

START NETWORK

ANNUAL REPORT AND ACCOUNTS 2022

RESHAPING POWER, REBUILDING SYSTEMS.
TOWARD A COLLABORATIVE HUMANITARIAN SYSTEM



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of this report here



Hub Connect 2022 in Istanbul, Turkey.
Photo Credit: Start Network

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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.



SFB supported communities to better access to water by supporting to repair community tubewells in Sunamganj, implemented by CNRS
Photo Credit: Start Fund Bangladesh



I have not yet come across such collective action, especially for an effective response.

ANIL POKHREL

Chief Executive of Nepal's
[National Disaster Risk Reduction and Management Authority](#)
(A 2022 Start Fund Nepal partner)



The Start Ready financial mechanism establishes procedures for the rapid transfer of funds, enabling communities in the Philippines threatened by typhoons to take preventive measures days before they arrive.

STEFAN HUBER

Director, Swiss Re Foundation
(a 2022 Start Network programme funder)



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FOREWORD FROM THE CEO AND CFOO

Reshaping Power, Rebuilding Systems

What a year to be a member of Start Network¹!

If we thought that our collective emergence from the Covid-19 pandemic would bring with it calmer waters, we were wrong. In 2022, international repercussions of the conflict in Ukraine diverted our capacity, strategic focus and funds. Climate emergencies in places like Pakistan (heatwaves and floods), Bangladesh (floods) and Somalia (drought) offered a glimpse into a potentially catastrophic ^[MQU1] ^[MM2] future. As somewhat predictable hazards, they called into question—again—the reactive nature of the sector. Global inflation, cost of living crises and supply chain shortages made our jobs harder and more expensive while compelling donor governments to scale back their assistance. In short, in 2022, we had to do more with less amidst growing needs and expectations from communities at risk.

¹Start Network refers to the UK based charity. The charity's wider network of members will be referred to as The network or the membership. See our nomenclature statement on page 56 for more details.



CHRISTINA BENNETT
CHIEF EXECUTIVE OFFICER



SUZANNE LYNE
CHIEF FINANCE & OPERATIONS OFFICER

A remarkable year

Set against that backdrop, the achievements of Start Network— including its membership, network of networks and team—are all the more remarkable. Together, we defied the challenges of 2022 and advanced our strategy and systems change through collaboration and joint purpose.

In 2022, we expanded our membership and shifted power to local and national organisations. We surged toward our goal of diversifying our membership by approving **31 new members** in Pakistan and Afghanistan. This brought us to **84 members**, **56% of which are local and national organisations**. We supported **11 hubs** in various stages of exploration and incubation, including six that joined our fold from **Afghanistan, Bangladesh, Kenya, the Philippines, Somalia and South Sudan**.

We shifted emergency resources to our members quickly and efficiently—increasingly in anticipation of crises and increasingly directly to local organisations. We have had the most active year to date across our family of funds disbursing more than **£24 million** in total in 2022 in anticipation and response to humanitarian crises worldwide.

Of this, our global **Start Fund** disbursed more than **£20 million** to members in 2022, bringing our total to

31 NEW MEMBERS IN



Pakistan



Afghanistan



£2.67 MILLION RISK POOL
covering eight hazards in
six countries

£107 million since inception across more than **660 alerts** and assisting **27 million people** since the Start Fund mechanism began. In addition, national Start Funds in Nepal and Bangladesh continued to disburse **£1.7 million** locally in 2022. **Start Ready**, our pre-positioned funding mechanism, went live in the year with a close to **£3 million** risk pool covering **8 hazards** in **6 countries** (**Pakistan, Bangladesh, Philippines, Senegal, Zimbabwe, the DRC**). It has since triggered **3 times** disbursing funds ahead of crises in Pakistan, Zimbabwe and Senegal. Across our initiatives, we disbursed **35%** of our funds directly to local organisations.

We shifted our practice to be more locally led and equitable. In places like Bangladesh and the Philippines,



Beneficiary received sheep as livelihood support after being affected by flash floods in Bangladesh to continue dignified life
Photo Credit: Start Fund Bangladesh

Start Network members shared the funds they received as overheads with local partners, supporting core costs such as organisational reserves, IT and insurance. In India and Guatemala hubs, we worked directly with communities to identify and scale homegrown innovations (such as chemical-free fertiliser developed from natural mountain micro-organisms, that promotes crop health and boosts soil fertility, thereby providing a solution that at could help solve pervasive food-related humanitarian challenges) ^(MOU3) and supported local risk modellers in places like the Philippines and Madagascar to bring 'citizen science' to our anticipation work.

Across our initiatives, **we measured our progress, documented our learning, communicated our findings and advocated for systems change** to a range of external audiences, including the G7 and C7, at the Humanitarian Networks and Partnerships Week (HNPW), the Economic and Social Council of the UN and regional dialogue platforms on crisis anticipation in Africa and Asia. We also participated in nine events at the COP27 climate summit in Egypt.

We expanded our donor base from **six to 13 funders** while still receiving strong commitments from our long-time and trusted donors. Start Fund Bangladesh and READY Pakistan continue to fundraise directly for their initiatives thanks to our collective efforts in brokering important relationships with donors and advocating for direct funding to local organisations. Our hub in Pakistan, for instance, independently secured a grant of **€1.2 million for its flood response in 2022**.

Looking ahead to 2023, we aim to meet our three-year goals, draw a line under our current strategy and look toward an ambitious future, including by:

Scaling our funds and risk financing to service our growing hubs and membership while adapting them to be more accessible to local and national organisations at the forefront of crises

Building and refining our disaster risk financing models in those countries where we operate while exploring new financial services to complement our family of funds

Strengthening and supporting Start Network hubs to become trusted and effective drivers of contextually-relevant systems change

Developing a business model and financial model for our growing network of networks to demonstrate the viability and sustainability of our collaborative movement for change

Delivering value through our funds and financing, as well as through joint policy, advocacy and activism

If 2022 has demonstrated anything, it is that Start Network is a resilient and adaptable organisation committed to driving a more efficient, effective and locally led era of humanitarian action. So whatever 2023 may bring, we know we can rely on our committed membership, network of networks and our courageous and unstoppable team to achieve great things together—for ourselves, for our network and for communities at risk and in need around the world.

OUR GLOBAL REACH (2022)

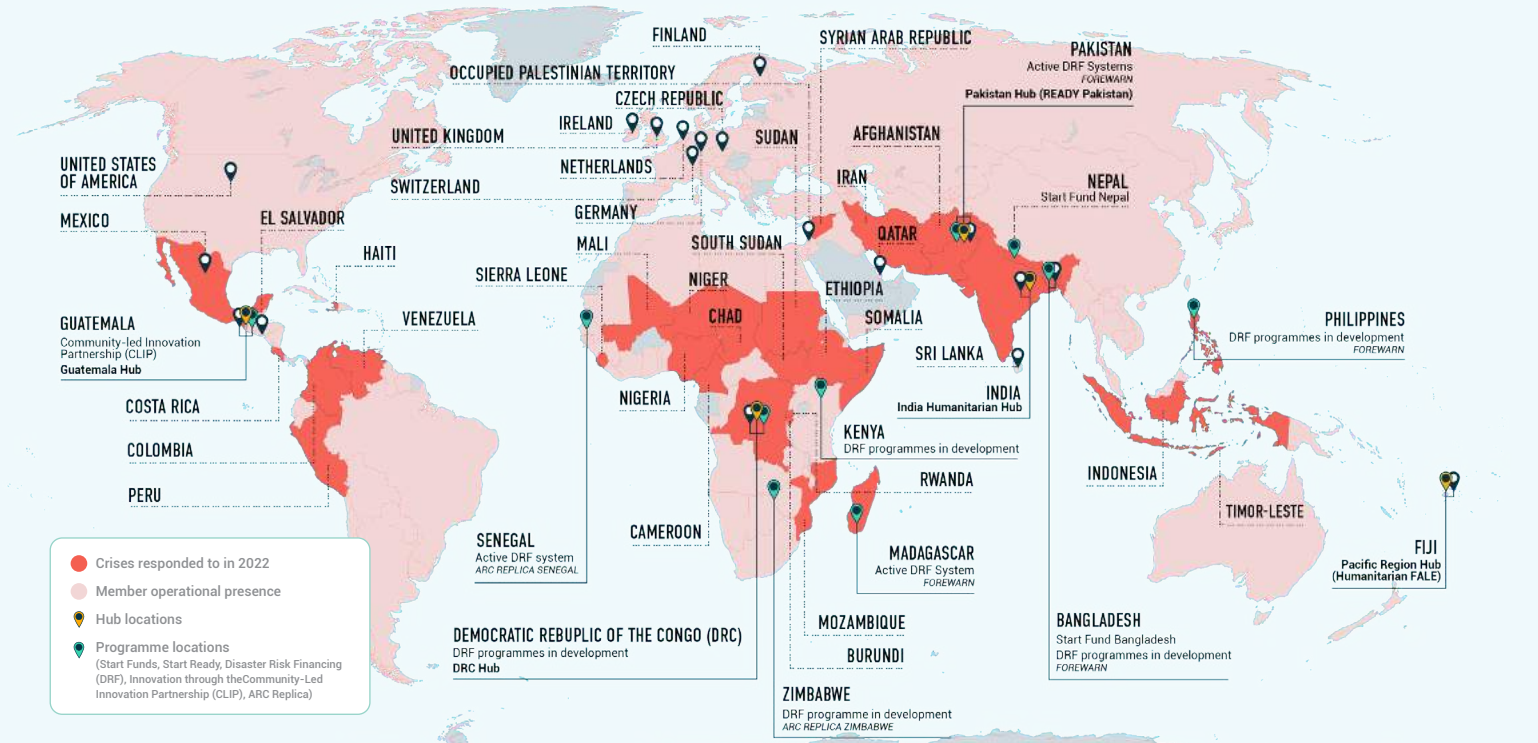
Start Network's primary financing mechanisms (Start Funds and Start Ready) assisted **2.7 million people** across **48 countries**.

84

Total Start
Network
members

48

countries with
Start Network
activities in 2022



2022 BY THE NUMBERS

£18.5 million

Total funds disbursed for crisis response through the funds and financing mechanisms

£5.5 million

Total funds disbursed for crisis anticipation through funds and financing mechanisms.

47

Number of local/national members in the network



37

Number of international NGOs in the network

Resource Mobilisation

Total unrestricted income



£3.3 million

(unrestricted income as per annual accounts)

Total income



£6.4 million

(total income as per legal accounts)



FIVE KEYS OF SYSTEMS CHANGE

In 2021, Start Network adopted a new framework to help us actualise our ambition of transforming the outdated humanitarian system. The 5 keys of systems change¹ serve as our guide to effecting change in different ways and at different levels. In this way, we can maximise the impact of our efforts.

¹The five systems change keys were inspired by and adapted from the frameworks on systems 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/



THE FIVE KEYS

PURPOSE

Communities affected by and at risk of crisis feel and demonstrate their agency and power in a locally led humanitarian system that assists/protects them

POWER

Decision-making, ways of working and focus areas are determined by local and national organisations in support of community priorities

PRACTICE

Activities (actions, programmes and behaviours) are designed to be accountable to people and communities

RESOURCES

Funds flow to and are managed by local and national organisations to respond to and increasingly act ahead of predictable crises

RELATIONSHIPS

Collaboration and partnerships are equitable and sustainable in support of community priorities



PURPOSE

We have redefined our purpose and, by prioritising locally led action, we can drive system-level shifts in the way humanitarian action is approached, resourced, and delivered. **We believe this will lead to greater accountability to communities at risk of crises and a more effective humanitarian system.**

To achieve the large-scale transformation needed for the humanitarian system, we begin with a fundamental shift in mindset: an intentional and purposeful reorientation towards locally led humanitarian action and empowering those communities affected by and at risk of crises.

“

It's not actors that need to change, it's the role of the actors within the system.

SAJID MOHAMMAD RAIHAN
Start Fund Bangladesh

”

WHO WE ARE

WHAT IS START NETWORK?

Start Network is a **systems change organisation that supports its 84 local, national, and international organisations**. Collectively, we work to drive system-level shifts in the way that humanitarian action is approached and delivered.

We work across six continents to tackle what we see as the most significant systemic problems in the global humanitarian sector: centralised power and decision-making, slow and reactive funding, and an aversion to change. Problems like this mean that people affected by or at risk of crises do not receive the support they need early enough, in a dignified way, or, in some cases, at all.

OUR VALUES

- **We put people first.** The needs of the communities we serve are prioritised in our decision-making and programming.
- **We are brave.** Transforming a global system requires great ambition, as well as the willingness 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 from being heard.
- **We are open.** We take pride in being transparent with work and imbuing it with integrity. Doing so builds mutual trust in all levels of our work, from governance to programming.

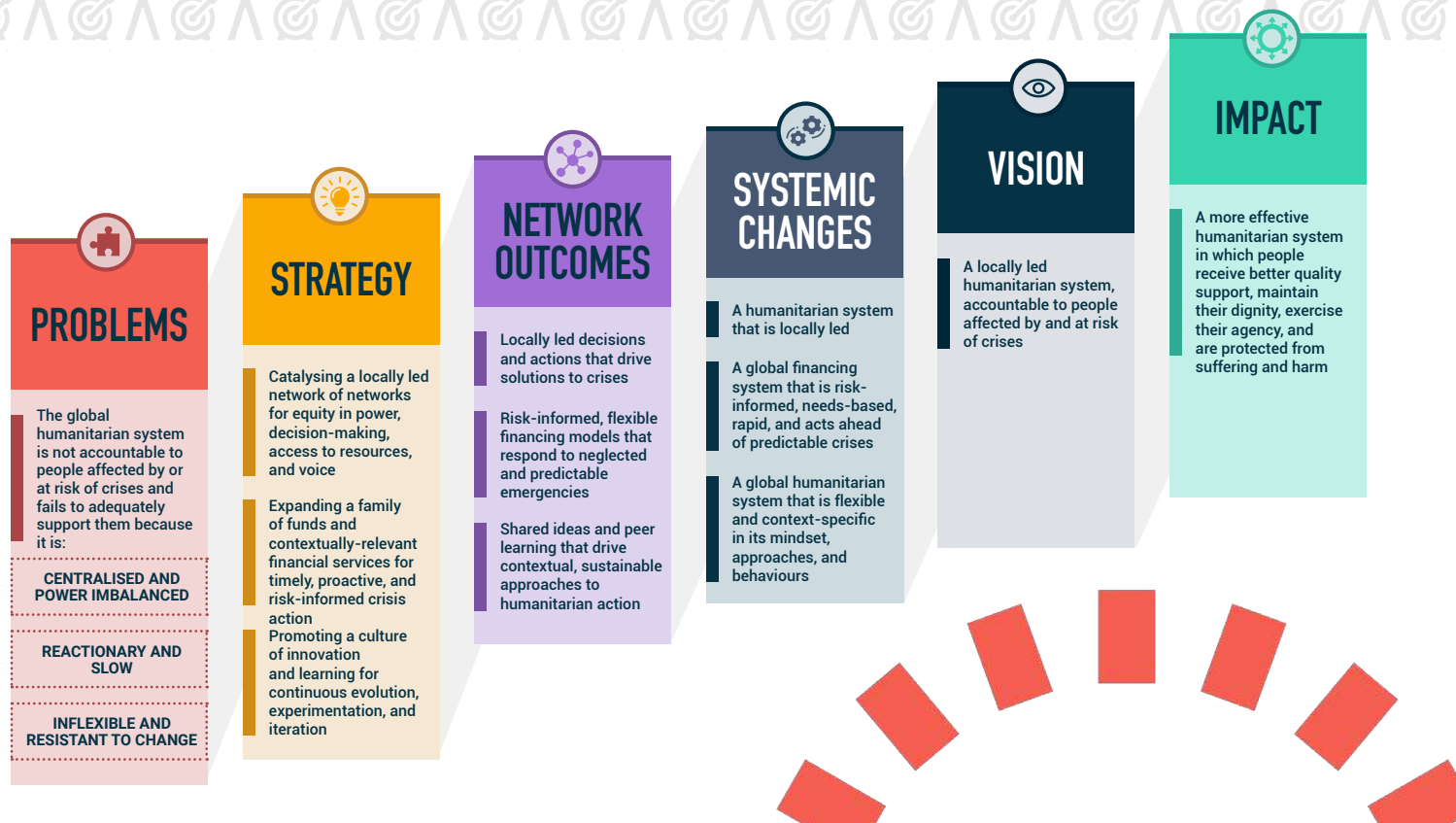
OUR VISION

Our vision is for a **new era of humanitarian action** that is locally led and accountable to people affected by and at risk of crises. We aim to transform the global humanitarian system into one that is led from the ground up and is no longer dependent on reactive solutions. We believe transforming the system will lead to communities with increased agency that build resilience and promote the dignity of their people.

OUR MISSION

Our mission is to **drive system-level shifts** in the way humanitarian action is approached, resourced and delivered. We do this by demonstrating powerful alternatives for collaboration that focus on locally led action and centring people affected by and at risk of crises. By driving a culture of innovation and learning, we're empowering people on the frontlines to provide effective, locally led responses when and before crises strike.

THEORY OF CHANGE





Start Fund Bangladesh supported communities repair house and create hatti protection to protect the house from strong waves through extended humanitarian assistance window, implemented by CNRS
Photo Credit: Start Fund Bangladesh

THE PROBLEMS

Decision-making is centralised, meaning that donors' and aid agencies' priorities are disconnected from the communities that are actually at risk of or affected by crises.

The current system is reactive, fragmented and inefficient.

The sector's incentives and ways of working are outdated, inflexible and resistant to change.



THE SOLUTIONS

We are shifting power, resources and decision making to locally led networks and organisations.

We are creating a global humanitarian financing system that is focused on reducing risk and anticipating and acting ahead of predictable crises.

We support communities in developing and applying innovative solutions to humanitarian problems.

OUR WHY

Why do we advocate for change?


The notion that solutions **in the humanitarian system are held in the Global North** has led to a concentration of power, influence, and resources away from the communities that need them the most. 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.

Why is this important (for the humanitarian sector and beyond)?

From our Hubs at Hub Connect 2022: State of locally-led humanitarian action in 2022

The Active Learning Network for Accountability and Performance (ALNAP) State of the Humanitarian System report in 2022 indicates that **the system is performing without making progress**. Approximately **167 million** people require humanitarian support, with the sector being able to assist **about 60%** of them. The humanitarian system has also **failed to advance committed reforms, such as the Grand Bargain and Charter 4 Change**.

In 2022, funding to local organisations has decreased by **10%**, with **only 11% of local populations** represented in leadership roles. Anticipatory action, which is proven to be more cost-effective and ethical, accounts for a **mere 2.3%** of overall humanitarian efforts. Additionally, the system's accountability remains **primarily to donors rather than at-risk communities**, resulting in a continued lack of meaningful engagement. Given the lack of progress, our network of networks is now more crucial than ever. As we continue to develop and implement alternative approaches to humanitarian assistance and unite as a diverse group, we demonstrate that transformative change in the sector is truly possible.



Person with disability takes seat with pride after getting winterisation kit Yamunamai Rautahat_N-11 (Response cold wave)
Photo Credit: People in Need, Nepal



POWER

“

We need to move progressively, no matter how slow it is, to shift power from institutions to communities- this is the best form of accountability.

GLORIA SOMA
Titi Foundation (South Sudan)

”

6

Hubs in
incubation

5

Hubs in
exploration

Local organisation
membership increased from

33% to 56%
in 2022

We are focused on shifting resources, decision-making, programme design and implementation to local organisations (while continuing to amplify local voices in global platforms of influence) to support the dismantling of unequal power dynamics.

Together with local and national organisations, we are reorienting power so that communities can choose their philosophies of operation and humanitarian priorities, laying a foundation for themselves and similar groups to break free from the influence of the traditional aid system and the Global North.

HUB HIGHLIGHTS

Decentralising power in the humanitarian system called for us to change the ways in which we operate and our structure as an organisation. To accomplish this, we established the following strategic objectives in order to achieve these changes:

- We will develop a “network of networks” through locally led country and regional hubs
- We will distribute governance and decision-making to these hubs;
- We will turn Start Network into a service provider that plays a supporting role in helping local actors reform the humanitarian system and address challenges on the structural, political and operational fronts.

SUPPORTING EXISTING AND PROSPECTIVE HUBS

Hubs are locally led coalitions and networks composed of local, national, and international humanitarian civil society organisations working together to deliver contextually relevant funds, financing and innovative solutions to humanitarian crises in their contexts. These are strengthened by our Hub Incubation Fund, which aims to support hubs in taking charge of their governance, internal structures and their progress. In 2022, we provided grants through this fund amounting to **£173,294**.

THE DEMOCRATIC REPUBLIC OF THE CONGO (DRC) HUB

- Completed the hub's legal registration in the DRC
- Formed five committees for the oversight and management of membership, safeguarding, programmes, fundraising and advocacy

GUATEMALA HUB

- Supported 21 innovators through the Community Led Innovation Programme (CLIP)
- Received an organisational strengthening grant from Start Network and utilised this to create peer-to-peer organisational strengthening opportunities for hub members, which included the creation of a guidebook and providing training sessions.

INDIA HUB

- Supported six innovators through the India Innovation Hub focusing on inclusive responses to emergencies in India
- Developed a governance structure for the hub's secretariat, and expanded the moderating team to facilitate the inclusion of more local organisations

PACIFIC REGION HUB

- Worked to improve accountability systems of its members through the creation of a Toolkit that supports the conduct of self-assessments and defines areas of support and improvement on programming
- Supported national hubs across the Pacific Region to respond to localised disasters

PAKISTAN HUB

- Pre-financed and implemented early action for predicted heatwaves, drought and floods to mitigate the worst of disasters for people affected by the crises
- Secured significant grants for the hub from donors such as the German Federal Foreign Office

Read more in the hub profiles on page 23

KEY ACHIEVEMENTS IN 2022

HUB CONNECT

Building a strong collaborative locally led movement is fundamental to shifting power in the humanitarian sector. To this end, Start Network organised its first in-person Hub Connect Conference since the global pandemic. Held in Istanbul, the event brought together old, new and prospective hubs, providing an opportunity to strengthen relationships between hub members from across the globe. Hub members discussed how to drive forward system change and support peer learning. They also began to codesign solutions to improve hub funding mechanisms, accelerate localisation, enable peer-accountability, clarify the role of INGOs in hubs, and enhance hub accountability to communities affected by or at risk of crises.

Hub Connect sought to:

- Build and strengthen solidarity and peer connections among hub leaders
- Share and celebrate achievements from the last three years of the hub journey
- Enable hubs to share what they have learned from the last three years and support one another in tackling the issues that they are facing
- Tackle strategic dilemmas including for instance, how Start Network can support hubs financially during their development while giving space for them to maintain their agency and build sustainability

INCREASING INCLUSIVITY THROUGH OUR MODULAR DUE DILIGENCE SYSTEM

We continued to develop our modular due diligence system, which aims to improve the accessibility of resources for local and national NGOs, challenge the current compliance culture of the humanitarian sector, and move away from the pass-fail model of due diligence.

Here are some key achievements in 2022 for our due diligence system:

- Using our new tiered framework, 61 organisations including both members and programme partners completed Start Network's due diligence refresher process. Another 30 new member organisations from Pakistan and another four programme partners in Nepal were freshly assessed.
- We engaged national and regional due diligence agencies to assist us in making our tiered due diligence system more context-appropriate for different regions.
- We trialled a 'modular due diligence' model, which actualised the use of contextual adaptations in our tiered due diligence model, making it even more inclusive for local and national organisations, which most often struggle to meet global risk and compliance demands.
- Start Network also began building a global digital repository of due diligence information that can be accessible by the wider humanitarian community. This will help catalyse the 'passporting' of due diligence to reduce duplication of compliance processes across the humanitarian sector.
- Together with partners, we hosted a hybrid event on due diligence at the Humanitarian Networks and Partnerships Week (HNPW) 2022 called "Building an inclusive compliance landscape: Modular due diligence and a global digital repository."

REIMAGINING RISK AND ACCOUNTABILITY

The prevailing approaches to risk management in the humanitarian sector have been identified by Start Network as one of the most important blockers to supporting locally led action. In 2022, we explored new approaches and tools for assessing and managing risk. These initiatives and tools put accountability to communities at risk of crises at the centre and remove barriers to funding faced by local and national organisations.

Here are some of our key initiatives for advancing an improved approach to risk and accountability:

- Our modular due diligence system, an off-shoot of the tiered due diligence system took on a risk-based approach that seeks to lower barriers to resources for local and national NGOs.
- We provided local and national organisations with opportunities for organisational strengthening through our grants, which allowed the membership to gain access to more funding as they advance through our tiers.
- Following the launch of a Risk and Accountability initiative at the 2021 Start Network Assembly, we worked in partnership with Humentum to bring together a diverse group of people and organisations to co-design new solutions and tools for assessing and managing risk in the humanitarian sector. After this ideation phase, Start Network organised an advisory group to score proposed approaches and long-list them. These solutions ranged from:

- 1 A framework measuring the intangibles of trustworthy organisations (to supplement compliance requirements historically measured by traditional due diligence processes);
- 2 To the development of a trust-based guarantor system enabling direct and flexible funding to local organisations.

- A number of those ideas will begin to be piloted and tested from 2023 onwards
- Through events such as HNPW 2022 and COP 27, we advocated for reimagining risk and accountability in the humanitarian sector.

INCREASING L/NGO ACCESS TO FUNDING

Our network provides more opportunities for local and national organisations to apply for and access funding.

- **START FUND NEPAL RECEIVED £1.5 MILLION IN UK FUNDING FROM THE BRITISH EMBASSY IN KATHMANDU (BEK):**

Working through local expertise, Start Fund Nepal reached more than 35,000 people and helped them mitigate the damage caused by floods and landslides. It also took anticipatory action towards landslides and a cold wave that had reached multiple local units in the eight districts. With the additional funding from the BEK, Start Fund Nepal scaled up its processes and addressed risks caused by extreme climate change.

- **START FUND NEPAL ONBOARDED 10 MORE LNGOS:**

This brings the total number to 16 LNGOs matching the number of INGOs (16), thereby bringing equal weight into the decision-making governance structure. Three LNGOs from Start Fund Nepal's pilot phase have gone through due diligence assessment and have been placed in TIER 3 with direct access to funding. LNGOs indirectly accessed around **79.08%** of total funds disbursed by Start Fund Nepal in 2022, compared to the **67.5%** fund they received in the fund's pilot phase.

- **READY PAKISTAN HUB INDEPENDENTLY FUNDRAISES FOR FLOOD RESPONSE:**

Affecting more than 33 million people, the 2022 flooding in Pakistan was one of the most severe hazards experienced in the country. READY Pakistan Hub collectively raised awareness on the crisis to advocate for funding in order to support people who lost their

homes and livelihoods. After accessing financing through the Start Fund, the hub's national reserves, and €1.2 million from the German Federal Foreign Office, READY Pakistan worked with local partners to assist people most impacted by the flooding and also utilised national mainstream media to draw more attention to the crisis, increasing visibility of this disaster internationally.

- **START FUND BANGLADESH IMPROVES FUNDING ACCESS:**

Start Fund Bangladesh has been working towards increasing local and national organisations' access to funding through partnerships, crisis funding and organisational system strengthening. For instance, Start Network onboarded Eco-Social Development Organisation (ESDO) in Bangladesh as the first local host agency to host different programmes in the country. This is a unique way of demonstrating national NGOs' capacity to manage funding. Start Fund Bangladesh also received generous support of £1.6 million from the Foreign Commonwealth and Development Office (FCDO) and US\$200,000 from the Center for Disaster Philanthropy (CDP) to reach approximately 1.32 million people affected by devastating flash floods in the country. Local NGOs had the opportunity to directly access these funds and respond to the crisis. Start Fund Bangladesh also enabled local and national member agencies to access funding directly to support organisational strengthening. These projects were funded by US\$100,000 from the Swiss government and US\$90,000 from the Share Trust.



LAUNCHING THE POWER FOOTPRINT PROJECT IN COLLABORATION WITH CHARITY ORGANISATIONS

The power footprint of an organisation measures the amount of authority, control and influence that the body exerts within a system. Reducing our power footprints will enable us to become more effective and relevant by providing an avenue for correcting power asymmetries that pervade the global humanitarian system. Apart from influencing positive changes aligned with our five keys framework, measuring power footprints will also pave way to increase transparency about where power lies within the sector.

In 2022, Start Network along with other diverse organisations that provide humanitarian assistance co-designed the Power Footprint Project. The project involved the co-creation of metrics that organisations can use to measure their power footprints then course-correct where needed. Following this process, we invited more organisations to participate via open call (ensuring inclusion of INGOs, NNGOs, LNGOs and CBOs) after which we will hand over custodianship of the project to them, so they can evolve it further to hold themselves and other organisations more accountable for the power they exert within the system and beyond.

THE DEMOCRATIC REPUBLIC OF THE CONGO (DRC) HUB

The DRC Hub is building a humanitarian system that is more inclusive, independent, proactive, locally led, and conscious of collective responsibility. It is composed of 60 local, national, and international organisations, and is working to integrate the public sector, private sector, and academia as part of its membership.



We want to create a forum of trusted, diverse NGOs (along with academia, government, charitable individuals, private sector) with collective responsibility to support its members to access funds for community-based programmes, promotes collective branding for human dignity and respect for all.

YVES KAHASHI
DRC Hub (CAFOD)



2022 PROGRESS

In 2022, the DRC Hub completed its legal registration and recruited a hub coordinator, paving the way for further recognition from other NGOs and the national government and allowing the hub to participate in national meetings.

The hub also made progress in improving its disaster risk financing (DRF) work by building a DRF system on river flooding. It also focused on responses to volcanic eruptions through its innovation programme. Moreover, it also worked with Start Network to scope potential adaptations to the Start Fund process and ensure hub participation in specific stages of the process.

One challenge the hub faced was maintaining interest and engagement among its members. To address this, it held its second Annual Ordinary Assembly with hub members and Start Network facilitated the Hub's leadership team to strengthen its members and governance structures during a support visit.

As the hub grows, its operations require higher costs, which places financial pressure on the hub. It has begun business and financial modelling work to address this obstacle, making it the first Start Network hub to do so.

FUTURE PLANS

- Completing a host selection process
- Strengthening the hub's governance processes and putting board sub-committees in place
- Beginning a membership drive with a focus on local and national organisations
- Communications outreach to donors and members across the country



GUATEMALA HUB

The Guatemala Hub continues to support solidarity and cohesion among communities while advocating for their right to disaster preparedness and humanitarian response. The hub's 11 local and national member organisations are community-based. Its secretariat is the Asociación de Servicios Comunitarios de Salud (ASECSA), which is also a member of Start Network.



The prototyping and testing [in the CLIP- Community Led Innovation Partnership] has been really amazing; we can try, we can make mistakes, we can go back to the beginning and try again, and continue improving the projects.

DEYSEE COTOM
Guatemala Hub (ASECSA)



2022 PROGRESS

The hub has seen increasingly strong engagement and unity among its members in 2022 and has improved its support to them through organisational strengthening grants.

Through its Community Led Innovation Programme (CLIP), the hub supported 21 innovators in 2022. More information in page 33.

Another major milestone for the hub in 2022 was its efforts to strengthen and clarify its governance structure.

FUTURE PLANS

- Forming a fundraising strategy and conducting business and financial modelling
- Increasing engagement with Start Network members in Guatemala and the region
- Improving hub documentation of policies and processes on governance and membership
- Further prioritising Start Ready and Start Fund
- Designing and delivering the next phase of the Community- Led Innovation Programme



Community members in Guatemala participating in CLIP programme activities
Photo Credit: Guatemala Hub

INDIA HUB

By bringing together local, national, and international humanitarian agencies, the India Humanitarian Hub (IHH) continues to drive locally led action and leadership by engaging with local and national humanitarian actors and by innovating and introducing programmes. Its efforts are guided by these three pillars:

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



We need system change so that the local civil society movement regains its originality... [These] institutions are built by the people who remain there for years and decades to develop organisational philosophy, who became thinkers, who became philosophers, who shared a common purpose and who drive the process of transformation.

SUDHANSHU SINGH

IHH (Humanitarian Aid International - India)



2022 PROGRESS

The IHH's efforts in 2022 have taught it that perfection is the enemy of good. It continued to find ways to improve and grow throughout the year. One major highlight was its successful Hub Incubation Fund application that would provide them the resource for the hub's staff, and activities and initiatives that are crucial to its move towards independence.

The hub also focused efforts on people development. The hub developed a structure for a sub-national-focused secretariat.

SEEDS (a hub member) co-developed the India Humanitarian Hub Innovation Initiative in partnership with the hub, which led to the selection and build of six innovations by LNGOs in India (out of 64 applications submitted by NGOs in 14 states). The innovations focused on emergency preparedness and response in climate vulnerable regions, for instance, disaster response ecosystem building for aquatic livelihoods in one of most climate vulnerable districts in Bihar.

The hub also hosted a strategy and reflection workshop which provided time and space to reflect on the Hub's progress to date, refresh and refine the Hub vision and plan for the year ahead.

FUTURE PLANS

- Recruiting secretariat staff
- Embarking on the next phase of the IHH Innovation Initiative. This will involve supporting the six LNGOs selected in 2022 to test their innovations, with financial support, coaching, cross-learning opportunities and support with growth and scaling strategies
- Developing a fundraising strategy and communications strategy in order to support the sustainability of the hub
- Exploring the potential for a humanitarian response pooled fund mechanism managed by the hub



India Humanitarian Hub Moderating Team strategy discussions during their strategy workshop in 2022
Photo Credit: India Humanitarian Hub

PACIFIC REGION HUB

The hub's name—"Humanitarian FALE" (Facility Aiding Locally Led Engagement)—is deeply rooted in the Pacific. It includes the word "fale," which refers to a house that is meaningful and purposeful when people occupy it. The Pacific Humanitarian FALE regularly engages with locally led humanitarian actors to provide services that will safeguard lives during crises. The hub brings together civil society members from 24 countries and territories in the Pacific region, and its secretariat is the Pacific Islands Association of Nongovernmental Organisations (PIANGO).



We believe that relational support is about journeying together, if one member of the family is disadvantaged, we are all disadvantaged until we address the problem.

VANI CATANASIGA

Humanitarian FALE (Fiji Council of Social Services)



2022 PROGRESS

A crowning achievement of the Hub in 2022 was its first FALE humanitarian response in Tonga following the volcanic eruption and subsequent tsunami which anchored on community-based needs. The hub also mapped accountability to ensure efficient and effective financial management, quality programming and approaches of local organisations; approaching accountability with a cultural and traditional perspective.

The hub continued to strengthen its local reach by supporting the establishment of mini-FALEs in disaster-affected island states across the Pacific region, which function as mini hubs. These were established in the following countries: Fiji, Tonga, Vanuatu, Solomon Islands, Samoa, and Kiribati. Each mini-FALE was provided with Hub Incubation Fund grants to support their set up and operations.

The hub also secured funds from Bread for the World **to further support the hub's development.**

The hub was also able to define an initial governance structure and membership protocols this year which will be refined and finalised in 2023. In addition, it has worked to improve the accountability of its members through its Institutional Assessment and Mapping (IAM) Toolkit, which assesses an organisation's governance, resource management, programming and approaches. Lastly, FALE Pasifika developed a concept note for a programme to ensure rapid funding, response and mobilisation of members to respond to disaster.

FUTURE PLANS

- Strengthening the hub's governance structure to ensure clarity on how it will operate in the future
- Designing a longer-term initiative, such as disaster risk financing or innovation, as part of the hub model for sustainability
- Continuing to incubate and support the mini-FALEs to create a network of FALE's
- Initiating business and financial modelling for the Hub to facilitate the sustainability of the hub



Tonga response coordination

PAKISTAN HUB

Also known as READY Pakistan, the Pakistan Hub pushes for a humanitarian ecosystem that is proactive, resilient, people-centred, locally led, and innovative. By strengthening preparedness and response to foreseeable events, it addresses a key problem of traditional humanitarian crisis response. The hub is a joint initiative involving Pakistani communities, civil society, the Pakistan National Disaster Management Authority, and others. Its national steering committee is composed of international NGOs, national NGOs, and representatives of two major national humanitarian and development networks and consortiums.



If you're sincere with your vision, you can fight. It is a philosophy vs another philosophy - colonisation vs localisation. Be confident, we will realise our space.

JAMSHAD FARID

READY Pakistan (Help Foundation)



2022 PROGRESS

READY Pakistan took on several initiatives to expand and improve its documentation. Notably, it began working on its legal registration, began recruitment for a hub coordinator, and selected IDEA (Initiative for Development & Empowerment Axis), a Start Network member, as its new host. To expand its membership, it also held an intensive membership drive that resulted in the recruitment of 31 new members. It held the first READY Pakistan Assembly in November 2022.

The hub's multi-hazard DRF system continues to be a success, with strong delivery in 2022. READY Pakistan raised alerts for the devastating floods that hit Pakistan and was able to secure **€1.2 million** from the German Federal Foreign Office for agile response to the flooding.

FUTURE PLANS

- Appointing a Hub Coordinator
- Inducting new members and documenting membership policy and procedures
- Organising elections for the National Steering Community and its governing board and finalising governance documents
- Developing a hub business and financial mode to ensure the future sustainability of the hub





UPDATES ON HUBS IN EXPLORATION

Six potential hubs in Afghanistan, Bangladesh, Kenya, Philippines, Somalia, and South Sudan are currently engaged in the process of defining their vision, membership, governance structure, and activities in collaboration with Start Network staff and existing hubs.

Afghanistan is entering the incubation phase, while Bangladesh is in refining its vision, membership protocols and governance structure. Kenya is reflecting on the value the hub can bring and what programmes to consider moving forward, with a particular interest in disaster risk financing. The Philippines is in the process of planning partnerships and a complex governance structure. Meanwhile, Somalia is nearing the end of the Hub Exploration Phase, and is already engaged in Start Ready and ARC Replica plans are in place for 2023. South Sudan is about to begin the Hub Incubation Phase, and its members are focused on innovation and the establishment of a national fund. These potential hubs are actively shaping their roles and contributions within the network.



What excites me most about becoming a hub is that our collective action and our collective bargaining power increases and that makes us to be in a stronger and better position in regards to managing funds and responding to [a] crisis as soon as it happens.

AHMED MOHAMMED

Somali Humanitarian Hub

PRACTICE

46%

of Start Network funded projects meet our maximum standards for initiatives that can be classified as locally led initiatives.

“

For the past two to three decades, we have been responding to different humanitarian crises in Assam, in the Northeast part of India. But our ability to respond has not always been up to the level that we foresee when we go to respond in communities. After getting associated with the Start Fund process, we were able to go directly to the communities at a very short time to address the immediate gaps.

TIRTHA PRASAD SAIKIA

Director of North-East Affected Area Development Society (NEADS)

”

By designing and implementing our activities and practices to be accountable to people and communities affected by crises, we are challenging traditional ‘upwards accountability’.

We recognise that affected communities possess agency, knowledge and a deep understanding of their own needs. This enables us to move away from traditional top-down approaches and help build communities that are active participants in their recovery and resilience, rather than simple passive receivers of aid.





IN 2022, WE SET OUT TO INCORPORATE CERTAIN PRACTICES MORE INTO OUR FOCUS IN ORDER TO ACHIEVE OUR GOALS. **THESE INCLUDED:**

- Expanding our network of locally led hubs by incubating, transitioning, and onboarding new hubs and local members through hubs.
- Improving the quality of our global and local funds and risk financing tools by focusing on collaboration with local organisations, improving operations, and increasing direct access for local organisations through existing and emerging hubs.
- Investing in locally led problem solving and peer learning through hubs, and building a body of evidence and good practice for locally led innovative and sustainable humanitarian action through reflection, iteration, and peer learning.
- Developing new financial, operating, and risk models to support a locally led, decolonised, distributed network, and build flexibility in how we support local and national organizations financially.

FROM FRAMEWORKS TO ACTION

Part of shifting our practice to be more accountable to communities impacted by, or at-risk of, crises is ensuring that the concepts and frameworks we've developed guide change not only in the larger humanitarian sector, but also in our work. Start Network has continued to integrate our Decolonisation and Locally Led frameworks in our operations, to ensure setting of inclusive programme criteria and delivery standards. These frameworks help us to challenge traditional perspectives, thinking and practices in order to design and tailor our work to communities at risk.



- In 2022 Start Network organised comprehensive Equity, Diversity and Inclusion (EDI) workshops for its staff, with interactive exercises and action-oriented sessions that explored privilege, bias, microaggressions, intersectionality and inclusive culture at Start Network. This aimed to strengthen our ability to recognise unconscious biases that may occur as we interact with others in any environment, including communities at the front lines of crises.
- Start Network's innovation team began interrogating the humanitarian sector's understanding of accountability to affected populations (AAP) and how popular notions on accountability impact vulnerable communities. Currently, there is no generally agreed definition of AAP, so it is reported in variation depending on context and perspectives. As such, the network started to further explore concepts of accountability to people at risk and affected by crises, explore mechanisms that incorporate continuous feedback loops from crisis-affected people into programming, and the improvement of current due diligence systems. The network believes that a systemic change in power dynamics is needed in order to transform the humanitarian system into one that is authentically locally led.



- In 2022, Start Network's Evidence and Learning team investigated crisis-affected communities' perceptions of dignity and how our sector can use those findings to measure the success of their aid responses. The team spoke to 180 people who were recipients of humanitarian support provided by our member organisations in response to a heatwave in Pakistan and shared our learning across Start Network's platforms. The team asked three questions about dignity: how would you best describe it, can you tell us about an occasion when you were treated with dignity, and do you feel you were treated with dignity during this heatwave response? People described dignity as being treated with respect, as an equal, and with empathy. They also said that it was important to feel comfortable and to have their needs met. Interestingly, no one mentioned words directly related to being accountable or having inclusive decision-making or power and agency. Some words that people used to describe actions, feelings, and behaviours related to upholding dignity included accommodating, affection, appreciation, caring, compassion, courageous, equality, fair, friendly, happy, helpful, honoured, humble, kindness, loving, nice, polite, respect, trust, understanding, and well-mannered.
- Our Evidence and Learning team also conducted research on communities' language preferences during in-person interviews and shared this learning with the network of networks via our communication platforms. 180 people from Multan and Sibi in Pakistan revealed that they had a better understanding of the questions, were better able to express themselves, and found the whole experience more natural and enjoyable when interviews were conducted in person by local people who were familiar with the community and its culture. Based on these findings, three key takeaways for future interviews were to keep meeting in person, use local people and keep talking to them.

Listening and acting on community feedback is one way to support communities' agency and to make sure assistance provided is both effective and dignified. By ensuring that community recommendations are fed back into the design of future services, we are able to continuously improve our approach. We have seen a number of positive changes, including increased community engagement, improved service delivery, and a more dignified experience for those who need our help.

We ensure that content developed for members and external audiences is published in three or more languages, primarily English, French and Spanish. Annual reports, on the other hand, are also published in Arabic and Bengali, while the Start Fund Handbook has been translated into Bengali and Nepali. We continue to commit time and resources to topics that are driven by our network of networks.



CATALYSING A CULTURE OF INNOVATION AND LEARNING

3 HUBS

Guatemala, the DRC and India ran community-led innovation initiatives, creating locally led innovation spaces in their communities to address locally identified problems through community-driven solutions.

In 2022 they identified more than **60 local innovations**. **32** received further support to work towards growth and scale.

We have been championing community-led innovation initiatives in collaboration with our hubs since 2020. Community-led innovation, which draws on human-centred design methodology and places community members at the heart recognises the agency of communities at risk of crises. Our community-led innovation initiatives aim to support and facilitate the emergence, development and growth of locally relevant and driven solutions to their own identified humanitarian problems. Community innovators are supported with innovation coaching, financial resources, technical mentoring, and networking so they can develop and test their ideas and work towards sustainability. Whilst guiding communities through the innovation journey, we also aim to promote an innovation mindset amongst community members so that they can recognise their own agency and be catalysers of local change.

Hub Connect 2022 in Istanbul, Turkey
Photo Credit: Start Network

GUATEMALA

We have been running community-led innovation with ASECSA (which convenes the Start Network Hub in Guatemala) since 2020 as part of a **Community-led Innovation Partnership (CLIP)**. CLIP is organised in collaboration with Enhancing Learning and Research for Humanitarian Assistance (Elrha) and Asian Disaster Reduction and Response Network (ADRRN). The initiative supports communities at risk of crises to spearhead solutions and where relevant scale them in their contexts.

The initiative targets indigenous Mayan rural communities and supports them to develop, test and grow local solutions that can tackle the effects of climate change in Guatemala. Since 2020, three cohorts from local organisations have been selected with a total of **38 ideas going into prototyping stage, and 22 of these 38 proceeding** to be further grown and scaled.



Examples of innovations supported

Cambalcol Development Group developed a rainwater harvester solution that addresses issues of water scarcity and hygiene in the community of San Martin, Chimaltenango. They developed **filters for management of grey water** to be used in the dry season and a mechanism for spring water conservation.

In Palestina, a community heavily affected by both floods and droughts with basic services extremely hard to access, the group *Flor del Monte* developed a **health management service** that can assist communities with ongoing **basic health support before and during emergencies**. The group created a health space where community members are provided with basic medicines and care, together with access to a botanical garden that grows herbs used for traditional medications.

In Xesiguan, the innovation team *El Esfuerzo*, sought to tackle issues of drought and poor soil fertility and worked on development and commercialisation of **bio-inputs using mountain micro-organisms**. Bio-inputs are natural extracts obtained from plants or bacteria that can be used in agricultural production to control pests or as fertilisers and provide a safe alternative to dangerous chemicals.

THE DEMOCRATIC REPUBLIC OF THE CONGO

In the DRC we saw the piloted of a community-led innovation project with MIDEFEHOPS representing Start Network's DRC Hub. Funded by the Dutch Ministry of Foreign Affairs, the initiative's goal was to **find innovative solutions to mitigate and prevent risks linked to volcanic eruption, while introducing communities to**

innovative methodologies. Two communities in the outskirts of Goma, Eastern DRC were selected for this exercise with 12 innovation teams initially working to bring their ideas to life. In the end, **four received additional support to grow sustainability and scale.**



Examples of innovations supported

In the community of Ngangi 1, the group *Pailotte de Paix* wanted to address the issue of intercommunity conflict and land disputes that are exacerbated by natural disasters and ongoing conflict. They established a community run mediation centre and piloted community-based resolution mechanisms to resolve disputes.

In the same community, a women-led innovation group developed a pig farming model that combines traditional and scientific livelihood practices to enhance production and multiplication of piglets.

INDIA

In 2022 we launched the India Humanitarian Hub Innovation initiative led by SEEDS India, a national NGO. The project aimed to identify and **support highly localised innovation ideas that can build community resilience to respond to climate related crises** (particularly heatwaves) in an inclusive way. Local supported solutions, coming from

grassroot organisations across the country combined elements of innovation technology with traditional wisdom and knowledge. 12 innovation teams were shortlisted in mid 2022 and six of these awarded financial and non-monetary support for the following 12 months.



India Humanitarian Hub Moderating Team strategy discussions during their strategy workshop in 2022
Photo Credit: India Humanitarian Hub

Examples of innovations supported

Jaljeevika is developing climate resilient aquatic livelihood projects in one of the most climate impacted districts of Bihar, which is vulnerable to flooding. They are combining traditional practices and use of locally available species with adaptive technologies such as floating pools, which rise and fall with changing water levels making them more resilient to flooding. They are offering collateral free loans to women fish vendors to help them overcome barriers to trading, and capacity building training and support to fish farmers.

Foundation for Development Action's SAHIT project is working with people with health conditions and impairments in flood-affected areas to create a training module for first responders to safely evacuate them during disasters. They are also developing disaster risk reduction and survival skills training for people and their caregivers, along with transgender people in order to improve their resilience in a crisis.



OUR ADVOCACY IN 2022

Another key element to driving wider transformation in the humanitarian sector is by advocating boldly and speaking truth to power about the change we want to see. To alter the humanitarian sector beyond commitments or pledges and make this a reality in tangible ways, we continue to build a community of advocates through shared and participatory engagements.

HUMANITARIAN NETWORKS AND PARTNERSHIPS WEEKS (HNPW)

Start Network participated in 4 sessions at Humanitarian Networks and Partnerships Weeks (HNPW) in May 2022. The network led three sessions on due diligence, indirect cost recovery sharing, and power dynamics.

ECONOMIC AND SOCIAL COUNCIL HUMANITARIAN AFFAIRS SEGMENT (ECOSOC HAS)

Start Network participated in ECOSOC HAS 2022 to advocate for system change, increase visibility, and provide a platform for traditionally excluded voices. The network secured local representation in the opening session and a key session on the climate crisis.

THE POTENTIAL FOR ANTICIPATORY ACTION AND DISASTER RISK FINANCING REPORT LAUNCH

The DRF **report** was disseminated to members, partners, and donors via email and social media. It aimed to contribute towards the evidence base on Anticipatory Action, support arguments in favour of scaling up AA, and help members advocate for greater support of their work. The report also positioned Start Network as a leading source of evidence and anticipatory action on climate change and reached a wider audience.

COP27

Start Network participated in COP27 with **UNFCCC observer status**. The network held several bilateral meetings and led an event in the Locally Led Adaptation Pavilion to raise awareness of anticipatory action and advocate for increased investment in locally led models to address the climate crisis.

ADVOCACY PARTNERS

ABC NEPAL
(AGROFORESTRY, BASIC HEALTH,
AND COOPERATIVE NEPAL)

SUYUK
(SAMAJ UTTAHAN YUVA KENDRA)

SOSEC NEPAL
(AGROFORESTRY, BASIC HEALTH,
AND COOPERATIVE NEPAL)

MANDWI

HUSADEC
(SOCIAL SERVICE
CENTRE NEPAL)

CSRC
(CENTER FOR SUSTAINABILITY
RESEARCH AND CONSULTANCY)

NEEDS NEPAL



(UNITED NATIONS OFFICE
FOR THE COORDINATION OF
HUMANITARIAN AFFAIRS)



**CRISIS
LOOKOUT**



A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION

(INTERNATIONAL COUNCIL OF
VOLUNTARY AGENCIES NETWORK)



(INTERNATIONAL FEDERATION OF RED
CROSS AND RED CRESCENT SOCIETIES)



Risk-informed
Early Action
Partnership



**WORLD
RESOURCES
INSTITUTE**



Food and Agriculture
Organization of the
United Nations

**Charter 4
CHANGE**



**World Food
Programme**



**MAP
ACTION**



sharetrust

Some of these partnerships are funded through programmes managed by Save the Children UK (SCUK) as grant custodian.



RESOURCES

Systems are dependent on resources to sustain them, and a shift in the flow of these resources can result in fundamental changes. This principle is what guides Start Network to ensure the flexibility of resources and to direct them to local organisations. This approach fundamentally changes the way flexible resources such as money, technology and knowledge easily flow to and are managed by local and national organisations, enabling radical shifts and driving sectoral transformation.



I think international donors should increase funding for predictable hazards because it's always good to prevent than to cure. The problem we see is that most of the prevent actions don't get a lot of visibility but it's because you've prevented something happening; but it's important to invest in preventive action because it works.

JOHN KITUI

Country Director at Oxfam Kenya



START NETWORK'S FAMILY OF FUNDS

Through initiatives in Start Network's family of funds (like the global Start Fund and Start Ready), substantial funds have been disbursed to address immediate needs and support preparedness efforts. For instance, the global Start Fund disbursed **£18.5 million** to enable the provision of life-saving humanitarian assistance. Start Ready, which launched in 2022, disbursed **£4.08 million** to enhance disaster risk financing. Finally, we disbursed **£3.1 million** for crisis anticipation from the Global Start Fund.

By empowering local actors, resources can be harnessed more effectively, leading to more sustainable and contextually relevant responses and ensuring that communities have greater agency and ownership in responding to crises.



START READY

Start Ready is Start Network's risk financing mechanism that pools funds and risks so that funding can be stretched further. It is changing the way that humanitarian workers are working - from reacting to crises to protecting communities ahead of them. The concept of Start Ready was launched at COP26 in 2021, and the first risk pool went live in May 2022. We launched the first risk pool with £2.6 million of capital. This was increased by £1.4 million to total £4 million to protect almost 600,000 people. In the first year of Start Ready, we protected people in 8 countries from 10 climate risks.



Alert 582 Madagascar: Awareness raising activity
Photo Credit: Domoia



CASE STUDY: PAKISTAN HEATWAVE

In 2022, the Heatwave model was activated in three districts in Pakistan, with agencies primarily focussing on urban areas for implementation. In Multan, HELP Foundation implemented a short-term project, combining sensitisation and messaging, distribution of heatwave kits, and referral pathways to Rescue 1122, the emergency department in Pakistan. The overall project's objective was to contribute to the efforts of the Government in awareness-raising, reducing the impact of temperature rise in Multan. The project had three aims (1) fewer heatstroke incidents (compared to the past years), (2) increased awareness about the preventive measures among the vulnerable groups, and (3) increased capacity among the vulnerable people to cope with the Heatwave.

The direct project participants were daily-wage labourers working in congested areas (e.g., fruit & vegetable markets or on open roads), industry workers who work in the open (or with limited shade and drinking water), construction labourers working in the open areas, people with disabilities, and frontline health workers providing essential services. A key outcome has been local governments' increasing prioritisation of Heatwave as a real hazard, with increasing alignment with and support to humanitarian work on it; furthermore, by not only targeting some community members, but also by working alongside Rescue 1122, the scope and ongoing impact of a £35,000 project was more widely felt.



Temporary cooling facility in Sibi, Pakistan.
Photo Credit: Ready Pakistan



CASE STUDY: ZIMBABWE DROUGHT

Five agencies were awarded funding following the end of the rainy season in May 2022, which reported a lower than usual level of rainfall - as the ARV model did not activate, however, the Zimbabwe Start Ready funds were used as a contingent fund - paying out to agencies for parallel programming of cash or in-kind programming where markets were not viable. The areas targeted were validated 3 months after the activation by their inclusion in the GoZ National Rural vulnerability assessment, the ZimVAC. In line with Zimbabwe Cash Working Group standards, each agency distributed 3 months' worth of cash (\$12US per recipient, up to a cap of 4 or 5 people per household). In a PDM completed by Plan International in Bulilima, 100% of recipients reported having food-insecurity and healthcare as their main needs, followed by education and rent/housing costs. Most of the recipients did not have any source of income other than the assistance from this programme, and therefore buying large volumes of expensive food (e.g. 50 kg of mealie meal, as recommended from the agency) was challenging.

Recommendations included the project last from the stage when communities begin using negative coping strategies, and lasts until the end of the hunger season - or to provide in-kind food instead of cash. As a result, Start is adjusting its model in Zimbabwe in 2023/2024, exploring opportunities for more efficient timing to have the greatest impact with the available funding.



A woman taking care of her crops.
Photo Credit: Nutrition Action Zimbabwe



START FUNDS

The **Global Start Fund** is our flagship fund and finances humanitarian programmes in anticipation of and in response to under-the-radar, small- to medium-scale crises. Funding is disbursed within **72 hours** after members raise a crisis alert. This makes the Start Fund model one of the fastest humanitarian assistance financing mechanisms in the world.

Any member of the network can raise an alert for the **Global Start Fund**. In 2022, the global Start Fund surpassed a landmark of **£100M** disbursed funds since its first crisis alert was activated in 2014. The fund continues to resource humanitarian action world-wide, providing life-saving assistance in **43 countries** in 2022.

Our aim for the next three years is to grow the global Start Fund to a **£25M annual programme**, and increase the share of funding that goes directly to local and national Start Network member organisations. This will continue to catalyse locally led humanitarian action and further shift power and agency to local organisations that are uniquely positioned to bring in the perspectives of affected populations and contextual insight gained from their presence in the affected areas.



ALERT 640: ARMENIA

After disintegration of the USSR in the late 1980s, a long-simmering ethnic and territorial conflict followed in relation to the disputed Nagorno-Karabakh region, between Armenia and neighbouring Azerbaijan.

This has periodically exploded into protracted conflicts (such as the First and Second Nagorno Karabakh Wars) and occasional border clashes.

Since the Second Nagorno-Karabakh War in 2020, there have been ongoing attacks on both civilian and military positions along the Armenia-Azerbaijan border. The ceasefire that followed the war did not prevent subsequent incidents, including notable attacks in May and November 2021.

In September 2022, the border crisis escalated, leading to Azerbaijani forces launching artillery and heavy weapon attacks on Armenian positions. This resulted in the occupation of areas near Vardenis, Jermuk, Goris, and Sotk, affecting three border provinces that had not previously experienced conflict. Approximately 300 people lost their lives, and an estimated 7,600 individuals, primarily women, children, and older people, were internally displaced.

Just seven days after the initial clashes, Start Network members raised an alert to the Start Fund, highlighting the urgent needs of the displaced people. The Start Fund allocation committee unanimously voted to award funding and allocated £200,000 for agencies to respond.

ACTED, in collaboration with People In Need and Mission Armenia, was selected to lead the project, which included distributing vouchers and non-food items, providing mental health and psychosocial support for children, and supplying first aid, medical, and baby kits to health centers and mothers in the affected border provinces.



Distribution of food and hygiene supplies
(highlighted as most pressing need through a rapid needs assessment)
Photo Credit: People In Need Armenia



Within the emergency project 'Mission Armenia' provided psycho-social support to the conflict-affected people—both adults and children—in the border communities and helped them with food packages. The cooperation with Start Fund went smoothly, and Start Network was very flexible and responsive to the needs of the people. The project has positively impacted the target groups, especially those who left their homes after the attacks and later returned to continue to live in border areas.

ALLA HARUTYUNYAN

Vice President, Mission Armenia





ALERT 624: KENYA

Kenya has a history of election-related tension and violence, with the 2022 general election having been expected to be volatile as well. The Kenya National Cohesion and Integration Commission (NCIC) warned that there was a 53% chance of violence during the elections, and the Crisis Group said that the country's politics remained highly vulnerable to pre- and post-election violence.

In anticipation of pre- and post-election tensions, the Start Fund supported work on mitigation, preparedness and response. This aimed to reduce the adverse effects of violence by supporting people quickly and, where possible, facilitating dialogue and mediation. The grant enabled preparedness, positioning, and response in the event of a crisis, and provided a wider reach in key hot spot areas.

It focused on building relationships between politically and ethnically divided groups and promoting peace beyond the initial 45-day intervention period. The coordination between the alerting agencies and ACT Alliance ensured a comprehensive and coordinated response to address potential large-scale violence resulting from the election process.

The project was implemented only 10 days prior to the election, but it was still able to provide a positive impact. By working with local radio stations and religious leaders, the project quelled tensions and prevented violence. The project also provided cash to vulnerable women and girls, which helped them to meet their basic needs.



Alert 624 Kenya: Peace messaging in anticipation of election related tensions
Photo Credit: Start Network



ALERT 583: GUATEMALA

In February 2022, a spike in cold weather hit Guatemala, affecting agriculture and crop growth. This led to increased food insecurity and respiratory diseases among children. The crisis hit hardest in the Altiplano Occidental and Meseta Central regions, where the majority of at-risk populations live. Approximately 3,700 families (14,800 individuals) were affected and needed basic items and services to recover from food shortage, disease, and malnutrition.

NGOs in the region worked with local communities to assess needs and raise an alert to the Start Fund for emergency support. On 25 February 2022, CADENA (a Start Network INGO member), in consortium with ASECSA (a Start Network local member) and ADAM (a local partner), were selected to respond to this crisis.

They received £140,000 from the Start Fund to provide food baskets, blankets, clothes, bed sheets, agriculture kits (seeds and tools), and nutritious food kits for children, women, and the elderly. They also conducted Disaster Risk Reduction (DRR) workshops with communities to support increased resilience and early action ahead of crises. In addition, CADENA provided health services with medical consultation.

ADAM, ASECSA and CADENA worked together to reach 13,747 people affected by the landslide. This consortium distributed 2,299 food packages, 13,534 cold weather packages, and 1,847 nutritional kits for children, pregnant and lactating women. They worked with local leaders to ensure that the aid was distributed in a way that met the needs of the most vulnerable.

The NGOs reported that working together through the Start Fund allowed them to learn from one another. For example, CADENA learned about indigenous groups and practices, and ASECSA developed their understanding about fund processes. By working in partnership, they worked with communities that they were trusted in, reached the most vulnerable, and shared resources, ensuring appropriate and better humanitarian action.



Provision of nutritional kits, agricultural kits and NFIs in Guatemala
Photo Credit: Billy Estrada



The best benefit is that we were able to do something greater by working together, we served more families and we also learned one Agency from the other.

DIRECTOR OF HUMANITARIAN OPERATIONS
CADENA



This particular consortium has many possibilities for the future due to the programmatic areas and the strengths of each agency, which was complementary in this project.

REGIONAL COORDINATOR
ASECSA



ALERT NO9: NEPAL

On 9 October 2022, a landslide occurred in Kalikot, Nepal, destroying infrastructure, land and property. Many families were forced to use the community school as an immediate temporary shelter, leading to an increased risk of poor sanitation and hygiene. Start Fund Nepal was alerted on 12 October 2022.

One community member, a young woman named Sunita, was an active member of the ward-level children's network and had been advocating for proper adolescent health in Kalikot.

During the Start Fund Nepal response, she was part of the community workers providing hygiene and dignity kits to the women and girls in Kalikot. The kits included items such as combs, brushes, toothpaste, panties, sanitary pads, pieces of sanitary cloth, torches, ropes, bathing and washing soaps, and towels. With the kits in hand, Sunita could physically demonstrate their proper use and disposal to the women and adolescent girls.

Following this exercise, many girls have since embedded some of the hygiene components into their daily practice. They are now more aware of the importance of proper health and hygiene, and are taking steps to improve their own health and well-being.



Father carrying received winterisation materials (with daughter and wife) at Kaudena mun Sarlahi
Photo Credit: People in Need Nepal



My family consists of eight members but own only 3-pathi of barely productive land and relies on irregular earnings from hard labor and seasonal migration to India for survival. The landslides washed away several houses, cattle, food-stocks, and productive land in my community. As an unmanageable number of families resorted to using our community school as their temporary shelter site, I realized the high risk of poor sanitation and hygiene, mainly among women, the elderly and adolescents.

As an active member of the ward-level children's network, I have been advocating for proper adolescent health in Kalikot. I immediately launched a couple of awareness-raising programs to sensitize adolescents and women on the importance of proper health and hygiene. This was only possible through the hygiene and dignity kits provided to us by KIRDARC, World Vision and the Start Fund Nepal. The kits included items such as combs, brushes, toothpaste, panties, sanitary pads, pieces of sanitary cloth, torches, ropes, bathing and washing soaps, and towels. With the kits at hand, I could physically demonstrate their proper use and disposal to the women and adolescent girls. I am glad that many girls have embedded some of these hygiene components into their daily practice.

RINU

Kalikot



National Start Funds provide the same contingency funding at national level, where the power to decide and to act is held as locally as possible by community-based NGOs. National Start Funds in Bangladesh and Nepal continued to provide rapid, effective financing to their members, with the support of local governance and decision-making bodies comprising local, national and international NGOs.

Start Fund Bangladesh is a national Start Fund that currently has a total of 45 members, including 26 national and local NGO members. This fund has directly benefited 913,137 people since its inception in 2017.

About **61%** of Start Fund Bangladesh funds have been directly gone to local and national member agencies. Also, after its inception, Start Fund Bangladesh has influenced the increased participation of local actors in the decision-making process. The participation of local actors grew from 11% to 90% in allocation decision-making and 0% to 87% in project selection decision-making after the launch of Start Fund Bangladesh. Start Fund Bangladesh has increased the member agencies' capacity to respond by reducing the time to reach affected people as well as reduced management costs by directly funding more local agencies instead of passing it through multiple intermediaries which ensures faster time to reach the community we aim to support.

In 2022, Start Fund Bangladesh member agencies raised 5 alerts, all activated. These alerts were for in anticipation of cold waves and responding to flash flooding. There were **4 consecutive alerts for flash flooding that affected 7.2 million people** in Bangladesh. Start Fund Bangladesh has disbursed about **£1.2 million to reach about 112,000** people directly with support from the UK Government, the

Dutch Government, and the Center for Disaster Philanthropy. Our advocacy for local NGOs' access to funds has led to 54% of the allocated fund for these 4 alerts being directly accessed by local and national NGOs who are members of Start Fund Bangladesh.

Start Fund Nepal is funded by the UK's Foreign, Commonwealth and Development Office (FCDO). In 2022, local and national NGOs that actively participated in the co-design of the fund, joined the Start Fund Nepal membership, as the fund advances toward its plan to be majority locally led. Plans to establish a Nepal Forecast-based Warning, Analysis, and Response Network (FOREWARN).

In its first year (May 2022 to March 2023), Start Fund Nepal Phase II set-up, established and progressed with several major initiatives in Nepal, including:

- Expansion of the Start Fund Nepal governance structure and decision-making body with **50% LNNGO membership**,
- Rapid disbursements of a total **£502,796.25** in response to 5 alerts, two of which were anticipatory,
- A total of **15 locally led capacity sharing sessions and 9 introductory trainings for local and national NGOs** with positive feedback and requests for further trainings.

Disaster risk financing (DRF) is a structured approach that enables organisations to model, plan, and allocate funds for potential disasters. Start Network implements DRF programmes in eight countries, providing support for members to develop their own DRF systems. These systems allow organisations to apply for funding from Start Ready. By leveraging risk analysis, catastrophe modelling, and climate science, it becomes possible to predict and forecast the occurrence and impact of disasters on vulnerable communities.

This proactive approach enables organisations to have pre-planned responses and funding readily available when needed. DRF operates through three main components: utilising scientific data to quantify risks in advance, pre-planning and pre-costing crisis responses, and pre-positioning funds according to agreed-upon protocols. By implementing DRF, Start Network and its members enhance their capacity to respond effectively and support vulnerable communities in times of crisis.

Currently, there are active DRF programmes in Madagascar, Pakistan, Senegal, Bangladesh, the Democratic Republic of the Congo, the Philippines, Somalia and Zimbabwe.

Pakistan is vulnerable to hazards such as earthquakes, floods, and droughts. As such, it requires multi-hazard disaster risk financing. The DRF system in the Pakistan Hub allows members to receive forecasts of an oncoming crisis and release pre-agreed funding, depending on the severity of the predicted event.

In 2022 alone, this system was triggered three times in response to the Pakistan heatwave, which lasted from March to June. £128,085.55 was released to fund humanitarian efforts during the extreme weather event, which registered temperatures of almost 50 degrees Celsius.



Fishermen from different villages in Tagana-An, Surigao demonstrate the 'sinking and unsinking' of fishing boats during Start Network's visit last October 2022.
Photo Credit: Start Network

Forecast-Based Financing (FbF)

In 2022, Start Network and Welthungerhilfe (WHH) expanded the geographic scope of our collaborative FbF programme beyond Madagascar to include systems in Zimbabwe and Kenya. In these countries, the programme would address drought-related food insecurity through the use of scientific forecasting.

Start Network's primary roles included:



Assisting WHH to develop drought forecasting models and activation thresholds for each country



Hold donor funds for the programme and, if threshold levels are met, distribute this funding to programme custodians for implementation of anticipatory activities

If it was determined there would be a high risk of food insecurity, for instance, funds would quickly be provided to implementing partners (programme custodians) who would deliver certain pre-developed early action protocols (EAPs) so that rural communities would be protected from severe impacts. The programme was funded by the German Federal Foreign Office (GFFO).

Start Network's support improved the forecasting models in Madagascar and Kenya. In Madagascar, Start Network's advice to increase the number of years of historical data used to inform the model and use in-season data likely bolstered the model's accuracy. Further, Start Network's advice to use a Households Economic Approach helped WHH develop both their EAPs and fund allocation for their target populations. In Kenya, Start Network's advice helped WHH strengthen the model by supplementing from other forecasts and stakeholders.

Start Network effectively drew on its network to bring together an independent custodian selection panel of relevant government and other drought stakeholders. The presence of governmental stakeholders in the selection panel was significant for WHH and the other custodians in Zimbabwe as drought is a political issue with governmental stakeholders being crucial players.



Data assessment in Kindu, DRC
Photo Credit: MIDEFEHOPS ASBL

African Risk Capacity (ARC) is an African Union agency that helps its member states manage risks through insurance. Start Network uses the ARC Replica programme in Senegal, Somalia and Zimbabwe to work alongside governments to manage these risks. This funding approach is activated based on the outcome of disasters like droughts, cyclones, or floods. By securing funding before these events occur, humanitarian assistance can be provided promptly when needed, such as in dealing with food insecurity issues.

Member states of the African Union can purchase parametric insurance policies from ARC Ltd., which provide pre-agreed payouts based on specific scientific triggers. Non-governmental partners, such as Start Network, can purchase replica insurance policies under the same terms to expand coverage for at-risk populations.



A woman standing of what was left of her house.
Photo Credit: MIDEFHOPS ASBL



OVERVIEW

ARC REPLICA UPDATES: PROGRESS IN SOMALIA, SENEGAL AND ZIMBABWE

In Somalia:

- An ARC Replica policy was signed in October 2022
- Several workshops were held to customise the ARC Replica model.
- The model was successfully customised for crop growing and rangeland.
- A DRF system was put in place.

Senegal and Zimbabwe:

- The programme focused on capacity development, technical development, operations development, and evidence and advocacy.
- Following the provision of **£950,000** in 2020, Start Network supported the ARC Replica programme by providing **£1.3 million** from a donor to support technical assistance in Senegal, Somalia, and Zimbabwe.

2022 START FUNDS HIGHLIGHTS

Global Start Fund

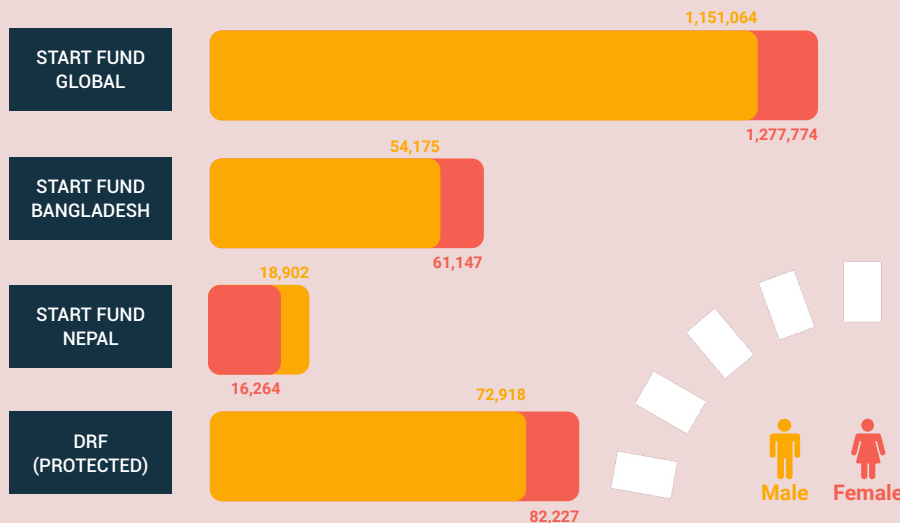
The global Start Fund disbursed over **£100 million** since 2014, with **102 alerts** raised in 2022. We were able to increase funding directly disbursed to L/NNGO members to **5%** and expand the fund's reach with [insert figure] new countries accessing funding for the first time. Total funding to L/NNGOs in countries where Start Network has L/NNGO presence is **21%**.

Seven Start Network members were awarded grants to implement community-led Monitoring, Evaluation, Accountability and Learning (MEAL) initiatives. A learning event took place in November 2022 to showcase some of the projects and findings. The event was attended by **126 participants** from across the membership as well as non-members.

Start Fund Nepal provided a leveraging fund for collaboration with the local and national governments. A matching fund led it to receive **£1.42 million** in funding from the British Embassy in Kathmandu. These funding initiatives fostered government ownership and replicability while extending support to a larger number of vulnerable communities.

In 2017 and again in 2019 through an extensive due diligence process, **Start Fund Bangladesh** included **26 local and national NGOs** in its membership, for whom the SFB secretariat has been providing extensive mentoring and capacity building support. The capacity building and mentoring support includes safeguarding system strengthening, organisational system strengthening, and continuous support for the alert cycle and programme management for Start Fund awarded agencies.

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



2022 START READY HIGHLIGHTS

Start Ready's first risk pool was launched in November 2021 at COP26 and went live in May, Risk Pool 1 covered **10** risks in **8** countries.

£4M

We launched Risk Pool 1 with £2.68 million in capital which was stretched 1.6 times, and increased to £4 million with additional £1.4 million added.

600,000

In the first year of Start Ready, we offered protection to almost 600,000 people.

7

Funds were received from seven donors: FCDO, the French Ministry for Europe and Foreign Affairs, Margaret A. Cargill Philanthropies, Ikea Foundation, Irish Aid, the Netherlands Ministry of Foreign Affairs and, SwissRe foundation

20%

20% of funds disbursed in the first risk pool went directly to local NGOs

37%

37% of contingency plans linked to Start Ready were led by local NGOs

46%

of Start Network funded projects met the maximum standards of the locally led framework and include community accountability mechanisms; 65% met the minimum standards of the locally led framework

35%

of Start Network funding flows through hub countries and goes directly to local and national organisations

5%

of Start Network's direct funding went to local organisations through the global Start Fund.

24%

of Start Network's indirect funding went to local organisations through the global Start Fund and Start Ready.

12%

Disbursed 12% of our funds directly to local organisations through Start Network initiatives and hubs

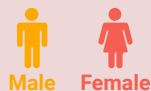
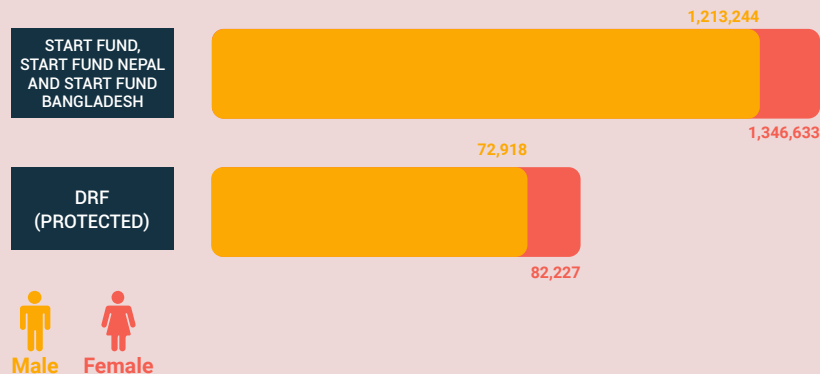
600 ALERTS

The Start Fund hit its 600th Alert in 2022. This year had the highest number of activated alerts ever since its inception in 2014. 102 alerts were raised, with 88 alerts of these funded.

£4.3M

delivered to communities as cash transfers/distributions through the global Start Fund.

Number of crisis-affected and/or at-risk people assisted through programme funds, disaggregated by age and gender:

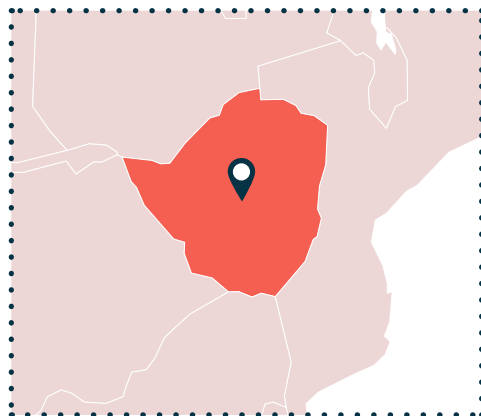


FOR THE **FIRST START READY RISK POOL**, THE FOLLOWING SYSTEMS WERE ACTIVATED IN FROM MAY 2022-MAY 2023:



SENEGAL, DROUGHT, 22 NOVEMBER 2022

| COUNTRY | | HAZARD TYPE | DATE OF ACTIVATION | START AND END DATE |
|-------------------|------------------|-----------------------|--------------------|-------------------------|
| Senegal | | Drought | 22 November 2022 | 19/12/2022 - 19/04/2023 |
| ANTICIPATED REACH | AMOUNT DISBURSED | MEMBERS INTERVENING | PARTNERS | SUBNATIONAL AREAS |
| 8,000 people | £330,000.18 | Action Against Hunger | FAFD | Matam région |



ZIMBABWE, DROUGHT, 22 MAY 2022

| COUNTRY | | HAZARD TYPE | DATE OF ACTIVATION | START AND END DATE |
|-------------------|------------------|--|-------------------------------|--|
| Zimbabwe | | Drought | 20 May 2022 | 21/05/2022 - |
| ANTICIPATED REACH | AMOUNT DISBURSED | MEMBERS INTERVENING | PARTNERS | SUBNATIONAL AREAS |
| 13,681 people | £471,271 | Plan International CAFOD Tearfund GOAL ACF | Caritas Hwange FACT NAZ | Bulilima Binga Bikita Buhera Mberengwa |



PAKISTAN, HEATWAVE, 5 JULY 2022



| COUNTRY | | HAZARD TYPE | DATE OF ACTIVATION | START AND END DATE |
|-------------------|------------------|-----------------------|--------------------------------------|-------------------------|
| Pakistan | | Heatwave | 5 July 2022 | 05/07/2022 - 04/08/2022 |
| ANTICIPATED REACH | AMOUNT DISBURSED | MEMBERS INTERVENING | PARTNERS | SUBNATIONAL AREAS |
| 16,040 people | £36,000 | HelpAge International | Civil Society Support Program - CSSP | Nawab Shah |



PAKISTAN, HEATWAVE, 29 JUNE 2022

| COUNTRY | | HAZARD TYPE | DATE OF ACTIVATION | START AND END DATE |
|-------------------|------------------|---------------------|--------------------|-------------------------|
| Pakistan | | Heatwave | 29 June 2022 | 29/06/2022 - 29/07/2022 |
| ANTICIPATED REACH | AMOUNT DISBURSED | MEMBERS INTERVENING | PARTNERS | SUBNATIONAL AREAS |
| 186,775 people | £35,000 | Help Foundation | n/a | Multan |



PAKISTAN, HEATWAVE, 21 JUNE 2022

| COUNTRY | | HAZARD TYPE | DATE OF ACTIVATION | START AND END DATE |
|-------------------|------------------|---------------------|-------------------------|-------------------------|
| Pakistan | | Heatwave | 21 June 2022 | 21/06/2022 - 05/08/2022 |
| ANTICIPATED REACH | AMOUNT DISBURSED | MEMBERS INTERVENING | PARTNERS | SUBNATIONAL AREAS |
| 82,750 people | £57,086 | Care International | Bright Star Development | Sibbi |



RELATIONSHIPS



In support of the diversity of humanitarian funding instruments, we seek to increase support to existing instruments, such as pooled funds like the Central Emergency Response Fund (CERF), IFRC's Disaster Relief Emergency Fund (DREF) as well as to the Start Network's Start Funds and Start Ready.

G7 MINISTERS' COMMITMENT TO INCREASE FINANCIAL RESOURCES FOR ANTICIPATORY ACTION



We collaborate and partner with others in a way that is equitable and sustainable, supporting our communities' priorities.

In 2022, Start Network collaborated with international civil society through the Civil 7 (C7) Group to develop policy recommendations and enter into dialogue with the G7. The C7 functions as the civil society group of the Group of Seven (G7) and is composed of representatives from NGOs worldwide. As part of the Humanitarian Assistance and Conflict Working Group of the C7, we advocated for the locally led and anticipatory action as focus areas for the G7.

JOINING FORCES FOR DISASTER RESILIENCE IN BANGLADESH

The Sundarban Coalition is an alliance of regional and national non-governmental organisations in coastal Bangladesh. The Local Coalition Accelerator, a project of the Share Trust, and Start Network have formed a new relationship as a result of their shared vision for locally driven humanitarian action. The Local Coalition Accelerator and the Start Network believe that a locally driven humanitarian system is best suited to lessen suffering and guarantee a dignified response for communities affected by crises.

The coalition aims to build disaster-resilient communities in a region particularly vulnerable to climate-related crises. The coalition will be funded by a grant of US \$500,000 from Margaret A. Cargill Philanthropies.

The majority of the funds will go directly to the coalition, enabling them to leverage their strength and capacity and contribute to the shift in power needed to decolonise the humanitarian sector. This will allow the coalition to respond to the needs of the vulnerable community quicker and in a more efficient way, and to understand the needs of the community better by developing local-level plans.



MEMBERSHIP ENGAGEMENT

Start Network works with its members to experiment with and scale new and innovative working methods, 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.

Through the 2022 membership survey, 95% members agreed that their membership is enabling them to meet their organisational priorities to some extent. Members reported that their membership resulted in changes to their organisational practices:



ANTICIPATORY/RISK-BASED ACTION

IMPROVEMENT OF INTERNAL POLICIES AND PROCEDURES

BUILDING EQUITABLE PARTNERSHIPS

ACCESS TO THOUGHT LEADERSHIP AROUND LOCALLY LED ACTION AND SYSTEMS CHANGE



We are very satisfied and feeling very proud to be a Start Network member. Start Network promoted our organisation from local to national organisation. Now we are able to secure funding and resources from Start Network and other humanitarian organisations.”

LNGO (MEMBERSHIP SURVEY RESULTS)

Furthermore, 82% of our members felt engaging with hubs has resulted in a change to their organisation practice in that country or region. Meanwhile, 90% of our members are satisfied with their membership and 87% of members would recommend that organisations similar to their own join the Start Network.

Among the nine benefits of membership to Start Network, members most frequently ranked the rapid response funding and risk based/ anticipatory funding (receiving 39 votes combined) in the top 2. The other most valuable benefits of the membership were:

BELONGING TO A GLOBAL HUMANITARIAN PEER GROUP (15 VOTES)

ADVOCACY AND PARTICIPATION IN GLOBAL CONVERSATIONS (13 VOTES)

THE ANNUAL ASSEMBLY (8 VOTES)

COMMUNITY-LED INNOVATION (7 VOTES)

TRAINING/ORGANISATIONAL STRENGTHENING (7 VOTES)

LEARNING PRODUCTS (4 VOTES)

TECHNICAL SUPPORT/ADVICE (3 VOTES)

We launched a new website that offers multilingual content, allowing greater collaboration among Start Network members. The website serves as an accessible portal for regular updates on plans and progress reports for members and donors. One new key feature is the new members portal where members can access online groups and key member resources centrally, register for events and update their information.

We collaborated with the Humanitarian Leadership Academy to launch new training courses on Disaster Risk Financing (DRF) and Crisis Anticipation via the Kaya platform.

2022 ANNUAL ASSEMBLY

The organisation held its first in-person Assembly since 2019 in London on 18-20 October, following two years of virtual Assembly meetings due to COVID restrictions. The event included virtual sessions on the first day, drawing 310 attendees from around the world. This was followed by two days of in-person deep dives, workshops, and networking. Members and stakeholders discussed and decided on key issues facing the network and the sector. The event was critical in revitalising member engagement and investment in the organisation's vision and strategic direction. 75% of our member organisations attended our 2022 Assembly in person.

75% OF OUR MEMBERS ATTENDED IN-PERSON IN LONDON

137 ATTENDEES FROM 16 COUNTRIES (PAKISTAN, INDIA, GUATEMALA, PACIFIC, KENYA, SOMALIA, UK, GERMANY, FRANCE, US, PALESTINE, MEXICO, BANGLADESH, NEPAL, IRELAND, QATAR)

89% OF OUR 39 MEMBERS WERE EITHER VERY SATISFIED (43%), OR SOMEWHAT SATISFIED (46%) WITH THEIR MEMBERSHIP IN THE NETWORK.

A successful weeklong HubConnect for our hubs
Photo Credit: Start Network



HUB CONNECT: ISTANBUL

Start Network hosted its first in-person Hub Connect Conference in Istanbul on 2-9 September 2022. The event brought together current, new, and prospective hubs to strengthen relationships, share learnings, and co-design the future of the hub model.

The conference aimed to:

BUILD SOLIDARITY AND PEER CONNECTIONS BETWEEN HUB LEADERS

SHARE AND CELEBRATE ACHIEVEMENTS OVER THE LAST THREE YEARS

ENABLE HUBS TO SHARE WHAT THEY HAVE LEARNED AND SUPPORT ONE ANOTHER

STRATEGICALLY WORK THROUGH DILEMMAS AND CREATE SOLUTIONS TO BOOST SUSTAINABILITY AND IMPACT

HUMANITARIAN RISK FINANCING WITH IDF AND OTHER PARTNERS

At COP26, the Insurance Development Forum (IDF) announced three major programs to connect the insurance sector's world-leading risk assessment capability to the challenges of building resilience to climate change.

The Global Risk Modelling Alliance (GRMA)
The GRMA will help countries build risk analytics capability. It will offer open-source technology and standards, a public good fund, and a technical assistance team. The GRMA will be funded by donors and the insurance industry.

- **THE GLOBAL RESILIENCE INDEX INITIATIVE (GRII)**

The GRII will provide a globally consistent model for the assessment of resilience. It will be a curated, open-source resource offering high-level metrics across different sectors and geographies. The GRII will be funded by the insurance industry and other partners.

- **START READY**

Start Ready will help communities get ahead of escalating climate risks through pre-arranged disaster risk financing. The IDF is providing expertise on using techniques such as risk pooling to ensure that funding can be stretched to protect more people. Start Ready is funded by the IDF and other partners.

In 2022, the IDF prioritised the establishment of an active and inclusive ecosystem for public-private collaboration. This included increased partnership with Start Network, through providing insurance and risk-pooling expertise to Start Ready operations in eight countries.

As Start Ready's first risk pool prepared to go live in the first quarter of 2022, IDF, Renaissance Re and Aon joined our Risk Modelling Steering Group and completed the majority of their technical support to the programme.

ANTICIPATORY ACTION WITH MAP ACTION

The Anticipatory Action and Disaster Risk Reduction Initiative, a trilateral partnership between the IDF, MapAction, and Start Network, launched in 2022.

The collaboration aims to expedite anticipatory action and disaster risk reduction in climate-vulnerable countries. IDF industry members actively support and fund MapAction, enabling the provision of geospatial and information management services that assist Start Network's membership in anticipating, preparing for, and responding to humanitarian emergencies. The partnership will remain in effect for three years, ensuring continuous efforts to enhance resilience in climate-vulnerable regions.

AFRICA AND ASIA-PACIFIC DIALOGUE PLATFORMS

Start Network co-organised and participated in the Africa and Asia Dialogue Platforms, showcasing its crisis anticipation efforts in these continents.

We highlighted anticipatory actions taken prior to disease outbreaks, cyclones and displacements in various countries. The Africa Dialogue Platform included a joint session with the Southern Africa-Indian Ocean Disaster Preparedness workshop, where Start Network shared experiences and approach to anticipatory action.

During the Asia-Pacific Dialogue Platform, Start Networked two sessions:

- Localising anticipatory action; challenges and solutions
- Managing uncertainties in risk finance models



Caption: Finalists at the Meet the innovators event, New Delhi, August 2023
Photo Credit: Seeds India

FORECAST-BASED, WARNING, ANALYSIS AND RESPONSE NETWORK

Forecast-Based, Warning, Analysis and Response Network (FOREWARN) is a multi-disciplinary, multi-stakeholder community of humanitarian professionals, scientists, academics, and risk experts who work together to drive early action. The Global FOREWARN expert pool is a group of researchers, academics, and scientists who provide advice on anticipatory projects led by Start Network members.



KEY ACHIEVEMENTS OF NATIONAL FOREWARN PROGRAMMES

BANGLADESH

In 2022, FOREWARN Bangladesh contributed to the development of national Early Action Protocols for cyclones, floods, cold waves, and landslides built relationships with government ministries, and led sessions at the Asia Pacific and Global Dialogue Platforms. The FOREWARN Community in Bangladesh grew to 68 experts, and FOREWARN experts are supporting the development of a Cyclone Classifier Model and working with national FbF actors in the National Anticipatory Action Working Group. The experts pool also supports the Disaster Risk Financing programme of Start Network in Bangladesh, through supporting risk analytics, model development, and early action identification.

MADAGASCAR

In 2022, the FOREWARN team in Madagascar strengthened the technical capacity of the Met Department, automated cyclone forecasting, and developed a national AA framework. They also finalized the Terms of Reference for the expert groups, conducted a vulnerability assessment, and developed a cyclone forecast visualization tool. It activated an alert for Cyclone Batsirai on February 2 and again for Cyclone Emnati on February 20. The total activation amount was £635,201 awarded with only £366,689 used in implementation.

PAKISTAN

In Pakistan, workshops were held for local and national stakeholders on hazard risk insurance, modelling, and monitoring. The FOREWARN expert group was launched in July 2022, and fellowship awards for research into hazard anticipation were announced. MPhil and PhD students were engaged as fixed-term junior analysts for disaster forecasting and monitoring of risk hazards

PHILIPPINES

FOREWARN Philippines represented Start Network in the UN CERF AA Pilot for Tropical Cyclones, joined the AA Core partnership, supported the AA Technical Working Group, provided capacity building support to MOVE-UP Consortium, contributed to the organization of the APDP, and hosted sessions in both the APDP and Global Dialogue Platforms. They also held a scientific forum on the phenomenon of Tropical Cyclone Rapid Intensification in the Philippines. An MoU and a Data Sharing Agreement were signed with the University of the Philippines Resilience Institute, growing the expert group to 15, of whom 7 actively engage in risk monitoring.

DONORS AND DONOR ENGAGEMENT

Start Network collaborates with a variety of donors from all over the world who are enthusiastic about our goal of a transformed humanitarian system.

The network engaged with donors by providing regular updates on program progress, updates on the Start Fund Accountability and Assurance Framework, and plans for funding access for local and national members, specifically those on Tier 2 of the Due Diligence framework.

This year we have had a successful year from a resource mobilisation perspective as we have managed to maintain our core strategic donors, such as FCDO, which has agreed a new three year grant valued at £36 million,...while securing a new exciting partnership with Swiss Re Foundation, Start Network's first corporate partnership. Swiss Re will be enabling our work around anticipatory action, and allow us to advance further on our commitment around locally led action.

To scale up early humanitarian action in the Philippines, Swiss Re Foundation is providing US 702,000 to Start Network. The funding will be used to build and develop Start Ready's system in the Philippines and contribute towards prepositioned funds for communities' protection before a crisis hits. The funding will also support the build-up of evidence to demonstrate the impact and effectiveness of anticipatory measures and a pooling mechanism that will allow Start Network to partner more widely with institutional humanitarian funders.

For 2023 the pipeline is strong and there are some new corporates and multiyear pledges in sight.

DONORS



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra



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

STRENGTHENING OUR CONNECTIONS



Start [Network] has increased the visibility and confidence that partners give to our organisation and thus allows us to access other sources of funding.

L/NGO MEMBER



Where Start Network really adds value for me is that it is willing to take risks. I think that it is bringing really important thinking to the table. Often there is a lot of risk aversion and often for very good reasons, but I think SN is really able to take considered and measured risks, which creates space for others to do the same."

INGO
member



As a local organisation the Start Fund initiatives are very important for the local organisations and some national organisations, and we are very satisfied from the use of these."

L/NGO MEMBER



ACRONYMS

| | |
|-----------------|---|
| ADRRN | Asian Disaster Reduction and Response Network |
| AFPE | 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 Network |
| G7 | Group of Seven |

| | |
|------------------|--|
| IDC | International Development Committee |
| IDEA | Initiative for Development and Empowerment Axis |
| IHH | India Humanitarian Hub |
| INGO | International non-governmental organisations |
| L/NGO | Local non-governmental organisations |
| L/NGGO | Local or 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 |



OUR NOMENCLATURE

The Start Network charity supports a growing number of humanitarian agencies across the world (the network/the membership), working together to revolutionise the global humanitarian system. The network is made up of more than 80 non-governmental organisations across six continents, ranging from large international organisations to local and national NGOs. As the charity and network decentralise into regional and/or national bodies driven by local organisations and priorities (hubs), a network of networks will emerge and continue to work together towards sector-wide change, with the charity evolving into a service provider.

The UK based charity can be referred to as:

Start Network

The charity

The charity's wider network of member organisations can be referred to as:

The network

the membership/the wider membership

The membership, hubs and partners can collectively be referred to as:

The network of networks

Reference to 'we' 'us' and 'our' primarily denotes the charity/
Start Network but may sometimes include the network of fullstop

Start Ready in the Philippines during a donor visit
Photo Credit: Start Network



TRUSTEES REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31 DECEMBER 2022

Registered Number: 09286835
Charity Number: 1159483

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2022

| | |
|--------------------------------------|--|
| Trustees | Amad Muhammad Anwer Iqbal Benjamin Laniado Kassin Binny Prabhakar Glyn Isherwood (Treasurer) Malcolm David Spence Mohammed Nadeem Noreen McGrath Gumbo Oenone Kate Chadburn Sanjayan Srikanthan (Chair) |
| Company registered number | 09286835 |
| Charity registered number | 1159483 |
| Registered office | Albert House 256 – 260 Old Street London, EC1V 9DD |
| 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 2022

The Start Network trustees present their Annual Report together with the audited financial statements of the charity for the year 1 January 2022 to 31 December 2022. 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), second edition (October 2019), 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 2019).

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. SCUK is incorporated under the name of Save the Children Fund, 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

In 2022, whilst SCUK continued to act as Grant Custodian to Start Network hosting some of Start Network's activities, we actively explored opportunities to widen the network of grant custodians to include other member agencies. The role of grant custodian is principally to host and deliver Start Network's activities, in furtherance of its charitable objectives, to the highest standards and impact, while managing its own risks.

This role includes serving 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

3

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.

Whilst employing a grant custodian reduces risk overall, this may also bring other inherent third-party risks. Since incorporation, Start Network also began building capacity to accept and manage grants directly from donors, and signed its first grant agreement in 2021. In June 2022, Start Network Board of Trustees approved the recommendation to continue to build Start Network's grant management capacity with the goal of moving away from the grant custodian agreement with SCUK.

Our Vision and Mission

The Start Network charity supports a growing membership of aid agencies across the world (the Network), working together to revolutionise the global humanitarian system. The Network is made up of more than 80 non-governmental organisations across five continents, ranging from large international organisations to local and national NGOs.

Our vision is for a locally led humanitarian system that is accountable to people affected by and at risk of crises to save more lives, promote dignity and protect people from loss and harm.

Our mission is to drive system-level shifts in the way humanitarian action is approached, resourced and delivered, by demonstrating powerful alternatives for collaborating, financing and operating.

Our Values

Underpinning all 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.

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- **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.

Our Strategic Priorities

The events in recent times 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. From 2021-2023, our 3 Year Strategic Priorities are:

- Shifting power and resources and decentralising decision-making to locally led networks and organisations.
- Shifting network resources directly to local and national organisations to act collaboratively in response to/ahead of neglected and predictable crises.
- Shifting network practice and behaviour, to be flexible, risk willing, anti-racist, anti-colonial and driven by community priorities.

For 2022, we agreed to prioritise the following activities:

1. To grow and expand our network of networks of locally led country and regional hubs by incubating and transitioning them to become independent entities
2. To resource and improve our family of global and local funds and risk financing tools by focusing on quality of collaboration, operations and accessibility to them by local organisations
3. To build a body of evidence and good practice in support of locally led innovative and sustainable humanitarian action through reflection, iteration and peer learning.

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4. To scope and develop new financial, operating and risk models to support the shift to a locally led, decolonised, distributed network.

During the year, we have performed well against our targets that measure the above activities making significant progress towards our 3 Year Strategic Priorities.

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:

- crisis-affected communities, who receive higher quantity and quality of assistance
- 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
- taxpayers and donors, who see their contributions managed more efficiently and transparently

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OVERVIEW OF PERFORMANCE IN 2022

With thanks to our trustees, members, supporters and staff, we made substantial progress toward achieving our mission and collective ambition of transforming an outdated humanitarian system.

Performance Highlights¹

- We strengthened our network of networks by increasing the number of hubs to 11 and our total membership to 84, including 28 new members from Pakistan and Afghanistan. This takes our percentage of local and national organisations to 56% of our total membership.
- We have had the most active year to date across our family of funds disbursing more than £24 million in total in 2022 in anticipation and response to humanitarian crises worldwide. Of this, our global Start Fund disbursed more than £20 million to members in 2022, bringing our total to £107 million since inception across more than 660 alerts and assisting 27 million people since the Start Fund mechanism began. In addition, national Start Funds in Nepal and Bangladesh continued to disburse £1.7 million locally in 2022. Start Ready, our pre-positioned funding mechanism, went live in the year with a close to £3 million risk pool covering 8 hazards in 6 countries. It has since triggered 3 times disbursing funds ahead of crises in Pakistan, Zimbabwe and Senegal.
- Across our initiatives, we disbursed 35% of our funds directly to local organisations, far exceeding the Grand Bargain target of 25%².
- We had an inspiring meeting of all hubs in Istanbul and Assembly with 85% of our members joining in-person in London. Our CEO attended the Pakistan hub's first assembly of its now 53 international, national and local members.
- We amplified the voices of local and national organisations and increased our engagement on climate related emergencies and our mitigation to climate risks. We and our local and global members participated in G7, G20, COP27, the UN Economic and Social Council, the Global Africa and Asia Dialogue Platforms on anticipatory action

¹ Start Network works closely with Save the Children UK, which manages a number of programmes on its behalf, including the global and local Starts Funds and other disaster risk financing mechanisms.

² <https://interagencystandingcommittee.org/grand-bargain-official-website/caucus-funding-localisation-endorsement-three-recommendations-march-2023>

- We initiated the development of our business and financial models for Start Network, the charity along with four hubs, as part of our journey to becoming a network of networks

For more information and case studies please refer to our Annual Review 2022

PLANS FOR 2023

For 2023, we plan to build upon 2022 achievements and we have identified the following strategies priorities for 2023 against our 2021–2023 Strategy.

- We will grow and expand our network of networks of locally led country and regional hubs by:
 - Supporting the five existing hubs reach independence
 - Incubating three-four new hubs
 - Progressing membership transition
 - Growing membership in line with locally-led targets and based on learning and affordability.
- We will resource and improve our family of global and local funds and risk financing tools by:
 - Growing Start Funds/Start Ready 'fuel' to support our growing membership
 - Improving access/inclusivity by local members to funds/finance
 - Consolidate, test and evidence existing/emerging Disaster Risk Financing (DRF) programmes
- We will build evidence and good practice for locally led innovative sustainable action by:
 - Evidencing and promoting network value, impact and systems change
 - Developing a portfolio approach to innovation practice and peer learning
 - Prototyping and testing new initiatives and ways of working
- We will improve the effectiveness and sustainability of the organisation and network by:
 - Improving internal systems to be more efficient and aligned with contexts where we work
 - Improving staff pay structures, engagement, learning and development, well-being

- c. Exploring new partnerships and services opportunities

FINANCIAL REVIEW

Start Network's income in 2022 was £6,424,000 compared to £5,648,000 in 2021. This is an increase of 14% mainly due to Start Network increasingly taking on grants directly, over and above those received via the grant custodian arrangement with SCUK plus the ability to secure new income from new strategic donors.

Income from Donations

Restricted Income

In 2022 Start Network recognised a total of £3,078,000 (2021: £2,827,000) restricted income to support the work of the Start Network charity. More specifically, these funds were for activities relating to communications, network development, grant management, operations, and staff costs.

Unrestricted Income

In 2022 Start Network also received a total of £2,778,000 (2021: £2,352,000) in unrestricted income. £1,806,000 (2021: £1,230,000) 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 £972,000 (2021: £1,122,000) 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 £497,000 in membership fees in 2022 (2021: £469,000). 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.

Analysis of Expenditure

Total expenditure for 2022 was £7,914,000 (2021: £3,246,000) of which £530,000 (2021: £376,000) was allocated to raising funds. The remaining £7,384,000 (2021: £2,870,000) was split with £2,481,000 (2021: £1,892,000) being allocated as direct costs, including staffing and £3,935,000 (2021: £544,000) of programme disbursements. £968,000 (2021: £1,004,000) was allocated to support costs such as HR costs and rent.

Summary of Financial Position

Start Network ended the year with total funds of £5,101,000 (2021: £6,591,000), of which £1,759,000 (2021: £2,441,000) are restricted funds. 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

The Finance and Audit Committee consider significant external events that could affect our financial position when creating financial scenarios used for budgeting purposes including changes to UK government funding from the Foreign and Commonwealth Development Office (FCDO), rising Energy costs and Cost of Living crisis.

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 and scope of our work has expanded. After launching 'Start Ready', an innovative financial instrument which pools risk and funding to protect a larger number of people by releasing funding prior to a crisis, in 2021, we were able to build on the momentum this created and brought in some new donors in 2022 and managed to secure long-term grants from key strategic long-term partners. For example, Swiss Re, a

global corporate, has agreed to support our anticipation work for the next two years and FCDO has also committed to this project for the next three years.

Beyond this, FCDO has agreed to support the Global Start Fund for the next three years which will be transformation for our rapid response work.

We would also like to mention our national funds, whose long-term sustainability is of critical importance to us. Resource Mobilisation efforts have focused in this area of our work in 2022 and we were able to bring in new funders to support our expanded area of work in Bangladesh; such as the Swiss Embassy, Centre for Disaster Philanthropy and the Share Trust; and for Nepal, FCDO Nepal has committed to a new two-year grant after the initial pilot due to the impact the programme managed to have during its first year.

Finally, 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 2023 - 2024 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.

Therefore, the trustees continue to adopt the going concern basis of accounting in preparing the annual financial statements. The trustees have also considered global financial impacts as part of the Going Concern review and 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 reserves policy that is reviewed and approved by the Board of Trustees on at least an annual basis.

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

- a temporary loss of income, e.g. a short-term deficit in cash
- 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

Start Network has set a reserves level in the range of £1.6 million to £2.1 million. These reserves are to cover our legal strategic and risk-based obligations and any designated reserves.

Start Network ended the year with total funds of £5,101,000 (2021: £6,591,000), of which £1,759,000 (2021: £2,441,000) are restricted, and a further £421,000 and £189,000 cover grant commitments and operating lease commitments respectively.

At the end of 2022, the level of free reserves held was £2,732,000 (2021: £4,118,000) which is higher than our range of £1,600,000 to of £2,100,000. However, budgets are prepared on two-year cycle with intention to maintain reserves within the agreed range by the end of the second year. 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 management of 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
- quarterly Risk and Compliance Committee meetings
- a risk management policy and framework outlining procedures, processes and systems to communicate and manage the risks identified
- a organisational risk register that captures both strategic and operational risks identified and assessed by the Senior Management Team

The risk management policy, framework and organisational risk register contribute 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 and 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; Politically Exposed Person and sanction checks. |
| Finance and Fundraising | Failure to comply with conditions of funding could result in loss of donor, disallowance or reduction in funds. In addition, the economic situation globally results in the loss of donors or reduction in key grants and impacts the delivery of programs or critical activities | Audit processes in place; maintain good relationships with donors. Grant management function enhanced to ensure focussed donor compliance. Funding base becoming more diverse with new donors added and funders supporting new areas of business such as hubs and charity development. |
| Safeguarding | Our staff, members, partners, or beneficiaries could suffer from sexual exploitation and abuse, bullying or harassment. | Policies and procedures reviewed regularly and communicated to all. 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. |

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| Risk | Risk Description | Control Measures in Place |
|--|---|--|
| Staff Wellbeing & Retention | 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. Risk of poor staff retention. | More focus on manager training including well-being. Creation of a well-being support group. Pay and package reviewed and brought into alignment with the wider sector Dispersed team hiring model reviewed and greater parity across staff |

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.

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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 based on their individual skills in certain 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 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 |
| Human Resources 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 CEO who is responsible for the vision, strategy and programmatic activities of the organisation and a CFOO 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 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

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- 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 (Chair)

Date: 28/06/2023

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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 ended 31 December 2022 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 view of the state of the charitable company's affairs as at 31 December 2022 and of 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 the 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 of 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; or

- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' 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 as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

17 July 2023

START NETWORK (A company limited by guarantee)
REGISTERED NUMBER: 09286835
STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2022

| | Note | Restricted funds 2022 £000 | Unrestricted funds 2022 £000 | Total funds 2022 £000 | Total funds 2021 £000 |
|------------------------------------|---------|----------------------------------|------------------------------------|-----------------------------|-----------------------------|
| INCOME FROM | | | | | |
| Donations and legacies | 3 | 3,078 | 2,778 | 5,856 | 5,179 |
| Charitable activities | 4 | - | 568 | 568 | 469 |
| TOTAL INCOME | | 3,078 | 3,346 | 6,424 | 5,648 |
| EXPENDITURE ON: | | | | | |
| Raising Funds | 5, 6, 7 | 137 | 393 | 530 | 376 |
| Charitable Activities | 6, 7 | 3,623 | 3,761 | 7,384 | 2,870 |
| | | 3,760 | 4,154 | 7,914 | 3,246 |
| NET INCOME | | (682) | (808) | (1,490) | 2,402 |
| NET MOVEMENT IN FUNDS | | (682) | (808) | (1,490) | 2,402 |
| RECONCILIATION OF FUNDS | | | | | |
| Total funds brought forward | | 2,441 | 4,150 | 6,591 | 4,189 |
| Net movement in funds | | (682) | (808) | (1,490) | 2,402 |
| TOTAL FUNDS CARRIED FORWARD | | 1,759 | 3,342 | 5,101 | 6,591 |

The Statement of Financial Activities includes all gains and losses recognised in the year. The notes on pages 29 to 45 form part of these financial statements.

START NETWORK (A company limited by guarantee)
REGISTERED NUMBER: 09286835
BALANCE SHEET
AS AT 31 DECEMBER 2022

| | Note | 2022 £000 | 2021 £000 |
|--|----------|--------------|--------------|
| CURRENT ASSETS | | | |
| Debtors | 12 | 1,060 | 427 |
| Cash at bank and in hand | | 4,484 | 7,118 |
| | | <u>5,544</u> | <u>7,545</u> |
| Creditors: amounts falling due within one year | 13 | (443) | (954) |
| NET CURRENT ASSETS | | <u>5,101</u> | <u>6,591</u> |
| TOTAL NET ASSETS | | <u>5,101</u> | <u>6,591</u> |
| CHARITY FUNDS | | | |
| Restricted funds | 14,15,16 | 1,759 | 2,441 |
| Unrestricted funds | 14,15,16 | 3,342 | 4,150 |
| TOTAL FUNDS | | <u>5,101</u> | <u>6,591</u> |

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: 28/06/2023

The notes on pages 29 to 45 form part of these financial statements.

START NETWORK (A company limited by guarantee)
REGISTERED NUMBER: 09286835
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2022

| | 2022 £000 | 2021 £000 |
|---|----------------|--------------|
| Cash flows from operating activities | | |
| Net cash used in operating activities | <u>(2,634)</u> | <u>3,036</u> |
| Change in cash and cash equivalents in the year | <u>(2,634)</u> | <u>3,036</u> |
| Cash and cash equivalents at the beginning of the year | 7,118 | 4,082 |
| Cash and cash equivalents at the end of the year | <u>4,484</u> | <u>7,118</u> |
| The notes on pages 29 to 45 form part of these financial statements. | | |
| Reconciliation of net movement in funds to net cash flow from operating activities | | |
| | 2022 £000 | 2021 £000 |
| Net income for the period (per Statement of Financial Activities) | <u>(1,490)</u> | <u>2,402</u> |
| Adjustments for: | | |
| (Increase)/decrease in debtors | (633) | 268 |
| Increase/(decrease) in creditors | (511) | 366 |
| Net cash provided by operating activities | <u>(2,634)</u> | <u>3,036</u> |
| Analysis of cash and cash equivalents | | |
| | 2022 £000 | 2021 £000 |
| Cash in bank and in hand | <u>4,484</u> | <u>7,118</u> |

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 Albert House, 256-260 Old Street, London, EC1V 9DD.

2. Accounting Policies

2.1 Basis of Preparation of Financial Statements

The financial statements have been prepared in accordance with the Charities SORP second edition (October 2019) (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 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) 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.

2.2 Going Concern

The Trustees of the Start Network have reviewed its financial position, taking into account the budget for 2023 - 2024 presented by management, the scenarios developed, the charity's current levels of reserves and cash; they have concluded charity has sufficient access to resources to remain operational for at least the next 12 months from the date of this report.

Therefore, 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 global financial impacts 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 this 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

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 Grants Making

Grant expenditure which does not involve the receipt of goods or services by Start Network, including payments to partner NGOs, is recognised either when the cash is paid to a third party or, if earlier, when an irrevocable commitment is made to pay out funds to a third party.

2. Accounting Policies (continued)

2.6 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.

2.7 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.

2.8 Liabilities and Provisions

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

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

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

2.9 Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. Accounting Policies (continued)

2.10 Operating Leases

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

2.11 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.

2.12 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.

2.13 Estimates and Judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

The trustees consider that there are no key sources of estimation uncertainty as at 31 December 2022, however the following critical accounting judgements have been identified below:

- **Cost allocation:** The cost allocation methodology requires judgement as to what are the most appropriate bases to use to apportion support costs. Support costs are allocated between costs of raising funds and charitable activities primarily based on staff numbers employed on those areas during the period.

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

3. Income from Donations and Legacies

| | Restricted funds 2022 £000 | Unrestricted funds 2022 £000 | Total funds 2022 £000 | Total funds 2021 £000 |
|--|-------------------------------------|---------------------------------------|-----------------------------|-----------------------------|
| Grants | | | | |
| ICR (Indirect cost recovery) | - | 1,806 | 1,806 | 1,230 |
| Mac Philanthropies | 1,239 | - | 1,239 | 378 |
| Dutch Ministry of Foreign Affairs | - | 972 | 972 | 1,122 |
| Foreign, Commonwealth and Development Office (FCDO) | 439 | - | 439 | 288 |
| IKEA Start Ready | 425 | - | 425 | - |
| Foreign, Commonwealth and Development Office (FCDO) Innovation | 416 | - | 416 | 32 |
| Swiss Re | 224 | - | 224 | - |
| CDP Bangladesh | 214 | - | 214 | - |
| Share Trust – LCA Bangladesh | 72 | - | 72 | - |
| Swiss Embassy Bangladesh | 33 | - | 33 | - |
| ARC Replica | - | - | - | 8 |
| Hilton Foundation | - | - | - | 1,840 |
| French Ministry | - | - | - | 212 |
| Other grants | 16 | - | 16 | 69 |
| Total grants | 3,078 | 2,778 | 5,856 | 5,179 |
| Total 2021 | 2,827 | 2,352 | 5,179 | |

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START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

4. Income from Charitable Activities

| | Restricted funds 2022 £000 | Unrestricted funds 2022 £000 | Total funds 2022 £000 | Total funds 2021 £000 |
|----------------------------------|-------------------------------------|---------------------------------------|-----------------------------|-----------------------------|
| Membership income | - | 497 | 497 | 469 |
| Costs recharged to third parties | - | 71 | 71 | - |
| Total 2022 | - | 568 | 568 | 469 |
| Total 2021 | - | 469 | 469 | |

5. Total Expenditure

Summary by fund type

| | Restricted funds 2022 £000 | Unrestricted funds 2022 £000 | Total funds 2022 £000 | Total funds 2021 £000 |
|-----------------------|-------------------------------------|---------------------------------------|-----------------------------|-----------------------------|
| Raising Funds | 137 | 393 | 530 | 376 |
| Charitable activities | 3,623 | 3,761 | 7,384 | 2,870 |
| Total 2022 | 3,760 | 4,154 | 7,914 | 3,246 |
| Total 2021 | 855 | 2,391 | 3,246 | |

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START NETWORK (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

6. Expenditure on Raising Funds

| | Restricted funds 2022 £000 | Unrestricted funds 2022 £000 | Total funds 2022 £000 | Total funds 2021 £000 |
|---|-------------------------------------|---------------------------------------|-----------------------------|-----------------------------|
| Wages and salaries | 80 | 152 | 232 | 193 |
| Social security costs | 2 | 26 | 28 | 20 |
| Contribution to defined contribution pension schemes | 1 | 13 | 14 | 10 |
| Other direct costs | 5 | 41 | 46 | 5 |
| Support costs | 49 | 161 | 210 | 148 |
| Total 2022 | 137 | 393 | 530 | 376 |
| Total 2021 | 40 | 336 | 376 | |

7. Analysis of Expenditure by Activities

| | Direct costs 2022 £000 | Support costs 2022 £000 | Total funds 2022 £000 | Total funds 2021 £000 |
|-----------------------|------------------------------|-------------------------------|-----------------------------|-----------------------------|
| Raising Funds | 320 | 210 | 530 | 376 |
| Charitable activities | 6,416 | 968 | 7,384 | 2,870 |
| Total 2022 | 6,736 | 1,178 | 7,914 | 3,246 |
| Total 2021 | 2,268 | 978 | 3,246 | |

START NETWORK (A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

7. Analysis of Expenditure by Activities (continued)

Analysis of direct costs of charitable activities

| | Charitable activities 2022 £000 | Charitable activities 2021 £000 |
|-----------------------------------|--|--|
| Staff costs | 1,285 | 1,113 |
| Consultancy and professional fees | 711 | 241 |
| Communications and marketing | 172 | 107 |
| Legal fees | 55 | 34 |
| Travel | 258 | 1 |
| Programme disbursements | 3,935 | 544 |
| Total 2022 | 6,416 | 2,040 |
| Total 2021 | 2,040 | |

Analysis of support costs

| | 2022 £000 | 2021 £000 |
|------------------------------|--------------|--------------|
| Staff costs | 575 | 390 |
| Rent and utilities | 227 | 225 |
| Internet services | 27 | 28 |
| HR supplier | - | - |
| Finance | 8 | 8 |
| Finance and IS setup costs | 24 | 28 |
| Recruitment | 34 | 19 |
| Training | 58 | 61 |
| IT costs | 156 | 60 |
| Events | 48 | 42 |
| Insurance | 43 | 27 |
| Other overheads | 29 | 49 |
| Foreign exchange loss/(gain) | (51) | 41 |
| Total | 1,178 | 978 |

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

8. Grant Making

During the year, Start Network made material grants (those in excess of £50k in 2022) to the following partners in order to deliver programmes line with the charity's objectives.

No grants were paid to individuals in the year.

| Partner Organisations/Institutions | 2022 £000 | 2021 £000 |
|--|--------------|--------------|
| Save the Children UK | 1,881 | 112 |
| Asociacion de Servicios Comunitarios de Salud (ASECSA) | 587 | 287 |
| MIDEFEHOPS | 317 | 65 |
| Care Philippines | 274 | - |
| Action Against Hunger (AAH) | 200 | - |
| Eco Social Development Organisation (ESDO) | 136 | - |
| Help Foundation | 78 | - |
| Sustainable Environment and Ecological Development Society (SEEDS) | 75 | - |
| Pacific Islands Association of NGOs (PIANGO) | 68 | - |
| Initiative for Development and Empowerment Axis (IDEA) | 68 | - |
| Other | 253 | 80 |
| Total | 3,937 | 544 |

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START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

9. Staff Costs

| | 2022 £000 | 2021 £000 |
|--|--------------|--------------|
| Wages and salaries | 1,843 | 1,488 |
| Social security costs | 207 | 157 |
| Contribution to defined contribution pension schemes | 83 | 81 |
| | 2,133 | 1,726 |

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

| | 2022 No. | 2021 No. |
|---|-------------|-------------|
| Executive | 2 | 2 |
| Finance and Operations | 13 | 11 |
| Communications | 5 | 5 |
| Evidence | 4 | 6 |
| Innovation | 2 | 3 |
| Network Development and Member Engagement | 6 | 6 |
| Resource Mobilisation | 6 | 5 |
| Start Ready | 1 | - |
| | 39 | 38 |

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

| | 2022 No. | 2021 No. |
|--------------------------------|-------------|-------------|
| In the band £60,001 - £70,000 | - | - |
| In the band £70,001 - £80,000 | - | - |
| In the band £80,001 - £90,000 | - | 1 |
| In the band £90,001 - £100,000 | 2 | 1 |

Total key management personnel remuneration (including pension costs) in the year was £220,317 (2021: £204,906).

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START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

10. Trustees' Remuneration and Expenses

During the year, no Trustees received any remuneration or other benefits (2021: £nil).

During the year ended 31 December 2022, expenses were reimbursed or paid directly to 2 Trustees for a total of £380 for travel expenses (2021: NIL Trustees):

11. Auditors' Remuneration

| | 2022 £000 | 2021 £000 |
|--|--------------|--------------|
| Fees payable to the Charity's auditor for the audit of the Charity's annual accounts | 20 | 20 |

12. Debtors

| | 2022 £000 | 2021 £000 |
|--------------------------------|--------------|--------------|
| Trade debtors | 783 | 277 |
| Prepayments and accrued income | 261 | 118 |
| Other debtors | 15 | 32 |
| | 1,059 | 427 |

13. Creditors: Amounts falling due within one year

| | 2022 £000 | 2021 £000 |
|--|----------------------|----------------------|
| Trade creditors | 195 | 319 |
| Other taxation and social security | 47 | 45 |
| Other creditors | 12 | 14 |
| Accruals and deferred income | 189 | 576 |
| | 443 | 954 |
| | 2022 £000 | 2021 £000 |
| Deferred income at 1 January 2022 | 425 | 172 |
| Resources deferred during the year | - | 425 |
| Amounts released from previous periods | (425) | (172) |
| Deferred income at 31 December 2022 | - | 425 |

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START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

14. Statement of Funds

Current year

| | Balance at 1 January 2022 £000 | Income £000 | Expenditure £000 | Transfers in/out £000 | Balance at 31 December 2022 £000 |
|---|---|----------------|---------------------|-----------------------------|--|
| Unrestricted funds | | | | | |
| General funds – all funds | 4,150 | 3,346 | (4,154) | - | 3,342 |
| | 4,150 | 3,346 | (4,153) | - | 3,342 |
| Restricted funds | | | | | |
| FCDO (formerly DFID) | - | 439 | (285) | - | 154 |
| Irish Aid | - | 7 | (7) | - | - |
| CDP Bangladesh | - | 214 | (213) | - | 1 |
| FCDO Innovation (formerly DFID Innovation) | 105 | 416 | (473) | - | 48 |
| Hilton Foundation | 1,755 | - | (1,748) | - | 7 |
| IKEA – Start Ready | - | 425 | (413) | - | 12 |
| Mac Philanthropies | 361 | 1,239 | (342) | - | 1,258 |
| Share Trust – LCA Bangladesh | - | 72 | (71) | - | 1 |
| Swiss Embassy Bangladesh | - | 33 | (15) | - | 18 |
| Swiss RE | - | 224 | (92) | - | 132 |
| French Ministry | 212 | - | (63) | - | 149 |
| Other restricted funds | 8 | 9 | (38) | - | (21) |
| | 2,441 | 3,078 | (3,760) | - | 1,759 |
| Total of funds | 6,591 | 6,424 | (7,914) | - | 5,101 |

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START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

14. Statement of Funds (continued)

Prior 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 2022

15. Summary of Funds

Current year

| | Balance at 1 January 2022 £000 | Income £000 | Expenditure £000 | Transfers in/out £000 | Balance at 31 December 2022 £000 |
|------------------|---|----------------|---------------------|-----------------------------|--|
| General funds | 4,150 | 3,346 | (4,154) | - | 3,342 |
| Restricted funds | 2,441 | 3,078 | (3,760) | - | 1,758 |
| | 6,591 | 6,424 | (7,914) | - | 5,101 |

Prior 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 |

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

16. Analysis of Net Assets between Funds

Current year

| | Restricted funds 2022 £000 | Unrestricted funds 2022 £000 | Total funds 2022 £000 |
|-------------------------------|----------------------------------|------------------------------------|-----------------------------|
| Current assets | 1,789 | 3,755 | 5,544 |
| Creditors due within one year | (31) | (412) | (443) |
| Total 2022 | 1,758 | 3,343 | 5,101 |

Prior 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) | (954) | (954) |
| Total 2021 | 2,441 | 4,150 | 6,591 |

17. Pension Contributions

The group operates a defined contributions 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 £83,000 (2021: £81,000), of which £12,000 (2021: £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 2022

18. Operating Lease Commitments

At 31 December 2022 the charity had commitments to make future minimum lease payments, under non-cancellable operating leases as follows:

| | 2022 £000 | 2021 £000 |
|-----------------------|--------------|--------------|
| Not later than 1 year | 189 | 32 |

19. Grant Commitments

At 31 December 2022 the charity had the following grant funding commitments to our partner organisations, in the form of sub-grant agreements:

| | 2022 £000 | 2021 £000 |
|-----------------------|--------------|--------------|
| Less than 1 year | 348 | N/A |
| Between 2 and 5 years | 73 | N/A |
| Total | 421 | N/A |

None of the above grant commitment have any performance-related conditions. The charity intends to fund these commitments from the current and future funds already received by the charity.

20. Related Party Transactions

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

21. Analysis of Change in Net Debt

| | At 1 January 2022 £000 | Cash Flows £000 | At 31 December 2022 £000 |
|--------------------------|------------------------------|--------------------|--------------------------------|
| Cash at bank and in hand | 7,118 | (2,634) | 4,484 |
| | 7,118 | (2,634) | 4,484 |

START NETWORK (A company limited by guarantee)
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

22. Comparative Statement of Financial Activities

| | 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 |
| | | 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 |

MEMBERS

ACTED

ACTION AGAINST HUNGER UK

ACTIONAID

AFPDE ASBL (ASSOCIATION DES FEMMES POUR LA PROMOTION ET LE DÉVELOPPEMENT ENDOGÈNE)

AGE INTERNATIONAL

AGRICULTURAL DEVELOPMENT ASSOCIATION (PARC)

APPUI AUX FEMMES DÉMUNIES ET ENFANTS MARGINALISÉS (AFEDM)

ASOCIACIÓN DE SERVICIOS COMUNITARIOS DE SALUD (ASECSA)

ASSOCIATION FOR GENDER AWARENESS & HUMAN EMPOWERMENT (AGAHE)

AZAT FOUNDATION

BRAC INTERNATIONAL

BRIGHT STAR DEVELOPMENT SOCIETY BALOCHISTAN (BDSDB)

CADENA

CARITAS BANGLADESH

CARITAS GOMA

CARITAS INDIA

CATHOLIC AGENCY FOR OVERSEAS DEVELOPMENT

CATHOLIC RELIEF SERVICES - UNITED STATES
CONFERENCE OF BISHOPS

CESVI

CHRISTIAN AID

COMMUNITY DEVELOPMENT FOUNDATION (CDF)

COMMUNITY WORLD SERVICE ASIA

CONCERN WORLDWIDE (UK)

DEVELOPMENT ORGANIZATION FOR COMMUNITY

DOABA FOUNDATION

DOCTORS OF THE WORLD

DORCAS AID INTERNATIONAL

EHD

EHSAR FOUNDATION

ENVIRONMENTAL PROTECTION SOCIETY (EPS)

FARMERS DEVELOPMENT ORGANIZATION

GOAL

HEALTH & NUTRITION DEVELOPMENT SOCIETY
(HANDS)

HELP FOUNDATION

HELPAGE INTERNATIONAL UK

HUMANITY & INCLUSION (HANDICAP INTERNATIONAL)

INITIATIVE FOR DEVELOPMENT AND EMPOWERMENT
AXIS (IDEA)

ISLAMIC RELIEF

LAAR HUMANITARIAN AND DEVELOPMENT PROGRAMME (LHDP)

LASOONA

LASOONA

MANZIL ORGANIZATION BALOCHISTAN

MECHANISM FOR RATIONAL CHANGE (MRC)

MEDAIR

MERCY CORPS

MIDEFEHOPS ASBL

MUSLIM AID

MEMBERS

MUZAFFARABAD POVERTY ALLEVIATION PRO-
GRAMME

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GRAMME

NARI DEVELOPMENT ORGANIZATION (NDO)

NATIONAL INTEGRATED DEVELOPMENT ASSOCIATION
(NIDA-PAKISTAN)

NORTH-EAST AFFECTED AREA DEVELOPMENT
SOCIETY (NEADS)

OXFAM

PACIFIC ISLANDS ASSOCIATION OF NON GOVERN-
MENTAL ORGANISATIONS (PIANGO)

PARTICIPATORY RURAL DEVELOPMENT SOCIETY
(PRDS)

PEOPLE IN NEED (PIN)

PLAN INTERNATIONAL

PRO-VIDA

QATAR CHARITY

RELIEF INTERNATIONAL

RURAL COMMUNITY DEVELOPMENT SOCIETY (RCDS)

RURAL COMMUNITY DEVELOPMENT SOCIETY (RCDS)

RURAL DEVELOPMENT FOUNDATION (RDF)

RURAL DEVELOPMENT ORGINIZATION BUNER

RURAL DEVELOPMENT ORGINIZATION BUNER

RURAL EMPOWERMENT AND INSTITUTIONAL DEL-
OPMENT (REPID)

SAMI FOUNDATION

SANGTANI WOMEN RURAL DEVELOPMENT ORGANI-
ZATION (SWRDO)

SANGTANI WOMEN RURAL DEVELOPMENT ORGANI-
ZATION (SWRDO)

SAVE THE CHILDREN UK

SOCIETY FOR MOBILIZATION ADVOCACY AND
JUSTICE (SMAAJ)

SOLIDARITÉS INTERNATIONAL

SUKAAR FOUNDATION THARPARKAR

SUSTAINABLE ENVIRONMENT AND ECOLOGICAL
DEVELOPMENT SOCIETY (SEEDS)

TEARFUND

THE ALLIANCE FOR INTERNATIONAL MEDICAL
ACTION (ALIMA)

TRÓCAIRE

VEER DEVELOPMENT ORGANIZATION

WAR CHILD

WELFARE ASSOCIATION JARED

WORLD JEWISH RELIEF

WORLD VISION

YOUTH ORGANIZATION

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