motivation. This conveys that the programme created participatory relations where all voices were heard. It also confirms that communities can find the right solutions and carry them forward when they are given the right time and space.

75% OF COMMUNITY MEMBERS FELT
THAT THEIR NEEDS WERE ADDRESSED

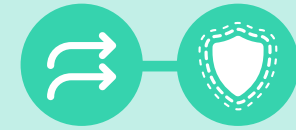


[I am] grateful for the training we were given [and] satisfied with everything I have learned. Now, when I go for a walk in my community, I see everything from a different point of view. In the leaves, I can see fertilisers, food. I already think about what I could use. The programme has changed my way of thinking.

INNOVATOR IN THE CLIP

Las Lomas, San Martín Jilotepeque, Guatemala

Crisis Response and Resilience Lab



In 2021 in partnership with Complexity University and the Global Fund for Community Foundations, Start Network launched the **Crisis Response and Resilience Lab**, a two-week action-focused innovation programme. Through experimenting and prototyping solutions to humanitarian problems, participants experienced and learned new ways of working, which are more flexible; all qualities that are urgently needed to transform the humanitarian sector into a better and more accountable one.

More than 100 people in **13 teams** from across the globe took part in the course. Each team worked with two coaches who provided technical support and expertise on innovation and humanitarian assistance. Teams worked on a wide range of challenges, and each team defined the problem they wanted to solve and the challenge they wanted to address. Afterward, they conceptualised prototypes, tested them as many times as possible, and used feedback to improve these prototypes. Examples of prototypes that originated from the programme included

reducing river flooding in Ghana and reaching out to highly vulnerable people in crises in Guatemala.

The Lab aimed to do away with the rigidity and bureaucracy of the traditional humanitarian system and put communities affected by crises at the centre of designing long-term humanitarian responses. Through testing and iteration, teams in the Crisis Response and Resilience Lab were able to re-envision ways of working, build new practices, foster relationships, and grow professionally and personally.

Transitioning to a new system does not happen easily. Changing mindsets and behaviours is one of the hardest things to accomplish but also the first step needed to truly transition towards an empathic and creative way of designing solutions. Although many participants felt apprehensive about letting go of linear, structured ways of working, the course made them more confident about prototyping and iterating. Collaboration and trust were also crucial to nurturing a space where feedback was welcome and anyone was encouraged to be creative.

PRACTICE

IMPROVING ACCOUNTABILITY TO COMMUNITIES



Humanitarian actors' decisions affect communities in life-altering ways, so it is essential to hold those actors accountable. People affected by and at risk of crises must participate in decision-making and feedback if these actors are to truly deliver contextually-informed and needs-based responses. In 2021, we undertook various efforts to research whether our programmes were truly responsive to the needs of communities.

Incorporating accountability and missing voices into disaster risk financing

Disaster risk financing (DRF)

provides key stakeholders from communities with avenues to **discuss**, **anticipate**, and **plan** responses to crises that may affect them, well before these crises occur.



We are **adapting our DRF systems to be more accountable**, since engaging communities improves the accuracy and efficacy of DRF Systems while allowing those in closest proximity to take the lead. We are doing this by including communities when we develop risk models, generate early risk data and when we formulate risk indicators.

Start Network also investigated making its DRF programmes more gender-aware, to better account for unique gender experiences and meet the needs of at-risk groups. A study used the missing voices methodology to **analyse the issues and considerations around gender in DRF programming**.

Decolonising evidence by understanding success from a community perspective

Since western lenses and success indicators often drive traditional and colonial approaches to accountability in humanitarian programming, we have begun assessing our response evaluations. This was informed by our interactions with community members across the globe, who being heterogeneous, define the "success" of humanitarian programmes differently based on their diverse contexts and perspectives.

In 2021, we began looking into improving our ways of asking for informed consent during data gathering, criteria for evaluating responses, and how we share our findings with stakeholders.

We learned that in order to improve our programme evaluation processes, we needed to take the following steps: observe whether people are using provided services, ask simple questions, and take time to probe and build trust with communities so that they can speak freely. Further work in the DRC suggested that in addition to meeting needs, it was important to treat communities with dignity and respect.



The most important aspects are first to focus on the real needs of the communities—look at the real objective of the project instead of the agency priority.

REPRESENTATIVE OF START NETWORK MEMBER NGO
Madagascar

Start Fund Bangladesh develops accountability tools with its local members

In 2021, Start Fund Bangladesh reviewed the opportunities and challenges that local members faced when using **16 accountability tools** under the Mechanism for Accountability to Affected Population (MAAP) Framework. The tools were developed in 2020 with the Network for Information, Response and Preparedness Activities on Disaster (NIRAPAD), and aimed to increase the commitment of humanitarian organisations in Bangladesh to common principles of accountability.

A major finding was that agencies need to understand factors related to cultural contexts such as language, beliefs, taboos, and literacy levels if they want to engage with communities. We also found that complaint response mechanisms should be part of projects from the outset to build community trust, and they must be contextualised to encourage participant engagement. Read more in the learning report: <https://startnetwork.org/resource/maap-path-forward-accountability>



The affected community people come to know that they have the opportunity to raise their voice or concern. [...] As a result, community participation is ensured, and they understand that the process of project participant selection is transparent, credible, and not biased.

HUMANITARIAN ACCOUNTABILITY AND COMMUNITY ENGAGEMENT OFFICER

The Social and Economic Enhancement Programme (SEEP), Bangladesh



They [local government officials] have appreciated us and said [it] is really innovative to have [...] local NGOs do this as they haven't had a local NGO carry out research like this before. INGOs come in and give food, and then they leave, which leaves communities in the same situation; they don't get to the root cause. Having a local NGO do this research helps us get to the root cause and then change our programmes to fit the [community's] needs.

ALPHONSE KABALA

AFPDE, DRC

Sharing knowledge and ideas under Local Leadership Grants

Through **Start Network's Sharing Knowledge and Ideas under Local Leadership (SKILL)** Grants, seven local member organisations were funded to research a topic that they deemed important. Allowing NGOs to decide on the aims of their research has resulted in projects that authentically meet community needs. In 2021, we funded **£30,000** in SKILL Grants to local members.

L'Association des Femmes pour la Promotion et le Développement Endogène (AFPDE) ran a project in the DRC to determine whether communities became more resilient following receipt of their services. It also explored the best practices of other NGOs and governments for fostering community resilience. At least **80%** of the households interviewed said they had to find alternative ways to cope with crises because the strategies developed by local and international NGOs were too limited. Also, they recognised that malnutrition in children was a significant problem in their communities, but crisis responses didn't get to the root cause. Following a workshop, many recommendations were made to improve community resilience in responses. One of these recommendations was to ensure community leaders are included in all stages of crisis response projects.

RESOURCES

We ensure that **flexible resources** (money, technology, knowledge) **flow to local organisations** and are managed by them.

OUT OF £3,093,691* THAT FLOWED TO HUB COUNTRIES

23%

WENT DIRECTLY TO LOCAL AND NATIONAL NGO MEMBERS.

* This includes funds through programmes managed by SCUK as grant custodian.



Digging of new drains in Blue Nile region of Sudan in anticipation of flooding. Start Fund Alert 529, 2021
© Save the Children in Sudan

A FAMILY OF FUNDS

Early and rapid financing through **Start Funds** and **Start Ready**

Start Network's family of funds includes a suite of financial instruments for crisis anticipation and response. Our best-known mechanism is the **Start Fund**, which is used to finance humanitarian programmes in anticipation of and response to under the radar, small to medium-scale crises. In 2021, the global and national Start Funds reached **more than 2 million people** at risk of and affected by crises. In the same year, we also launched **Start Ready**, a unique financial risk-pooling mechanism that provides pre-positioned funding at scale for predictable crises worldwide. These solutions work together to catalyse a new way of preparing for crises, using locally led early action to encourage more resilient communities.

Our financing instruments are managed by Save the Children UK which acts as a grant custodian for Start Network.

START FUNDS

Providing rapid, flexible funding for small to medium-scale crises, spikes in chronic humanitarian crises, and in anticipation of impending crises, filling a critical gap in humanitarian financing.

START READY

A new service which automatically disburses funding at scale for predictable crises - using innovative risk analysis, collective planning, and prepositioned financing.

LAUNCHING START READY

In 2021 we launched Start Ready, a new financing mechanism that enables frontline humanitarians to access early, predictable funds at scale. This unique mechanism empowers national and local institutions and NGOs to collectively analyse and quantify crisis risks in anticipation of expected shocks.

Built on a disaster risk financing approach (see right), and combining hazard and risk modelling based on best practices from insurance, financial, and humanitarian sectors, Start Ready allows financing to stretch up to three times further than traditional humanitarian funding.

Alongside this, in 2021, we expanded the reach of our disaster risk financing programmes from three to eight countries, now including active DRF programmes in **Madagascar, Pakistan and Senegal**, and DRF programmes in development in **Bangladesh, DRC, Kenya, The Philippines and Zimbabwe**. Start Ready will build on this further by supporting countries with DRF systems to apply for pooled coverage for the risks they have now modelled and planned for, complementing other DRF funding in their portfolios. In other countries, Start Network can support members to build a DRF system (see Building Blocks below), which can take up to two years. Members can apply for coverage from Start Ready once these are in place.

Start Network launched Start Ready at the UN's 26th Conference of the Parties (COP26) in 2021. Drawing interest from institutions, governments, and private philanthropic collectives, Start Ready received pledged support from five donors by the end of 2021: **Margaret A. Cargill Philanthropies, IKEA Foundation, Irish Aid, the French Ministry for Europe and Foreign Affairs, and the Netherlands Ministry of Foreign Affairs**. It will begin operating in May 2022.



Start Ready is yet another innovative solution from Start Network that will provide rapid anticipatory-disaster financing for local communities in Africa. It perfectly complements the existing framework of the African Risk Capacity, which provides insurance coverage for countries at the macro level, humanitarian agencies, and NGOs through ARC replica, thereby strengthening resilience to climate change for the most vulnerable groups.

LESLEY NDLOVU
CEO African Risk Capacity Ltd.

DISASTER RISK FINANCING

Disaster risk financing (DRF) is an approach to humanitarian assistance that enables earlier action—understanding that more lives, livelihoods, and funds can be saved by acting in advance of crises. DRF programming has **three key elements**:



The use of science and data to model and quantify risks in advance;



Pre-planning and pre-costing of various crisis response activities needed to support communities;



Pre-positioning of funds according to pre-agreed protocols so that when certain conditions are met, funding is rapidly released.

These three components form the basis of DRF mechanisms in the family of funds.

BUILDING BLOCKS FRAMEWORK

The **Building Blocks Framework** is an innovative learning and resource that helps organisations develop national preparedness systems based on the principles of disaster risk financing. It also enables collaboration and knowledge sharing among organisations, countries, and regions while developing disaster risk financing systems.



DISASTER RISK FINANCING IN PAKISTAN HUB

Pakistan is exposed to a variety of different hazards and climate shocks, the frequency of which is predicted to increase in the coming decades. The DRF system in the Pakistan Hub allows members to receive forecasts of an oncoming flood, drought, or heatwave, and release pre-agreed funding, depending on the severity of the predicted event. The local, national, and international members of the Pakistan Hub are working with government counterparts, expert hydro-meteorologists worldwide, and others to build a locally led, contextually relevant, iterative DRF system that adapts to and integrates lessons learned and best practices (see case study).

In 2021, the hub's DRF system was triggered five times, four times for heatwaves, and once for drought, releasing £451,074. This meant **2,975,826 people were supported** through direct protection and sensitisation before the heatwaves and drought occurred, and were provided with relief during the crises.

To address winter crop and pasture failures, the Pakistan Hub also provided DRF coverage to areas that experience agricultural drought in Punjab and Sindh provinces during the secondary winter growing season. It released funds for drought once in 2021 and reached **20,633 people** through initiatives such as infant and young child feeding instruction, seed distribution, and agricultural tool distribution.



CASE STUDY: ANTICIPATING HEATWAVE IN PAKISTAN

Through funding from the Pakistan Hub's DRF programme, **Bright Star Development Society Balochistan** mitigated an anticipated heatwave in Sibi, Pakistan, in June 2021. The organisation provided behavioural messaging about managing wellbeing during the hot period and also set up cooling facilities where people could drink cold water and rest.

The community's feedback also provided insights into how future assistance could be improved. Here are some of the project participants' main insights:

- 1 Audio messages can be used to inform people who cannot read.
- 2 Female-friendly spaces can be designated to improve access for women and girls.
- 3 Facilities can be kept open for extended periods since a 20-day project time frame was not enough to cover the heatwave in 2021.

Through gathering honest feedback from participants, the hub can now deliver a response that meets the community's metrics for success and fosters trust.



We are already considering the idea of deploying a female staff member next time to ensure that women coming to cooling facilities don't face any problems. The cooling facilities can be divided into two with a separator to have a separate facility for women and men. This will also ensure that women have a separate waiting area at the bus stop.

NASEER CHANNA

CEO, Bright Star Development Society Balochistan (BSDSB)

START FUNDS



Start Network's suite of member-owned and managed response funds complements Start Ready by providing rapid response funding focused on three types of humanitarian needs: underfunded small to medium scale crises, forecasts of impending crises, and spikes in chronic humanitarian crises. **Funding is disbursed within 72 hours** after organisations raise a crisis alert, making the Start Funds among the fastest humanitarian assistance financing mechanisms globally.

GLOBAL START FUND



The global Start Fund enabled humanitarian action in response to **58 crisis alerts in 30 countries** in 2021.



Start Fund made it possible to provide critical support to a very vulnerable and at-risk population affected by the most acute flooding in the last five years. [These are] communities that are excluded (for various reasons) from the mainstream channels and mechanisms of humanitarian assistance in the country.

HUMANITARIAN PROGRAMME MANAGER — LATIN AMERICA AND THE CARIBBEAN (LAC)
HelpAge International, implementing partner of Age International

The global Start Fund has continued to evolve to become more accessible to the increasingly diverse and distributed Start Network membership, enabling more locally led humanitarian action. In 2021, we reviewed the global Start Fund's operations protocols to make them more accessible to local and national members. The review recommended a series of changes to the decision-making process, which we started to implement and test. This testing will continue in 2022.

One change we have begun implementing is that representatives from alerting countries now participate in fund allocation meetings and give local perspectives about crises, thereby encouraging more balanced and contextually-informed decisions. Another change includes an extension to Start Fund projects beyond 45 days, detailed on page 36.

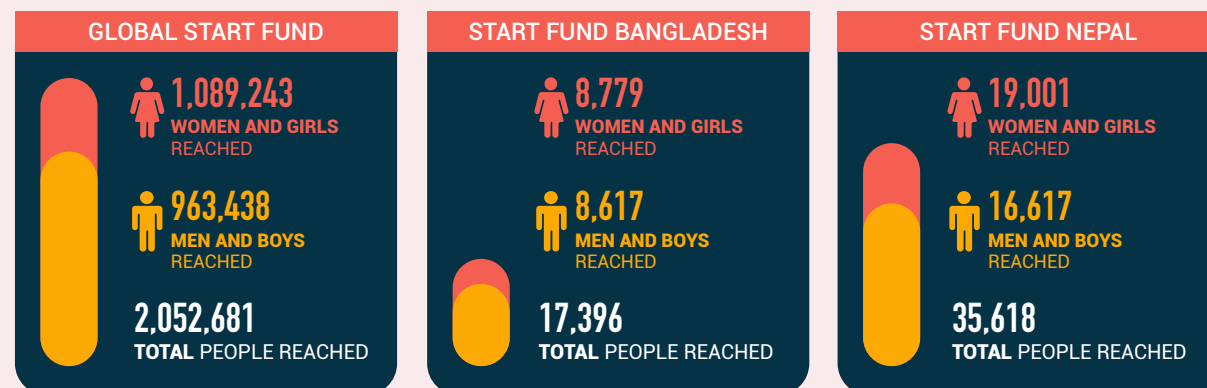
In 2021, we developed a strategy to bolster anticipatory action through the Start Fund. The strategy provided greater guidance on different types of anticipatory action that could be resourced through the fund and introduced a guided spend to increase member confidence in raising anticipatory crisis alerts.

In the same year, the Start Fund also launched anticipation tool grants. These grants give members and their partners the resources to develop data and information tools that improve risk monitoring and accelerate anticipatory action. The **Crisis Anticipation Tool Grant** was made available to Start Network members in Sierra Leone for flooding, in Iraq to address water scarcity, in Peru to tackle drought, and in the Philippines to address dengue and mitigate the effects of landslides.

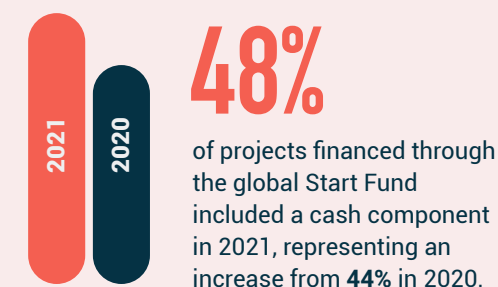
According to an external evaluation of the Start Fund published in 2021, across all countries and globally, one unique characteristic of the Start Fund mentioned by most interviewees was the member-led decision-making. Another was the value given to local knowledge.

START FUNDS PERFORMANCE HIGHLIGHTS

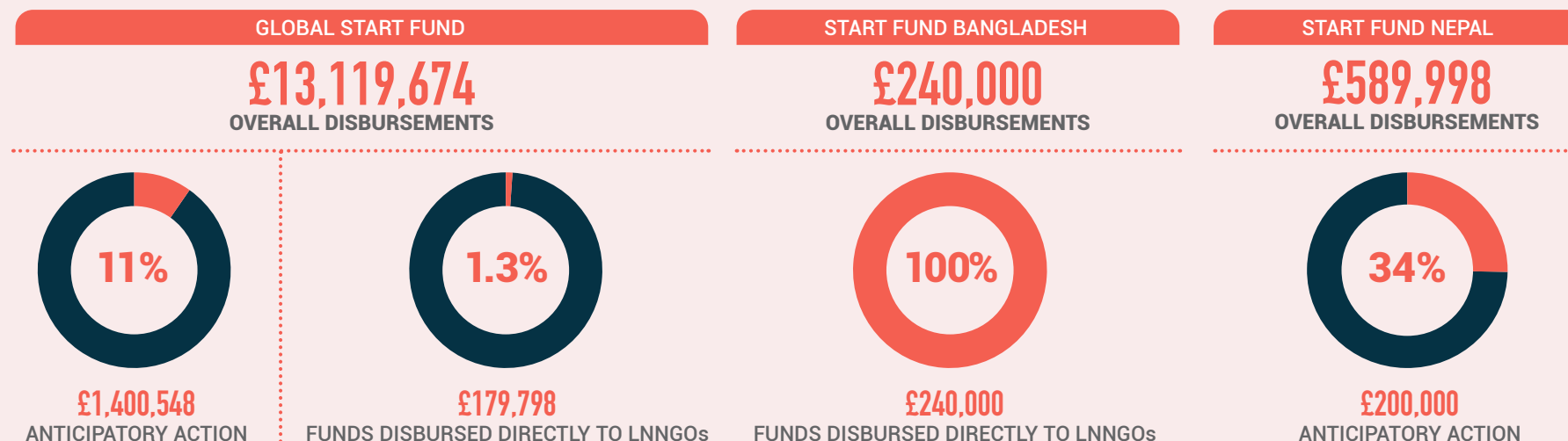
People at-risk of and affected by crises reached through the Start Funds



Percentage of Start Funds projects utilising **cash-based assistance**



Disbursement Figures



In 2021, the number of LNNGOs eligible to receive direct funding from the Start Funds were as follows: 15 LNNGOs under the global Start Fund, 27 LNNGOs under Start Fund Bangladesh, and no LNNGOs under Start Fund Nepal.

Save the Children UK is the grant signatory and acts as grant custodian for a number of Start Network programmes, including the Start Funds.

CASE STUDY: Crisis Alert 500 Syria

STORM

In 2021, members alerted the Start Fund to its 500th crisis, a severe storm in Syria.

The conflict in Syria had internally displaced around **6.7 million people** by the end of that year, many of whom continue to be vulnerable to storms as they lack shelter or have precarious living arrangements in temporary camps and damaged buildings.

The 500th Start Fund alert brought to our attention a rainstorm, followed by snowfall, that affected areas of Idlib governate. A number of camps in Northwest Syria hosting people displaced by the conflict were also impacted, the storm washing away many of their inhabitants' shelters and belongings, while damaging surrounding roads in the process.

Within days of the storm, Islamic Relief Worldwide and another Start Network member worked with a local NGO partner* to assist affected communities with support from the Start Fund. These organisations distributed essential items such as meals, blankets, mattresses, and plastic sheets. To equip the people affected with knowledge about COVID-19, the organisations also held community awareness sessions about the virus and shared prevention information.

* Start Network member and the local partner wish to remain anonymous.



Displaced children and families in Syria are supported through provision of ready-to-eat meals, food baskets, and heating equipment amidst a harsh winter storm. Start Fund Alert 500, 2021
© Islamic Relief Worldwide



Provision of medical care to inhabitants of Maradi Region following the slow onset of a cholera outbreak in some parts of Niger. Start Fund Alert 541, 2021
© ALIMA – The Alliance for International Medical Action

CASE STUDY: Crisis Alert 541 Niger

CHOLERA

The Maradi Region of Niger faced a rising number of cholera cases in 2021. Members reported **107 cases and three deaths** through a Start Fund crisis alert, which was activated on 13 August 2021. The funds enabled Start Network members to respond by providing medical assistance and care, water sanitation activities, and support in tracking the spread of infection.

GOAL held sensitisation activities that included training local health workers, disseminating information through radio broadcasts, establishing isolation sites, and providing water, sanitation, and hygiene materials. These efforts assisted **11,560 people** affected by the crisis.

Alliance for International Medical Action (ALIMA) built and repaired cholera treatment units, managed cases, and improved cholera case surveillance. ALIMA also gave out hygiene essentials and water chlorination kits to **44,000 people**.

CASE STUDY: Crisis Alert 511 Colombia

CONFLICT

More than 5,000 people were forced to migrate due to violent clashes between Revolutionary Armed Forces of Colombia dissidents and the Venezuelan Armed Forces in La Victoria, in the state of Apure, on 21 March 2021. The violence that ensued involved bombings, extrajudicial killings, and home raids. Many displaced residents fled to the Colombian town of Arauquita, in need of food, shelter, assistance, and protection against gender-based violence.

Following a Start Fund activation, funding was awarded to **Comunidades Judías en México (CADENA)** to lead a response in partnership with World Vision and Plan International. CADENA helped displaced people in Arauquita by distributing food, mats, shelter materials, personal protective equipment for COVID-19, and non-food essentials for babies, children, and women. It also funded free consultations with doctors and psychologists, and organised psychological interventions for affected children. Assistance reached a total of **4,434 people**.



Acudir a donantes más grandes tiende a ser difícil cuando se está ante crisis que no tienen gran visibilidad. Sin embargo, la experiencia con Start nos permitió sistematizar la información, entender las necesidades, dar una ayuda inmediata, lo que nos facilitará elevar una petición futura a otros donantes para continuar con la respuesta.

(Reaching out to larger donors tends to be difficult when dealing with crises that do not have high visibility. However, the experience with Start Fund allowed us to systematise the information, understand the needs, provide immediate assistance, which will make it easier for us to make a future request to other donors to continue the response.)

PAOLA ANDREA LASSO

Manager of Grants Acquisition and Management, World Vision, Colombia



Distribution of hygiene kits and personal protection items to displaced families in response to a looming armed crisis in Arauquita, Colombia. Start Fund Alert 511, 2021
© CADENA

NATIONAL START FUNDS

Start Fund Bangladesh

Start Fund Bangladesh (SFB) is a national fund, driven by its members, accountable to communities affected by humanitarian crises, and which aims to protect lives, livelihoods, and dignity. The fund is managed by **47 international, national, and local organisations** operating in Bangladesh, guided by an ambition to bring decision-making closer to crisis-affected people and civil-society agencies at the country level. **In 2021, all funding from SFB was directly awarded to local and national organisations** for responses to crises including flash-flooding in Lalmonirhat, Rangpur, and Nilphamari, and a fire incident in Tongi, Gazipur.

In 2021, SFB implemented a pilot project that enabled longer-term activities focused on community-led resilience and infrastructure to be carried out after the original 45-day time limit allocated to a flooding response.

It also continued to build new programming partnerships, play key roles in civil society coordination groups, and drive advocacy on locally led action across Bangladesh clusters, within Start Network and at a global level.

SFB's disaster risk financing programming culminated with the development of an early warning system for vulnerable communities affected by flooding, which builds on the experience of **FOREWARN* Bangladesh**. The team conducted a risk analysis and a household economic analysis to gather insights from local communities for the flood model and contingency planning.

Members of SFB also supported the development of protocols for various crisis types to provide a structure for members to access funding via SFB ahead of crises.

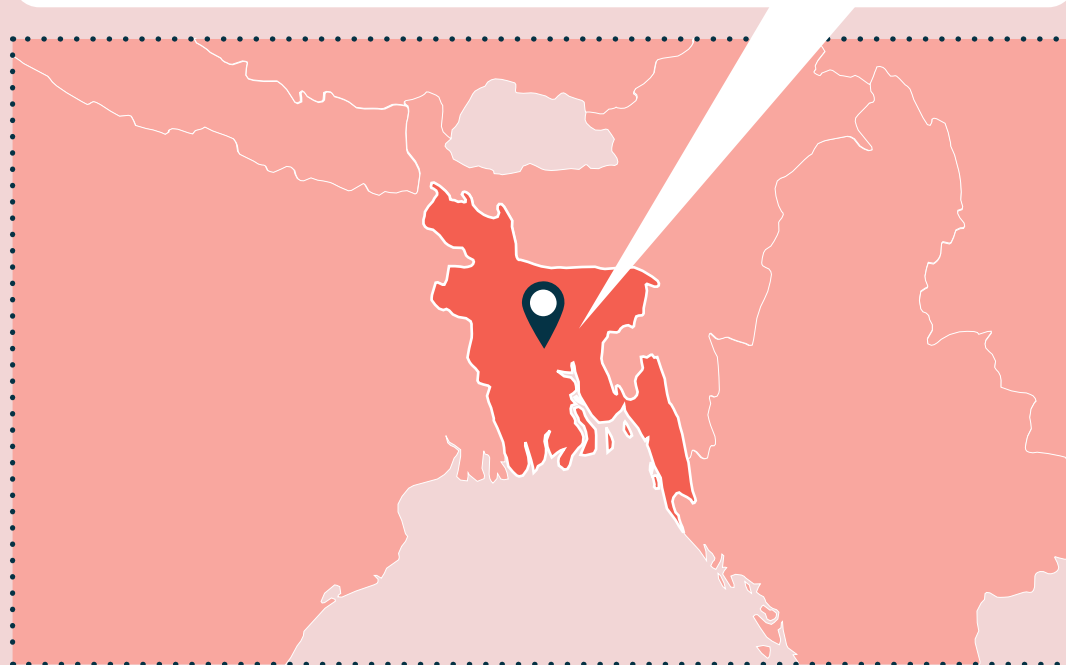
**Learn more about FOREWARN on [page 40](#)*



A problem that often plagues the humanitarian sector in Bangladesh is that projects and programmes are forced upon local organisations, and they are bound to implement the programmes designed and structured by the donor, regardless of whether it is in sync with the needs and expectations of the targeted community, or the exigencies of a particular situation. Through our interaction with Start Network, we [...] have found an avenue where we have the freedom to make decisions and design the project and adopt the best course of action as per our expertise and capabilities.

SINA CHOWDHURY

Assistant Director for People's Orientated Program Implementation (POPI), Bangladesh



NATIONAL START FUNDS

Start Fund Nepal



Start Fund Nepal has supported rapid responses to flooding and one anticipatory alert for cold wave since its inception in 2021.
© Start Fund Nepal

Based on the Start Fund's model in Bangladesh, which has proven to be a highly impactful and context-responsive national contingency fund, Start Fund Nepal (SFN) was co-developed with **21 NGOs** through a process of risk analysis and design. These organisations convened through a series of workshops before launching the fund in June 2021. SFN has a nationally-led approach to decision-making that includes six local and national NGOs that continue to provide a local perspective since the fund's inception.

One national NGO that has supported SFN is the **Nepali Technical Assistance Group (NTAG)**. Deepak Thapa, Executive Director of NTAG expressed his regard for the programme:

"The most striking and extraordinary feature of Start Fund Nepal is prompt address to mitigate the sufferings of the victims of disaster. NTAG and my team are committed to this noble undertaking and wish to contribute more in the future."

In 2021, SFN activated four crisis alerts*, leading to the disbursement of **£589,998** for anticipation and response projects. Start Network members and partners were able to utilise this funding to assist **more than 35,000 people** affected by flooding and cold waves across 14 districts of Nepal.

* Alert N-04 was activated on 29 December 2021, and so funds were not disbursed until 1 January 2022.

Sanjeeb Kumar Shakya from Save the Children described the work undertaken in 2021 as

"crucial to lay the foundation of Start Fund in Nepal. We hope that this mechanism will continue successfully in [the] years ahead to rapidly respond to emergencies with the support of national and local authorities, donors, and strong commitment of INGOs and NGOs."

Suraj Shrestha from CARE remarked upon the timeliness of Start Fund Nepal's activation in response to flooding in Helambu, Sindupalchowk, saying,

"we are responding quickly and early, that's why there is good appreciation from the local government [...] they are seeking support, and we are giving assistance earlier."



CASE STUDY: Crisis Alert B036 Bangladesh

FLASH FLOOD

On 20 October 2021, India opened **44 floodgates** along the Teesta River, causing flash floods in northern Bangladesh. The flooding affected **more than 200,000 people**, damaged about **7,500 hectares** of agricultural land, and led to road collapses. As a result, the Bangladesh Water Development Board issued a red alert. Owing to the scale of damage caused by opening of the barrages, local Start Fund Bangladesh members felt the need to raise an alert to make up for the limited funding made available by the government and other sources.



Provision of an identity card to an affected community member receiving support after rapid onset of floods. Start Fund Bangladesh Alert 014, 2021
© World Vision Bangladesh

The SFB governance mechanism selected two national members, Eco-social Development Organisation and Rangpur Dinajpur Rural Service, to carry out the response. After an initial award, a rapid needs assessment showed that the destruction of infrastructure, with people being cut off from their sources of income, meant that basic livelihood support was insufficient. In addition, cases of gender-based violence were also observed. Agencies responded by rebuilding a destroyed bridge and installing solar lights along the riverbank, making it safer, through a cash for work activity.



This disaster took place at a time which was not expected, thus creating vulnerability for women, girls, and farmers. The field survey done by the staff urged agencies to raise this alert as it was deemed in clear need of humanitarian response.

COMMENT FROM LEARNING EXCHANGE
Alert B036

CASE STUDY: Crisis Alert 04 Nepal

COLD WAVE



Provision of winter kits including blankets, sweaters, and food with long shelf-lives to communities in Terai region, in anticipation of cold wave. Start Fund Nepal Alert 04, 2021
© Start Fund Nepal

To reduce the impact of a cold wave in Nepal, Start Fund Nepal members raised an anticipation alert to provide support to **9,060 people** spread across eight districts in Terai, covering **15 municipalities**. The organisations involved utilised data and historical information from the Global Flood Awareness System to guide operating procedures.

A consortium of members, including CARE, Mercy Corps, and ActionAid, were awarded funding to respond to the cold wave. The organisations involved were able to distribute food, non-food items, winterisation kits, gas, and cash for one month. The project was completed before the cold wave hit the country and the communities who were at risk.



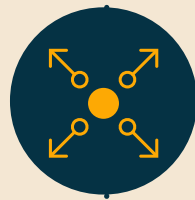
The best part of this project is the voucher support programme along with both [non-food item] and [food item] support. The food support—rice, pulse, and other items [...] will help sustain food needs for a maximum of one month in this cold.

WARD CHIEF

Surunga Municipality, Ward No. 8

RESOURCES

LEVERAGING CHANGE THROUGH ACCESSIBLE AND FLEXIBLE FUNDING



We are working towards making our funding more equitable and easily accessible for all of our members by reducing the barriers to funding that local and national organisations face. This will allow for more locally led responses.

ACCELERATING LOCALLY LED HUMANITARIAN ACTION: TIERED DUE DILIGENCE FRAMEWORK AND START FUND PILOT

In 2021, Start Network continued to analyse the effectiveness and implications of its tiered due diligence framework through a pilot programme within the global Start Fund. Called the **"Start Fund pilot to accelerate locally led action"** this initiative aimed to gather data on the implications and impact of funding organisations that were placed in Tier 2 under Start Network's tiered due diligence framework to better understand their compliance profile.

The pilot, which has been running from 2020 and will end in 2022, enables the release of limited funds through the Start Fund to members placed on tier 2. In 2021, five members participating in the pilot raised **11 crisis alerts** to the global Start Fund, six of which were activated. Of the alerts activated, **four projects** directly implemented by members placed on tier 2 were awarded, totalling **£179,798**. The pilot is supported by dedicated funding from three donors.

Independent monitoring and learning events were conducted for these projects, and modifications were made in response to feedback from participating members and discussions with donors. These modifications included an increase of the funding cap to **£60,000** in November 2021 and the trialling of the extension of Start Fund projects to 60 days, detailed below.

TRIALLING AN EXTENSION TO START FUND PROJECTS BEYOND 45 DAYS

While the standard time frame for implementation of a Start Fund project is 45 days, we have launched a pilot where project timelines are extended to as long as **60 days**. In 2021, a discussion between local and national non-governmental organisations at a workshop about the Start Fund, concluded that the limited timeframe was a barrier to making the fund more accessible. Requests for no-cost extensions given in the previous years also show that many members find it difficult to meet the 45-day project timeframe.

We applied this suggestion by exploring a prototype with the local and national organisations from the workshop and Start Fund Strategic Committee members. All members that operate in countries together with local and national non-government organisations were given the opportunity to choose whether they wanted to use a 60-day timeframe. The countries that met this criteria were the following:



INDIA



PAKISTAN



SRI LANKA



THE DRC



PALESTINIAN
TERRITORIES



EL SALVADOR



GUATEMALA



The prototype will be operational for a year, and Start Network will continue to monitor it before deciding whether it should be made a permanent option.

Displaced community member assisted after flooding in Kuch and Rubkona counties of South Sudan.
Start Fund Alert 543, 2021
© Helpage International

FUND FINANCIALS

FUNDS DISBURSED IN 2021

£14,571,239

EMERGENCY FUNDS DISBURSED OVERALL
(RESPONSE AND ANTICIPATION)

BREAKDOWN BY FINANCING MECHANISM

GLOBAL START FUND	£13,119,674
START FUND BANGLADESH	£240,000
START FUND NEPAL	£589,998
DISASTER RISK FINANCING PROGRAMMES (PAKISTAN AND MADAGASCAR)	£621,567

These include programmes managed by SCUK as grant custodian. The financial figures reported for Start Network programmes managed by SCUK as grant custodian do not include recouped or returned funds.

RELATIONSHIPS

We foster and support **diverse, equitable, and sustainable relationships** that actively drive our systems change ambitions.

ACCORDING TO OUR 2021 MEMBERSHIP SURVEY,



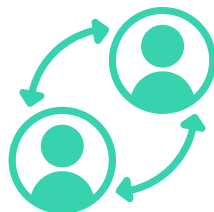
OF THE 39 MEMBERS WHO RESPONDED FELT THAT START NETWORK MADE EFFORTS TO ENSURE EQUITABILITY OF VISIBILITY AND VOICE FOR MEMBERS.



Bettie receives cash support following a 7.2 magnitude earthquake, which resulted in the collapse of many infrastructures, the injury and death of many and food insecurity in Haiti. Start Fund Alert 542, 2021 © ActionAid

MEMBERSHIP ENGAGEMENT

Start Network works with its members to experiment with and scale new and innovative ways of working, leveraging their collective power and influence to push for change in the humanitarian system. The active support, engagement, and leadership of our members are integral to the success of our mission.



We feel that Start Network membership is good value for money. It allows us to be part of an active and thriving network. Membership provides an avenue to contribute to systems change and exchange with peers as well as provides access to funding.

HANNAH MEINSHAUSEN

on behalf of Oxfam GB



Start Network's proactive support speaks volumes for Yuganter in the enhancement of the much-awaited core capacity and credibility of our organisation, prompting many donors to count on us.

SANJAY PANDEY

Executive Director at Yuganter, India

The Assembly

In 2021, Start Network held its second virtual Assembly meeting from 16 to 18 November. The virtual format allowed us to once again open up our sessions to an audience beyond our member representatives and hubs. 590 individuals from 72 countries attended sessions, which included learning exchanges, spaces for exploring and solving strategic challenges, as well as external keynote speakers who motivated and inspired attendees with their perspectives on building movements, taking risks, and challenging colonial mindsets and practices.

89% of our members attended the Assembly. We also saw a **marked improvement in the attendance of local and national members, going from 80% in 2020 to 95% in 2021**. Start Network hubs also actively engaged with various sessions throughout the event, with many of them leading key discussions. In addition, Assembly representatives passed two resolutions about Start network's decentralisation strategy at the Annual General Meeting (read more on [page 12](#)).

590 INDIVIDUALS FROM 72 COUNTRIES ATTENDED SESIONS

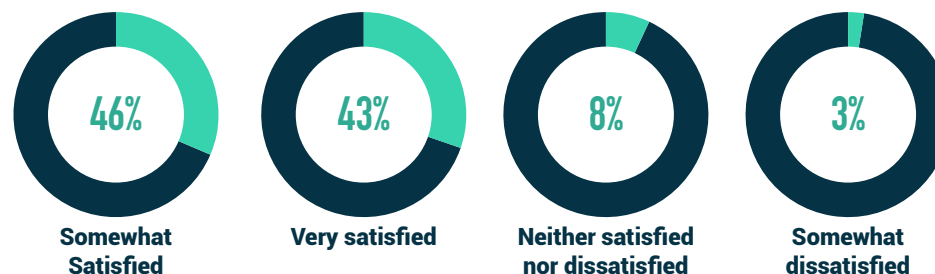
89% OF MEMBERS ATTENDED THE ASSEMBLY

CEO Roundtable Series

In 2021, we launched a series of closed-door roundtable discussions that brought together the CEOs of our member organisations. The aim was to provide spaces for senior leaders within Start Network's membership to have peer-to-peer conversations about critical issues facing their organisations and the humanitarian sector more broadly. Roundtables explored topics and challenges around the role of leadership in bringing about systems change, alternative models for shifting power, and how the sector can re-imagine risk management and accountability to enable a more locally led system.

Results of the 2021 Membership Survey

Satisfaction ratings of 39 respondents:



FORECAST-BASED, WARNING, ANALYSIS AND RESPONSE NETWORK

The **Forecast-based, Warning, Analysis and Response Network (FOREWARN)** is a multi-disciplinary, multi-stakeholder community of humanitarian professionals, scientists, academics, and risk experts brought together to drive early action. The **Global FOREWARN** expert pool is a group of researchers, academics, and scientists organised into thematic subgroups which are aligned to their areas of expertise. Members of these subgroups provide advice on anticipatory projects led by Start Network members, including Start Fund anticipation alerts and forecasting tools.

National FOREWARN programmes are comprised of country-focused expert networks organised to support early action in a way that fits with the local context. Through these programmes, Start Network members can engage hazard experts in collaborative crisis anticipation work.

The Global FOREWARN community held **four hazard-specific meetings** in 2021, sharing lessons on early action, forecast-based financing case studies, and cutting-edge research into hazard forecasting.

IMPROVING NATIONAL FOREWARN PROGRAMMES

In 2021, we expanded and cemented national FOREWARN programmes in the following countries:



BANGLADESH

This national programme developed six hazard-specific expert groups, joined two consortium partnerships, and created three early action protocols. It also worked on a landslide community monitoring system and sent representation to COP26.

MADAGASCAR

The programme collaborated with the National Disaster Management Agency, the Meteorological Agency, and an academic from the London School of Economics, to develop a tool that provides information about the expected impact of forecasted cyclones. The team also worked with members through the Start Fund to launch a pilot based on this tool, which enabled funding for activated alerts to be released up to four days ahead of a cyclone making landfall. The programme also scaled up drought anticipatory actions in Southern Madagascar.

PHILIPPINES

To enable members to act before dengue outbreaks and landslides, this national programme created risk analysis tools for these two hazards. It also formed a consortium for volcanic activity anticipatory action, and took part in a UN Central Emergency Response Fund (CERF) anticipatory action pilot for tropical cyclones. Additionally, it agreed to memoranda of understanding with the University of the Philippines Resilience Institute and the University of the Philippines Los Baños for their internship programme.

PAKISTAN

This programme provided further support for flooding, drought, and heatwave monitoring systems. A memorandum of understanding with the National Disaster Management Agency also streamlined work at the national level.

DONORS AND DONOR ENGAGEMENT

Start Network works in partnership with a range of donors from around the world who are passionate about our vision for a transformed humanitarian system.

In 2021, we welcomed new donors, including:

FRENCH MINISTRY FOR EUROPE AND FOREIGN AFFAIRS

MARGARET A. CARGILL PHILANTHROPIES

CONRAD N. HILTON FOUNDATION

HOW WE ENGAGE OUR DONORS

The **Start Network Donor Council** is a bi-annual event, held online for the second year running in 2021. During the 2021 event, we welcomed representatives from current and prospective donor organisations as well as speakers from Start Network member organisations and hubs who articulated their experience of working within the network. Presentations and discussions showcased the performance of the Start Fund, our work on promoting locally led humanitarian action, and other innovative financial mechanisms.

We also engaged donors around critical policy issues in a number of fora. For example, at COP26, we debated the urgent need to tackle the effects of the climate crisis and how the pre-positioning of humanitarian financing, to be released in response to locally-identified priorities, could support international efforts.

To develop contacts with prospective donors, we engaged with networks of similarly focused trusts and foundations, including the Centre for Disaster Philanthropy, where we presented our case on locally led action. We also held an event in Bangladesh targeting new donors and celebrating the impact of locally-driven humanitarian action.

DONORS



These donors fund Start Network and programmes managed by SCUK as grant custodian.

ADVOCACY

A key element to driving wider transformation in the humanitarian sector is by advocating boldly and speaking truth to power.

As an enabler of Start Network's vision, our advocacy is centred on locally led action, prioritising the spaces where certain voices have been traditionally unrepresented or ignored. We continue to create a community of advocates that has at its core a deep sense of urgency to transform the humanitarian sector beyond commitments or pledges to make this a reality in concrete ways.

PARTNERS

CRISIS LOOKOUT COALITION

INSUREILIENCE GLOBAL PARTNERSHIP

INTERNATIONAL INSTITUTE FOR ENVIRONMENT AND DEVELOPMENT

WORLD RESOURCE INSTITUTE

BOND

ANTICIPATORY ACTION TASK FORCE AND ITS PARTNERS

CHARTER4CHANGE

INTERNATIONAL COUNCIL OF VOLUNTARY AGENCIES

THE INTER-AGENCY STANDING COMMITTEE

NETWORK FOR EMPOWERED AID RESPONSE

STEERING COMMITTEE FOR HUMANITARIAN RESPONSE

RISK INFORMED EARLY ACTION PARTNERSHIP

ANTICIPATION HUB

Some of these partnerships are funded through programmes managed by SCU as grant custodian.

OUR ADVOCACY WORK IN 2021

CIVIL SOCIETY 7

Start Network and some of its local and national member organisations joined this event for the first time and helped shape recommendations for Group of Seven (G7) leaders. Read a quote from Tirtha Prasad Saika about this event on [page 44](#).

HUMANITARIAN NETWORKS AND PARTNERSHIPS WEEK

The network hosted two sessions: "Localisation in practice: driving forward a diverse and locally led humanitarian action" and had diverse panellists; and "Tiered due diligence and sector-wide passporting: A pathway to inclusion and efficiency," which examined the traditional compliance paradigm through a lens of local action and discussed pathways towards a more inclusive model.

47TH GROUP OF SEVEN SUMMIT

Together with Crisis Lookout Coalition, Start Network pushed for more G7 support for anticipatory action and highlighted **Start Ready**. As a result, G7 leaders committed to scaling up anticipatory action.

ECONOMIC AND SOCIAL COUNCIL

At this UN event, Start Fund Bangladesh was featured to exemplify how humanitarian organisations can implement locally led action.

INTERNATIONAL DEVELOPMENT STRATEGY SUBMISSION TO THE FCDO

Start Network submitted evidence to help shape the FCDO's five-year international development strategy.

UNITED NATIONS' 26TH CONFERENCE OF THE PARTIES (COP26)

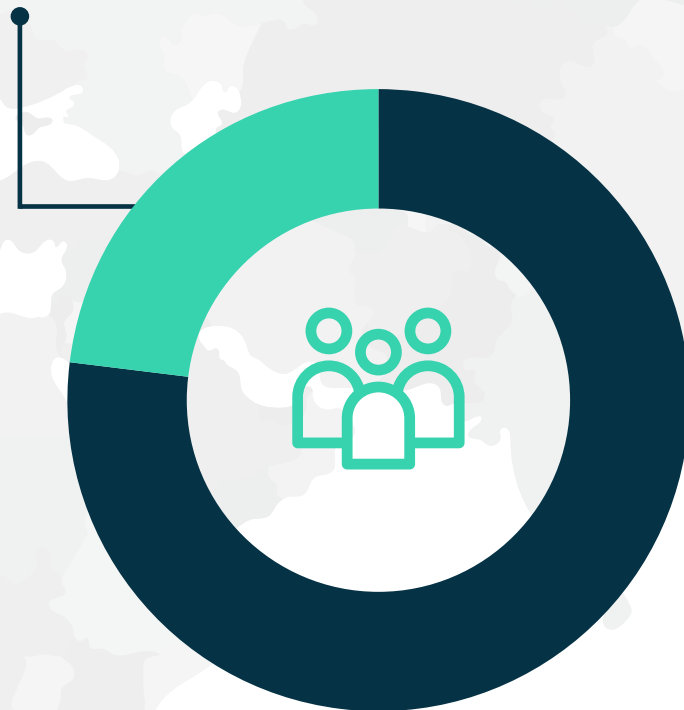
Alongside launching **Start Ready**, we also had representatives from local organisations participating in six events shared ideas and advocating for anticipatory action and locally led humanitarian action.

THE UK'S INTERNATIONAL DEVELOPMENT COMMITTEE (IDC)

In February 2021, Start Network submitted written evidence to the IDC on an inquiry regarding the philosophy and culture of humanitarian action. The IDC then invited Start Network for an in-person debate with Members of Parliament, where our Board Chair Sanj Srikanthan represented the network.

PEOPLE AND CULTURE

30% OF OUR 79 STAFF MEMBERS ARE BASED IN THE GLOBAL SOUTH*



**This includes staff employed across the Start Network Charity, and other staff working on Start Network programmes and employed by SCUK, which acts as grant custodian for Start Network.*

Start Network's team provides the energy and engine behind our drive and success. And while we are currently primarily UK-based, we aim to actively recruit a more diverse team and increase the number of roles based in the Global South, supporting our aims to decentralise the wider network. We expanded and diversified our team further in 2021, with **24 out of our 79** staff members being based in the Global South.

In 2021, we rolled out our new **decolonisation framework** internally to engage staff in thinking about how they can contribute to building a decolonised and anti-racist organisation. On top of that, we built on our earlier initiatives by providing training on **equity, diversity, and inclusion (EDI)**. Staff are now more aware of the issues around EDI and are more capable of exercising intentional inclusiveness.

We also created a **monthly staff newsletter** to keep all staff members up to date with new initiatives. In this newsletter, we also sent updates on recruitment, introduced new staff, and shared wellbeing tips.



To continue supporting staff in 2021 amidst the ongoing effects of the pandemic and remote working, we provided **peer wellbeing supporters and counselling**, and we ensured that staff had online tools for collaboration.

RELATIONSHIPS

BUILDING DIVERSE AND EQUITABLE CONNECTIONS

We enabled stronger relationships to grow between different players by ensuring that collaborations and partnerships supported community priorities.



Working with the hubs is a mind-blowing experience as it proved to us that no matter where local humanitarian actors were from or no matter what language they spoke or what culture they were, the bottom line is that our struggles and aspirations are similar if not the same. This has led to a strong sense of community in the hub family, generating immense solidarity.

AKMAL ALI

Networking and Capacity Innovation Officer of the Pacific Hub



I participated as a representative of NEADS and Start Network at the C7 summit. [...] In the C7 summit, we [recommended] many things in relation to localisation, in relation to the decolonisation of aid and [...] anticipatory alerts; all of these things we recommended, and our voices were being captured. It was really amazing to see. Our visibility has really improved a lot. We are able to reach a larger audience in the humanitarian sphere [...] not only in our own state and in our own province but at the national and global level.

TIRTHA PRASAD SAIKIA

NEADS, India



A number of [partnership] opportunities have opened up since we joined Start Network. [We] have worked with the Humanitarian Fund in the DRC, War Child UK, AVSI, UNICEF Médecin sans Frontière France and Street Child. And in terms of data protection, we have worked with Mr. David Clamp from Raleigh International

ISIDORE KALIMIRA

MIDFEHOPS, DRC

2021 LOCAL PARTNER SURVEY

To understand whether partnerships with local organisations were working, and to understand the diversity in perspective of organisations we work with, Start Network conducted a survey in 2021. Participants consisted of 98 respondents from local and national organisations that had partnered with the network or one of its members.



THE PARTICIPANTS CAME FROM
32 COUNTRIES

85%



OF LOCAL PARTNERS
FELT THEY HAD
DECISION-MAKING
OWNERSHIP OVER
PROJECTS THEY
WERE INVOLVED IN.



TRUSTEES REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2021

Registered Number: 09286835

Charity Number: 1159483

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2021

Trustees	Robert William Ruxton Benjamin Laniado Kassin Christof Gabriel Maetze-Engelhardt Lola Gostelow Shaima Al Zarooni Raja Waseem Ahmad Noreen McGrath Gumbo Dr Binny Prabhakar Paul Jaques Sylvain Astruc Anwer Iqbal Oenone Kate Chadburn Amad Muhammad Mohammed Nadeem Sanjayan Srikanthan Glyn Isherwood
Company registered number	09286835
Charity registered number	1159483
Registered office	WeWork 3 rd Floor The Cursor 38 Chancery Lane London WC2A 1EN
Chief Finance and Operations Officer	Suzanne Lyne
Chief Executive Officer	Christina Bennett

Independent auditor	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW
Bankers	Barclays 1-7 King Street London EC2V 8AU
Solicitors	Withers LLP 20 Old Bailey London EC4M 7AN

TRUSTEE ANNUAL REPORT | YEAR ENDED 31 DECEMBER 2021

The Start Network trustees present their Annual Report together with the audited financial statements of the charity for the year 1 January 2021 to 31 December 2021. The Annual Report serves the purposes of both a Trustees' Report and a Directors' Report under company law. The trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) as amended by Update Bulletin 1 (effective January 2015).

Since the charity qualifies as small under section 382 of the Companies Act 2006, the strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Start Network began in 2010 as the British Consortium of Humanitarian Agencies and was hosted by Save the Children UK (SCUK) until becoming an independent charity on 1st May 2019. Start Network's Programmes team is still hosted by Save the Children Fund, who acts as Grant Custodian to the Start Network. Save the Children Fund is a registered charity in England and Wales

(213890) and Scotland (SC039570) and a registered company in England and Wales (178159).

Role of the Grant Custodian

As referred to above, before May 2019, Start Network activities were undertaken through SCUK. Following approval by all relevant stakeholders within Start Network and SCUK on 1st May 2019 on independence, on 1st May 2019 Start Network assets, liabilities, staff, and activities were transferred to Start Network. In 2021 SCUK continued to provide grant custodian services to Start Network, whilst we actively explored opportunities to widen the network of grant custodians and include other member agencies.

The role of grant custodian is principally to host and 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, other projects, and initiatives). The role of Start Network involves ensuring smooth operations, running due diligence, developing the network, communicating public benefit, raising funds and profile, and engaging members. Since independence, Start Network has been building up capacity to accept and manage direct grants, and has done so for the first time in 2021. We anticipate operating a hybrid model going forward to best utilise the strengths of Start Network and our members.

Our Vision

Start Network is a global membership of more than fifty-five organisations, working across six continents, to tackle what we see as the biggest systemic problems in the global humanitarian system.

Start Network's vision is for a locally led humanitarian system that is accountable to people affected by and at risk of crises. We aim to achieve this vision by making system-level shifts in the way humanitarian assistance is approached and delivered by:

Our Solutions:

- Shifting power and resources and decentralising decision-making to locally led networks and organisations.
- Building a global financing system that reduces risk, anticipates, and acts ahead of predictable crises.
- Incentivising innovative, locally led, and contextual solutions and learning from them together with people affected by crises.

Our Values

Across all areas of our work, we aim to be the change we want to see, working to uphold the following principles and expecting the same from our staff, hubs, and members.

- **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 are willing to take risks to achieve it.
- **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.
- **We are ethical:** we behave and operate based on key principles of anti-racism, non-discrimination, and anti-colonialism.

What Makes Us Different?

Start Network is well-placed to drive system change within the humanitarian sector because:

- we represent a diverse membership
- we have a strong established reputation for disruption, innovation, and change
- we are decentralising
- we have experience in leading financial innovation at scale
- our innovations start with communities

Our Strategic Priorities and Objectives

The events of the past two years have challenged us to deepen our commitment to local humanitarian action and the power shifts that this requires; to demonstrate that acting collectively, early, and ahead of a crisis can minimise death and suffering, and to galvanise our diverse, growing global network around a critical examination of our ethics and mindsets and accelerating systems change.

While the vision and mission of Start Network remain unchanged from our 2019 strategy, our 2021 response to events was to refresh and focus our intention and investment on the following:

- accelerating our 'localisation' ambitions by embedding power shifts, decentralisation and collective action across all Start Network initiatives and programmes
- providing internal clarity, through a revised theory of change, on what drives and shapes our reform efforts and change ambitions
- focusing Start Network's business plan and budget on those areas that will directly deliver on our vision
- beginning the process of aligning our values, ethics, and programmatic ambitions.

Our refreshed strategy taking us from 2021 – 2023 set out the following strategic priorities and objectives.

A Network of Networks

Start Network will become a diverse "network of networks" that ensures equity in power and decision-making, access to resources, and voice and visibility for its local members. We will achieve this through locally led, self-governing national and regional hubs, bringing on their own members.

The humanitarian system's power, influence and resources are concentrated in the Global North. This imbalance of power has caused local and national organisations to be excluded and disempowered. Tackling this problem requires moving towards a system that is accountable to affected and at-risk communities through the leadership of local organisations and through a

change in mindset by traditional power holders that allows them to cede power and control. We will:

- incubate and support a network of locally led, self-governing, national and regional hubs and achieve a diverse and majority-local membership, by supporting hubs to bring on local and national members
- decentralise and distribute governance and decision making to hubs, with the Start Network team transitioning to a secretariat and service provider role
- support local actors to exercise power within the humanitarian ecosystem and drive their vision for reform, working with others to address structural, political and operational challenges

A Family of Funds

Our network of networks will be underpinned by a family of funds and financial services to pool investment and risk, and help more communities at reduced cost. The network will use this family of funds, the 'Start Financing Facility', to support its membership in accessing fast funds to respond to small and medium-sized crises and in putting in place pre-arranged funds and financing that can facilitate more timely, proactive or risk-informed crisis action. It will do so while ensuring these funds are increasingly accessible to the local and national actors joining the network. We will:

- support inclusive, locally led structures to own, develop and implement financing strategies and systems in their contexts to better serve the needs of populations affected by and at-risk of crises
- grow and improve our flagship global Start Fund, and support the growth of national funds, such as Start Fund Bangladesh and others, to respond to small to medium-scale crises that are often overlooked by humanitarian donors
- activate the Start Financing Facility as a way of connecting learning and a range of funds and financing mechanisms, which are timely, proactive, accessible to local actors, and accountable to the membership on behalf of the populations that they serve
- influence donors and develop capacity across the network to help secure flexible multi-year funds that can support these instruments in being accessible to all our members and in meeting the identified needs of our members

A Culture of Innovation and Learning

Start Network will promote a culture of continuous evolution, experimentation, peer learning and iteration. We will do this by aggregating knowledge, expertise and lived experience to build a robust body of evidence in support of innovative, contextual, and sustainable humanitarian action. People affected by crisis must be an integral part of the generation and use of evidence. This means rooting the design, the development and use of evidence, learning and innovation in context and community. We will:

- develop a platform-based evidence, learning and monitoring framework, based on the theory of change, that drives organisational decision making.
- invest resources in hubs and members to enable collective problem solving for the development of durable, locally led solutions to locally prioritised problems.
- develop an agile organisation mindset and expertise that is responsive to data and feedback and is iterative, with a bias to reflective action-based learning.

Organisational Transformation

A programme of organisational transformation will drive our transition to becoming a globally dispersed team, shift our operating model from programme delivery to service provider to our hubs and build our digital architecture, infrastructure and capabilities in support of the network. We will:

- create a culture of inclusion by ensuring that the Start Network team composition, decision-making structures and ways of working promote equity, diversity and inclusion based on principles of anti-racism, anti-colonialism and non-discrimination
- understand and invest in the development of operating models (locations, functions, skills, systems) for hubs and the platform to allow Start Network to transition to a platform-based service provider
- digitally transform the organisation (embedding digital technology, creating digitally enabled processes, and building a digital culture) to create an efficient, agile and transparent service provider model.

PUBLIC BENEFIT

When considering our priorities and activities, the Start Network Board of Trustees had due regard to the Charity Commission's guidance on public benefit. Our social intentions are to do no harm, operate efficiently and to the law, and through the work of Start Network members ensure that people receive better quality humanitarian aid, maintain their dignity and are protected from suffering and harm.

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 lead to an improved humanitarian sector, where spend is more efficient and delivery is more effective.

We work through our members, providing them with resources to enable a higher quality of assistance to communities affected by crisis. We work 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, appropriate, efficient and 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
- taxpayers and donors, who see their contributions managed more efficiently and transparently

OVERVIEW OF PERFORMANCE IN 2021

2021 was a year full of world events and challenges. Despite this, and thanks to our trustees, members, supporters and staff, we made substantial progress toward our strategic objectives and collective ambition of transforming an outdated humanitarian system:

- **Network of Networks** – Working with our five established hubs, we strengthened our network of networks, initiating disaster risk financing and innovation programmes. Some of these hubs are now preparing to bring on their own members. We have also engaged with aspiring hubs in South Sudan, Somalia, Bangladesh, the Philippines, Kenya and Afghanistan
- **Family of Funds** - We grew our financial offerings to members, at year end raising close to £30 million from existing and new donors across our global funds and financing systems. Focus was on how to adapt those tools to be more accessible to local members. In 2021, 5,079,189 people were reached for emergency humanitarian assistance. We stepped confidently into the climate debate, launching 'Start Ready', rebranded from Start Financing Facility at COP 26. Start Ready uses locally led risk modelling and contingency planning to protect millions of people from damage and the physical and financial loss from climate emergencies
- **Culture of Innovation and Learning** - Through our innovation work, we supported members working with communities to design new solutions and prototypes for humanitarian problems
- **Organisational Transformation** - We began to explore new financial, operational and human resources models with the aim of being 'as local as possible and only as central as necessary'. At our Annual General Meeting, we voted in a new design and transition plan for our network
- **External Presence and Engagement** - We were crisp and loud, advocating for systems change at every opportunity, including the G7 and C7 Summits, COP26, the Pacific Resilience Forum, UK Parliament. We convened a successful virtual Annual Assembly that was as broad as it was deep – attracting more than five hundred participants from seventy two countries with 89% of our members represented.

For more information and case studies please refer to our Annual Review 2021.

PLANS FOR 2022

In late 2021, we reflected on the key drivers for system change and translated them into our priorities for 2022. This included being clear where we will stop or do less of an activity which we believe no longer contributes to our system change ambitions. We will:

- grow and expand our network of networks of locally led country and regional hubs by supporting six potential hubs with the aim of two reaching incubation stage by the end of 2022. We will do more to attract and onboard new hubs and local members through hubs and will not bring in additional international organisations at global level
- resource and improve our family of global and local funds and risk financing tools by focusing on quality of collaboration, operations and by local organisations. We will improve direct access by local organisations through existing and emergency hubs and will not expand our disaster risk financing programmes into new countries
- build a body of evidence and good practice for locally led innovative and sustainable humanitarian action through reflections, iteration and peer learning. We will invest in locally led problem solving and peer learning through hubs and will invest less in top-down, static learning methods and monitoring frameworks
- Scope and develop new financial operations and risk models to support the shift to a locally led decolonized, distributed network. We will do more to build flexibility in how we support local and national organizations financially and will not reinforce colonial models of programming and risk management.

How these priorities fit into the wider strategy and how we intend to measure success is summarised below. For more information on how plans fit with our Theory of Change, please refer to the Annual Report 2021

FINANCIAL REVIEW

Start Network's income in 2021 was £5,648,000 compared to £3,543,000 in 2020. This is an increase of 61% mainly due to Start Network taking on some grants directly for the first time in 2021, over and above those received via the grant custodian arrangement with SCUK.

Income from Donations

Restricted Funds

In 2021 Start Network recognised a total of £2,827,000 (2021: £997,000) grant income to support the work of the Start Network charity. More specifically, these funds were for activities relating to communications, network development, resource mobilisation, operations, and staff costs. This is inclusive of £32,000 (2020: £508,000) received specifically for the Community Led Innovation programme (CLIP), a joint innovation programme funded by the Foreign and Commonwealth Development Office (FCDO) in partnership with Elrha.

Unrestricted Funds

In 2021 Start Network also received a total of £2,352,000 (2020: £2,017,000) in unrestricted funding. £1,230,000 (2020: £917,000) was related to indirect cost recovery (ICR), which is paid on grants by donors and is split between Start Network and SCUK as grant custodian. These funds can be used at the discretion of the senior management team to cover overheads and other indirect or operational costs. We also received £1,122,000 (2020: £1,100,000) funding from the Dutch government, which has supported the development of the hub network, our innovation programmes as well as the continued development of Start Network as an independent charity.

Income from Charitable Activities

Start Network received £469,000 in membership fees in 2021 (2020: £471,000) and a contribution of £nil (2020: £62,000) from SCUK as a rent contribution. Start Network hosts staff employed by SCUK, who manage Start Programmes. Income from membership fees is used to cover Start Network core and

business as usual activities. The rent contribution which previously also contributed to these costs, expired in 2020.

Analysis of Expenditure

Total expenditure for 2021 was £3,246,000 (2020: £2,287,000) of which £376,000 (2020: £240,000) was allocated to resource mobilisation. The remaining £2,870,000 (2020: £2,047,000) was split with £1,892,000 (2020: £1,356,000) being allocated as direct costs, including staffing and £544,000 (2020: £100,000) of programme disbursements. £1,004,000 (2020: £691,000) was allocated to support costs such as HR costs and rent.

Summary of Financial Performance

Despite the ongoing affects caused by the COVID-19 pandemic, Start Network had a positive financial result, ending the year with total funds of £6,591,00 (2020: £4,189,000).

We have refreshed our budget and associated plans in 2022 to ensure we are able to expedite some of our work in the coming two years whilst keeping close management of our financial position.

Significant Events affecting our Financial Position

Aside from COVID-19, one of the significant events affecting Start Network in the past two years was the merger of the Foreign and Commonwealth Office (FCO) and the Department for International Development (DFID) to form the Foreign and Commonwealth Development Office (FCDO). At the Finance and Audit Committee in August 2020, we considered the impact of this merger on future grants to Start Network and plotted scenarios that demonstrated the impact on our budgets. We continue to monitor risks that could affect our financial sustainability to ensure we plan forward as required.

Our approach is always to ensure that we are focusing on the impact to the organisation eighteen months into the future to ensure we have sufficient time to adapt our financial plans if situations change.

FUNDRAISING POLICY AND PRINCIPLES

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.

Start Network does not carry out any fundraising activities directly with individuals; rather 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 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).
- The donation will include a reasonable contribution towards 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 Start Network's objectives.

Principal Funding

Start Network works in partnership with a range of donors from around the world who are attracted to our vision for a transformed humanitarian system.

While some donors have been with us since the beginning of our journey in 2019, others have joined us more recently as the range of our work has expanded. In 2021, we prepared for the launch of 'Start Ready', an innovative financial instrument which pools risk and donor funding to protect a larger number of people. It attracted commitments from the FCDO, the French

Ministry for Foreign Affairs, Irish Aid, the IKEA Foundation, and Margaret A. Cargill Philanthropies.

We welcomed the Conrad N Hilton Foundation as a new donor to the global Start Fund, alongside the FCDO, the Netherlands Ministry of Foreign Affairs, the German Federal Foreign Office, Jersey Overseas Aid, the IKEA Foundation and Irish Aid. We received support from FCDO Bangladesh for Start Fund Bangladesh, and FCDO Nepal for Start Fund Nepal.

We are grateful to the Netherlands Ministry of Foreign Affairs for the continuation of its unrestricted funding, which we have been able to use flexibly across our programmes and our journey towards organisational independence.

Going Concern

The Start Network Board of Trustees have reviewed its financial position, the budget for 2022 - 2023 presented by management, the scenarios developed, and the charity's current levels of reserves and cash, and concluded that the charity has sufficient access to resources to remain operational for at least the next twelve months from the date of this report.

Thus, the trustees continue to adopt the going concern basis of accounting in preparing the annual financial statements. They have also considered the ongoing impact of the COVID-19 pandemic as well as the global financial impact as part of the Going Concern review. They have concluded that there are no specific risks which affect the charity's ability to continue over the next twelve months from the date of approving this report.

Reserves Policy

Start Network has a reserves policy that is set and approved by the Board of Trustees on at least an annual basis. The policy sets out why we hold general reserves - 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.

During 2020 a revised approach to the reserves policy was considered and continued into 2021 which focused on three key areas:

1. Legal Obligations
2. Strategic Obligations
3. Risk-Based Obligations

The intention of considering a change to the reserves level at the end of 2020 was to allow time for sufficient review, to ensure the approach was appropriate to address the needs of the growing organisation and to ensure a new reserves level could be afforded.

At the end of 2020, a minimum reserve level of £1.6 million was set and achieved and a new policy in support approved in early 2021.

At the end of 2021, the level of free reserves held was £6,591,000 (2020: £4,189,000) against the minimum requirement of £1,600,000. This balance of reserves will be used to ensure that Start Network advances itself in its charitable aims and considers its future reserve requirement in line with growth and its Mission and Vision. Levels will be adjusted in line with financial need and plans. The reserves level of the organisation is reviewed every six months on an ongoing basis to also assure the sustainability of the organisation.

PRINCIPAL RISKS AND UNCERTAINTIES

The Start Network views risk management as an integral part of strategic and operational 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 there are effective and adequate risk management and internal control

systems in place to address the key risks to which the network may be exposed.

The trustees discharge this responsibility through board meetings, the Risk and Compliance Committee and reviews of the effectiveness of Start Network's risk management framework, designed to support informed decision making. The systems of internal control intend to appropriately manage rather than eliminate risks. They give reasonable - rather than absolute - assurance and provide a consistent approach to identifying, assessing and dealing with key risks.

Existing 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 a quarterly Risk and Compliance Committee meeting
- a risk management policy and framework outlining procedures, processes and systems to communicate and manage the risks identified
- the establishment of an organisational risk register that captures both strategic and operational risks identified and assessed by the Senior Management Team
- A plan for internal audits carried out by RSM as an independent auditor.

The addition of the risk management policy, framework and organisational risk register have contributed to improving the organisation's culture of risk and compliance and to the organisation achieving a robust level of risk maturity.

The following are currently considered to be our principal risks, aligned with our risk register.

Risk	Risk Description	Control Measures in Place
Fraud	Misuse of Start Network funds or property by staff, network members or partners could result in financial loss, legal action and/or damage to our reputation.	Clear reporting requirements, policies, and procedures for members & partners in place; grant custodian/Start Network case management roles and responsibilities agreed; due diligence of members enables

		understanding of member risk re. use of funds; dissemination of handbook to members and associated training; PEP and sanction checks.
Fundraising	Failure to comply with conditions of funding could result in loss of donor, disallowance or reduction in funds.	Audit processes in place; maintain good relationships with donors
Safeguarding	Our staff, members, partners, or beneficiaries could suffer from sexual exploitation and abuse, bullying or harassment due to our inadequacies in our policies and procedures.	Policies and procedures reviewed and communicated. Training for staff and trustees in place; safeguarding awareness is prominent in recruitment processes with stringent reporting mechanisms in place; dedicated Safeguarding Lead and representative on the Board.
Health and Safety	Start Network fail to meet their duty of care to staff in the work environment and, as a result, staff members suffer from physical injuries or poor mental health due to workload, pressures of the role or existing effects of COVID-19.	Health and safety policies; introduction of hybrid working policy; counselling service available to staff; management training.
International Travel	As travel resumes post-pandemic, failure to adhere to policy and processes results in Start Network staff suffering from serious injury, illness, fatality, crime or serious incident whilst travelling overseas.	Travel and security policy reviewed and communicated; all travel subject to approval of risk assessments; HEAT/first aid training planned for relevant staff; duty of care benchmarking exercise is planned; long-term travel management company appointed; travel/personal accident insurance cover purchased.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

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, and who are accountable to Start Network members. The Board is supported by sub-committees while the day-to-day running of the charity is the responsibility of the CEO and CFOO.

In setting the Start Network's strategic direction, the board takes the steer of the Start Network membership. Members are represented through the Assembly, which retains three key decisions:

- admitting new members into the network
- appointing or removing trustees
- approving any changes to Start's Membership Policy.

Member representatives on the Assembly are nominated by each member agency and are usually CEOs or Humanitarian Directors. They are the individuals authorised to vote on AGM matters and take part in decision making on behalf of their organisations.

Methods of Appointment or Election of Trustees

The management of the charity is the responsibility of the trustees who are elected and co-opted under the terms of the Memorandum of Association.

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

Trustee vacancy briefs are developed based on an annual skills audit facilitated by the Nominations Committee. The briefs are then advertised either within 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.

ORGANISATIONAL STRUCTURE AND DECISION-MAKING POLICIES

Start Network's 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. The board also has agreed and are responsible for 'matters that are reserved to the board' that sets our key decisions. These are regularly reviewed and updated.

The Board is supported by sub-committees, as shown below, while the day-to-day running of the charity is the responsibility of the CEO and CFOO who jointly report to the Chair of Trustees.

Start Network Governance Structure	
Assembly	Highest governing body, representing all members
Board of Trustees	Oversees the implementation of the strategy, and responsible for the governance of the organisation, ensuring it is effectively run and is meeting its mission
Sub-Committees	
Each committee is either chaired by a trustee or has a seat for a trustee representative	
Membership Committee	Oversees membership issues in the network and advises on the evolution of the hubs
Start Fund Committee	Responsible for the operational and strategic oversight of the Start Fund
Start Ready Committee	Responsible for the operational and strategic oversight of Start Ready
Finance and Audit Committee	Oversees the management of finances, treasury and reserves policies and external audit

Remuneration Committee	Advises the Board on the organisations' HR and remuneration frameworks
Nominations Committee	Oversees Board composition and election of new trustees
Risk & Compliance Committee	Oversees our risk strategy and management, reporting and compliance with UK regulations

Trustee Induction and Training

The onboarding process includes inductions with the Chair, CEO and CFOO, and the Governance Manager (Company Secretary). Within two months of joining the Board, new trustees undergo formal trustee training covering the landscape of the sector (in England & Wales), key duties and challenges for trustees, delegation and relationship with the Executive, and good governance in charity context. They also receive training on key organisational policies, such as safeguarding and data protection.

Pay Policy for Key Management Personnel

Start Network 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 and Operations Officer who is responsible for strategy, assurance, governance, finance and operations. Both key management positions report to the Chair of the Board of Trustees. The CEO and CFOO pay grades sit outside the Start Network grading scale and are reviewed by the Start Network Trustees and Remuneration Committee on an annual basis.

Related Party Relationships

The trustees give their time freely and no trustee remuneration was paid in the year. Details of trustee expenses, benefits and related party transactions are disclosed in the financial statements. Trustees are required to declare all relevant interests on appointment and throughout their tenure as soon as practicably possible before a Board meeting as stated in our Conflict-of-Interest Policy.

Trustees' Indemnities

Start Network has current cover which includes claims arising from any actual or alleged wrongful act committed by the organisation, and claims arising from any actual or alleged wrongful act committed by an insured person against any past, present or prospective employee or trustee including, but not limited to, unfair dismissal, failure to promote or employ and failure to furnish accurate job references.

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 trustees to prepare financial statements for each financial year. Under company law, trustees must not approve the financial statements unless they are satisfied that they give a true and fair representation 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 judgements 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 Board of 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 taking reasonable steps to detect and prevent fraud and other irregularities.

DISCLOSURE OF INFORMATION TO AUDITOR

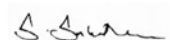
Each of the persons who are trustees at the time when this Trustees' Report is approved has confirmed that:

- as far as that trustee is aware, there is no relevant audit information of which the charity's auditor is unaware, and
- they have taken all steps that ought to have been taken as a trustee to be aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

AUDITOR

The auditor, Crowe U.K. LLP, has indicated its willingness to continue in office. The designated trustees will propose a motion reappointing the auditor at a meeting of the trustees.

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



Sanjayan Srikanthan

12 July 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF START NETWORK

Opinion

We have audited the financial statements of Start Network ('the Charitable Company') for the year ending 31 December 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including 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 representation of the state of the Charitable Company's affairs as of 31 December 2021, and 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 UK, including the FRC'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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The trustees are responsible for other information contained within the Annual Report. 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.

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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinions on Other Matters Prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report, which includes the Directors' Report prepared for the purposes of company law for the financial year for which the financial statements are prepared, is consistent with the financial statements; and

- the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on Which We Are Required to Report by Exception

In light of the knowledge and understanding of the Charitable Company and their environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees' Report.

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

- adequate and proper accounting records have not been kept
- the financial statements are not in agreement with the accounting records and returns
- certain disclosures of trustees' remuneration specified by law are not made
- 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' and Directors' Report and from the requirement to prepare a strategic report.

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 are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance has 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.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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.

Extent to which the Audit was Considered Capable of Detecting Irregularities, including Fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the Charitable Company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011, together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on

the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Charitable Company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company for fraud. The laws and regulations we considered in this context for the UK operations were anti-fraud, bribery and corruption legislation, employment legislation and taxation legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of income recognition and override of controls by management. Our audit procedures to respond to these risks included enquiries of management, and the Finance and Audit Committee about their own identification and assessment of the risks of irregularities, sample testing of income recorded in the year and post year end, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

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 the charitable company's 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
Statutory Auditor
London

13 July 2022

START NETWORK (A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	Restricted funds 2021 £000	Unrestricted funds 2021 £000	Total funds 2021 £000	Total funds 2020 £000
INCOME FROM					
Donations and legacies	3	2,827	2,352	5,179	3,014
Charitable activities	4	-	469	469	529
TOTAL INCOME		2,827	2,821	5,648	3,543
EXPENDITURE ON:					
Raising Funds	5	40	336	376	240
Charitable Activities	6	815	2,055	2,870	2,047
TOTAL EXPENDITURE		855	2,391	3,246	2,287
NET INCOME		1,972	430	2,402	1,256
NET MOVEMENT IN FUNDS		1,972	430	2,402	1,256
RECONCILIATION OF FUNDS					
Total funds brought forward		469	3,720	4,189	2,933
Net movement in funds		1,972	430	2,402	1,256
TOTAL FUNDS CARRIED FORWARD		2,441	4,150	6,591	4,189

The Statement of Financial Activities includes all gains and losses recognised in the year.
The notes on pages 60-70 form part of these financial statements.

START NETWORK (A company limited by guarantee)
REGISTERED NUMBER: 09286835
BALANCE SHEET
AS AT 31 DECEMBER 2021

	Note	2021 £000	2020 £000
CURRENT ASSETS			
Debtors	11	427	695
Cash at bank and in hand		7,118	4,082
		7,545	4,777
Creditors: amounts falling due within one year	12	(954)	(588)
NET CURRENT ASSETS		6,591	4,189
TOTAL NET ASSETS		6,591	4,189
CHARITY FUNDS			
Restricted funds	13	2,441	469
Unrestricted funds	13	4,150	3,720
TOTAL FUNDS		6,591	4,189

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:

Trustee 
Date: 12 July 2022

The notes on pages 60-70 form part of these financial statements.

START NETWORK (A company limited by guarantee)
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2021

	2021 £000	2020 £000
Cash flows from operating activities		
Net cash used in operating activities	3,036	987
Change in cash and cash equivalents in the year	3,036	987
Cash and cash equivalents at the beginning of the year	4,082	3,095
Cash and cash equivalents at the end of the year	7,118	4,082
The notes on pages 60-70 form part of these financial statements.		
Reconciliation of net movement in funds to net cash flow from operating activities		
	2021 £000	2020 £000
Net income for the period (per Statement of Financial Activities)	2,402	1,256
Adjustments for:		
(Increase)/decrease in debtors	268	(560)
Increase/(decrease) in creditors	366	291
Net cash provided by operating activities	3,036	987
Analysis of cash and cash equivalents		
	2021 £000	2020 £000
Cash in hand	7,118	4,082

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

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 The Cursitor, 38 Chancery Lane, London, United Kingdom, WC2A 1EN.

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.

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.

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

2. Accounting Policies (continued)

2.2 Going Concern

The trustees of the Start Network have reviewed its financial position, taking into account the budget for 2022 - 2023 presented by management, the scenarios developed, and the charity's current levels of reserves and cash; they have concluded that the charity has sufficient access to resources to remain 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 global financial impact 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 twelve months from the date of approving the Annual Report.

The trustees have considered:

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

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

2. Accounting Policies (continued)

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.

Grants are included in the statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

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 raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

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 Foreign Currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the reporting date.

Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction.

Exchange gains and losses are recognised in the Statement of Financial Activities.

2.6 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.

2.7 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.

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

2. Accounting Policies (continued)

2.8 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.

2.9 Operating leases

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

2.10 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.

2.11 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.

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

3. Income from Donations and Legacies

	Restricted funds 2021 £000	Unrestricted funds 2021 £000	Total funds 2021 £000	Total funds 2020 £000
Grants				
Foreign, Commonwealth and Development Office (formerly Department for International Development)	288	-	288	220
ICR (Indirect cost recovery)	-	1,230	1,230	917
Dutch Ministry of Foreign Affairs	-	1,122	1,122	1,100
IKEA Start Fund	-	-	-	130
ARC Replica	8	-	8	86
Foreign, Commonwealth and Development Office Innovation (formerly Department for International Development Innovation)	32	-	32	508
Hilton Foundation	1,840	-	1,840	-
Mac Philanthropies	378	-	378	-
French Ministry	212	-	212	-
Other grants	69	-	69	53
Total grants	2,827	2,352	5,179	3,014
Total 2020	997	2,017	3,014	

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

4. Income from Charitable Activities

	Restricted funds 2021 £000	Unrestricted funds 2021 £000	Total funds 2021 £000	Total funds 2020 £000
Membership income	-	469	469	471
Contribution to rent from SCUK	-	-	-	62
Costs recharged to third parties	-	-	-	(4)
Total 2021	-	469	469	529
Total 2020	62	467	529	

5. Expenditure on Raising Funds

	Restricted funds 2021 £000	Unrestricted funds 2021 £000	Total funds 2021 £000	Total funds 2020 £000
Wages and salaries	35	159	193	128
Social security costs	4	16	20	13
Contribution to defined contribution pension schemes	2	8	10	6
Other direct costs	-	4	5	8
Support costs	-	148	148	85
Total 2021	40	336	376	240
Total 2020	-	240	240	

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

6. Analysis of Expenditure on Charitable Activities

Summary by fund type

	Restricted funds 2021 £000	Unrestricted funds 2021 £000	Total funds 2021 £000	Total funds 2020 £000
Resource mobilisation	40	336	376	240
Charitable activities	815	2,055	2,870	2,047
Total 2021	855	2,391	3,246	2,287
Total 2020	590	1,697	2,287	

7. Analysis of Expenditure by Activities

	Direct costs 2021 £000	Support costs 2021 £000	Total funds 2021 £000	Total funds 2020 £000
Resource mobilisation	228	148	376	240
Charitable activities	2,040	830	2,870	2,047
Total 2021	2,268	978	3,246	2,287
Total 2020	1,511	776	2,287	

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

7. Analysis of Expenditure by Activities (continued)

Analysis of direct costs of charitable activities

	Charitable activities 2021 £000	Charitable activities 2020 £000
Staff costs	1,113	944
Consultancy and professional fees	241	239
Communications and marketing	107	28
Legal fees	34	35
Travel	1	10
Programme disbursements	544	100
Total 2021	2,040	1,356
Total 2020	1,356	

In 2021 material Programme disbursements were made to Asociacion de Servicios Comunitarios de Salud ASECSA (£287k) and Save the Children UK (£112k).

Analysis of support costs

	2021 £000	2020 £000
Staff costs	390	358
Rent and utilities	225	171
Internet services	28	27
HR supplier	-	33
Finance	8	9
Finance and IS setup costs	28	30
Recruitment	19	39
Training	61	16
IT costs	60	47
Events	42	34
Insurance	27	25
Other overheads	49	(3)
Foreign exchange loss/(gain)	41	(10)
Total 2021	978	776
Total 2020	776	

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

8. Auditors' Remuneration

	2021 £000	2020 £000
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	20	21

9. Staff Costs

	2021 £000	2020 £000
Wages and salaries	1,488	1,284
Social security costs	157	106
Contribution to defined contribution pension schemes	81	59
	1,726	1,450

There are no redundancy payments or costs in the year to 31 December 2021 (2020: £nil).

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

	2021 No.	2020 No.
Executive	2	2
Finance and Operations	11	10
Communications	5	6
Evidence	6	5
Innovation	3	3
Network Development and Member Engagement	6	4
Resource Mobilisation	5	4
	38	34

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

9 Staff Costs (continued)

The number of employees whose employee benefits (excluding employer pension costs) exceed £60,000 was:

	2021 No.	2020 No.
In the band £60,001 -£70,000	-	1
In the band £70,001 -£80,000	-	1
In the band £80,001 -£90,000	1	1
In the band £90,001 -£100,000	1	-

Total key management personnel remuneration in the year was £204,906 (2020: £261,101).

10. Trustees' Remuneration and Expenses

During the year, no Trustees received any remuneration or other benefits (2020: £NIL).

During the year ended 31 December 2021, expenses were reimbursed or paid directly to NIL Trustees (2020: to 3 Trustees) broken down as follows:

	2021 £	2020 £
Travel	-	1,962
Training	-	380
	-	2,342

11. Debtors

	2021 £000	2020 £000
Trade debtors	277	92
Prepayments and accrued income	118	603
Other debtors	32	-
	427	695

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

12. Creditors: Amounts Falling Due Within One Year

	2021 £000	2020 £000
Trade creditors	319	229
Other taxation and social security	45	67
Other creditors	14	11
Accruals and deferred income	576	280
	954	588
	2021 £000	2020 £000
Deferred income at 1 January 2021	172	71
Resources deferred during the year	425	172
Amounts released from previous periods	(172)	(71)
Deferred income at 31 December 2021	425	172

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

13. Statement of Funds

Current year

	Balance at 1 January 2021 £000	Income £000	Expenditure £000	Transfers in/out £000	Balance at 31 December 2021 £000
Unrestricted funds					
General funds – all funds	3,720	2,821	(2,391)	-	4,150
	3,720	2,821	(2,391)	-	4,150
Restricted funds					
FCDO (formerly DFID)	32	288	(320)	-	-
ARC Replica	-	8	(8)	-	-
FCDO Innovation (formerly DFID Innovation)	429	32	(356)	-	105
Hilton Foundation	-	1,840	(84)	-	1,755
Mac Philanthropies	-	378	(17)	-	361
French Ministry	-	212	-	-	212
Other restricted funds	8	69	(70)	-	7
	469	2,827	(855)	-	2,441
Total of funds	4,189	5,649	(3,246)	-	6,591

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

13. Statement of Funds (continued)

Restricted funds

FCDO (formerly DFID) & IKEA (START FUND)

Funds dedicated to the Start Fund.

Start Fund is an effective humanitarian funding mechanism. It is a pooled fund that offers donors and the international community characteristics that are uniquely available from a network of civil society organisations: speed, agility, resilience, innovation and local relevance.

FCDO Innovation (formerly DFID Innovation) - ELRHA

These funds are dedicated to a community-led innovation partnership programme (CLIP) aims to support the emergence and development of locally and community driven solutions to humanitarian problems identified by people affected by crisis. The CLIP is a three-year programme (2020-2023) which will see partners across DRC and Guatemala designing and setting up community innovation programmes that will provide technical support to local community innovators.

ARC Replica

Funds dedicated to African Risk Capacity (ARC) which is a pioneering initiative working with African Governments to transform climate risk management across Sub-Saharan Africa. ARC Sets standards for disaster risk management by providing early warning systems, contingency planning and climate finance across the continent. It aims to improve the predictability and speed at which responses to natural disasters are implemented, through proactive risk management. Participating African Governments pay premiums to receive pay-outs for early responses for pre-agreed contingency plans.

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

13. Statement of Funds (continued)

Prior year

	Balance at 1 January 2020 £000	Income £000	Expenditure £000	Transfers in/out £000	Balance at 31 December 2020 £000
Unrestricted funds					
General funds – all funds	2,238	2,484	(1,697)	695	3,720
IKEA	695	-	-	(695)	-
	2,933	2,484	(1,697)	-	3,720
Restricted funds					
FCDO (formerly DFID)	-	282	(250)	-	32
IKEA Start Fund	-	130	(130)	-	-
ARC Replica	-	86	(86)	-	-
FCDO Innovation (formerly DFID Innovation)	-	508	(79)	-	429
Other restricted funds	-	53	(45)	-	8
	-	1,059	(590)	-	469
Total of funds	2,933	3,543	(2,287)	-	4,189

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

14. Summary of Funds

Current year

	Balance at 1 January 2021 £000	Income £000	Expenditure £000	Transfers in/out £000	Balance at 31 December 2021 £000
General funds	3,720	2,821	(2,391)	-	4,150
Restricted funds	469	2,827	(855)	-	2,441
	4,189	5,648	(3,246)	-	6,591

Prior year

	Balance at 1 January 2020 £000	Income £000	Expenditure £000	Transfers in/out £000	Balance at 31 December 2020 £000
General funds	2,933	2,484	(1,697)	-	3,720
Restricted funds	-	1,059	(590)	-	469
	2,933	3,543	(2,287)	-	4,189

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

15. Analysis of Net Assets Between Funds

Current year

	Restricted funds 2021 £000	Unrestricted funds 2021 £000	Total funds 2021 £000
Current assets	2,947	4,598	7,545
Creditors due within one year	(506)	(448)	(954)
Total 2021	2,441	4,150	6,591

Prior year

	Restricted funds 2020 £000	Unrestricted funds 2020 £000	Total funds 2020 £000
Current assets	526	4,251	4,777
Creditors due within one year	(57)	(531)	(588)
Total 2020	469	3,720	4,189

16. Pension Contributions

The group operates a defined benefit 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 amount to £81,000 (2020: £59,000), £11,000 (2020: £11,000) was payable to the fund at the balance sheet date and was included in other creditors.

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

17. Operating Lease Commitments

At 31 December 2021 the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021 £000	2020 £000
Not later than 1 year	32	46

18. Related Party Transactions

During the year there were no transactions with related parties to disclose.

19. Analysis of Change in Net Debt

	At 1 January 2021 £000	Cash flows £000	At 31 December 2021 £000
Cash at bank and in hand	4,082	3,036	7,118
	4,082	3,036	7,118

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

20. Comparative Statement of Financial Activities

	Note	Restricted funds 2020 £000	Unrestricted funds 2020 £000	Total funds 2020 £000	Total funds 2019 £000
INCOME FROM					
Donations and legacies	3	997	2,017	3,014	3,830
Charitable activities	4	62	467	529	646
TOTAL INCOME		1,059	2,484	3,543	4,476
EXPENDITURE ON:					
Raising Funds	5	-	240	240	76
Charitable Activities	6	590	1,457	2,047	1,467
TOTAL EXPENDITURE		590	1,697	2,287	1,543
NET INCOME		469	787	1,256	2,933
NET MOVEMENT IN FUNDS		469	787	1,256	2,933
RECONCILIATION OF FUNDS					
Total funds brought forward		-	2,933	2,933	-
Net movement in funds		469	787	1,256	2,933
TOTAL FUNDS CARRIED FORWARD		469	3,720	4,189	2,933

ACRONYMS

ADRRN	Asian Disaster Reduction and Response Network
AFPDE	L'Association des Femmes pour la Promotion et le Développement Endogène
ALIMA	Alliance for International Medical Action
ARC	African Risk Capacity
ASECSA	Asociación de Servicios Comunitarios de Salud
AVSI	Association of Volunteers in International Service
C7	Civil Society 7
CADENA	Comunidades judías en México
CLIP	Community-Led Innovation Partnership
COP26	26th Conference of the Parties
DRC	Democratic Republic of the Congo
DRF	Disaster risk financing
EDI	Equity, diversity, and inclusion
FALE	Facility Aiding Locally-led Engagement
FCDO	The UK Foreign, Commonwealth and Development Office
FOREWARN	Forecast-based, Warning, Analysis, and Response Networks
G7	Group of Seven

IDC	International Development Committee
IDEA	Initiative for Development and Empowerment Axis
IHH	India Humanitarian Hub
INGO	International non-governmental organisations
LNGO	Local non-governmental organisations
LNNGO	Local and national non-governmental organisations
MIDFEHOPS	Le Mouvement International des Droits de l'enfant de la Femme de l'Homme veuf et de leur Promotion sociale
NEADS	North-East Affected Area Development Society
NGO	Non-governmental organisations
NTAG	Nepali Technical Assistance Group
PIANGO	Pacific Islands Association of Non-Government Organisation
POPI	People's Orientated Program Implementation
SFB	Start Fund Bangladesh
SFN	Start Fund Nepal
SKILL	Sharing Knowledge and Ideas under Local Leadership
UN	United Nations
UNICEF	United Nations Children's Fund

MEMBERS (AS OF DECEMBER 2021)

ACTED

ACTION AGAINST HUNGER

ACTIONAID

AGE INTERNATIONAL
(THROUGH HELPAGE INTERNATIONAL OPERATIONS)

ALIMA

APPUI AUX FEMMES DEMUNIES ET ENFANTS
MARGINALISES (AFEDDEM)

ARAB RENAISSANCE FOR DEMOCRACY
AND DEVELOPMENT (ARDD)

ASECSA

AFPDE

BRAC INTERNATIONAL

BRIGHT STAR DEVELOPMENT SOCIETY BALOCHISTAN (BSDSB)

CADENA

CAFOD

CARE INTERNATIONAL

CARITAS BANGLADESH

CARITAS GOMA

CARITAS INDIA

CARITAS SRI LANKA

CATHOLIC RELIEF SERVICES

CHRISTIAN AID

COMMUNITY WORLD SERVICE - ASIA (CWS)

CONCERN WORLDWIDE

CORDAID

DOCTORS OF THE WORLD

DORCAS

GOAL

HEALTH & NUTRITION DEVELOPMENT SOCIETY (HANDS)

HELP FOUNDATION

HUMANITY & INCLUSION

IDEA

INTERNATIONAL MEDICAL CORPS

ISLAMIC RELIEF

MEDAIR

MERCY CORPS

MIDFEHOPS ASBL

MINES ADVISORY GROUP

MUSLIM AID

NEADS

OXFAM GB

THE AGRICULTURAL DEVELOPMENT ASSOCIATION (PARC)

PIANGO

PEOPLE IN NEED

PLAN INTERNATIONAL

PRO-VIDA

QATAR CHARITY

RELIEF INTERNATIONAL

SAVE THE CHILDREN UK

SUSTAINABLE ENVIRONMENT AND ECOLOGICAL
DEVELOPMENT SOCIETY (SEEDS)

SOLIDARITÉS INTERNATIONAL

TEARFUND

TRÓCAIRE

WAR CHILD

WELTHUNGERHILFE

WORLD JEWISH RELIEF

WORLD VISION

YUGANTER

START NETWORK

A NEW ERA OF HUMANITARIAN ACTION

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