Impact Report

JANUARY - DECEMBER 2016

START NETWORK

Photo: Oxfam / Tommy Trenchard
Woman in Lebanon

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START NETWORK IMPACT REPORT JANUARY–DECEMBER 2016

Acknowledgements

Executive Summary

The Start Network, a consortium of 42 international humanitarian responders, is unique because of its primary commitment to deliver lasting change for communities affected by crisis through building trust and collaboration within its network.

Since its inception, the Start Network has brokered relationships between its member agencies, their partners and other stakeholders, for example in academia or the private sector, to bring about behaviour change both between these different stakeholders and within individual organisations. In this journey we have learned two things: that there are many different ways to deliver these behavioural changes, and that it is difficult but rewarding to change behaviour and institutional practice.

We have seen organisational boundaries becoming more porous as member agencies start to share their expertise, resources and people. For the Start Network, these changes in institutions, agencies, organisations, people and relationships are critical if we are to deliver lasting change. Our change model is built primarily on the need to shift behaviours and relationships and this influences the way we understand and measure impact.

The Start Network is also one piece of the bigger humanitarian and development puzzle. We test alternative ways to create humanitarian preparedness and response and this helps us to locate financial and human/intellectual resources where they can be used effectively, driven by the influence of those in the affected community.

42
AGENCIES, ACROSS FIVE CONTINENTS

By demonstrating localisation in practice, we can challenge the wider humanitarian system and encourage others to adapt their behaviour in this direction. The Start Network has had a localisation vision since its inception. All of our work is directed towards bringing humanitarian thinking and action closer to communities. To this end, we bring a preliminary theory of change, based on practical experience, which shows how we believe the Start Network itself can change (and is already changing). In the longer term we hope that this will also influence wider change within the whole humanitarian system.

Our work over the past year shows how far we have come on this journey, particularly when we see the way that our members, through collaboration, have contributed to innovative systems for emergency preparedness and response, providing examples of localisation in practice.

We hope you read this report recognising that this is the Start Network's first attempt at distilling and communicating what we have learned about system change and what we have accomplished. We welcome a wider conversation on our work.

Foreword

SEAN LOWRIE | DIRECTOR

Over the past three years, the Start Network's exponential growth has featured opportunity, success, challenge and mistake. It has been an exciting and sometimes uncomfortable journey, although the tensions over the past three years shouldn't have been a surprise.

The Start Network initially emerged as a paradox: a network of incumbent humanitarian aid agencies seeking to change the system in which they had achieved their incumbency. I think there are a few reasons why the Start Network has inspired people. It enables the delivery of excellent programmes. It experiments to improve humanitarian aid and action and continuously learns and improves. It creates a space where different perspectives on the world and different theories of change can respectfully coexist. It creates new narratives that overcome short-term self-interest. We have been opportunistic in finding moments where change is possible and this has created a feeling of agency within the Start Network. Many people inside humanitarian aid organisations feel trapped in a system, which has evolved from a world that no longer exists, and the Start Network has given them an experience, which shows that change is possible. The Start Network has become a space where people collaborate to create something bigger – a global public good.

But the journey so far has been challenging. First among the challenges is the simple fact that the Start Network is unprecedented. There isn't much experience to compare, understand and evaluate our journey. The journey is emergent – it feels like designing, building, sailing and navigating a ship all at the same time. Its unprecedented nature means that the Start Network is a start-up, entrepreneurial organisation, which is under tremendous pressure from its stakeholders to demonstrate predictability, scale and maturity where, in fact, the future is decidedly uncertain.

The second challenge is that the Start Network's business model is based on delivering 'traditional' programme-delivery grants from governmental donors: there has been little donor investment in the Start Network's wider purpose, only member contributions. Existing donors are primarily concerned with traditional programme delivery in an era of escalating risk aversion.

Third, people in the humanitarian system don't generally have the time to engage with the complexity of the Start Network. Consequently, the network has struggled to create a simple narrative that would enable engagement. The Start Network currently straddles multiple (sometimes divergent) narratives. For example, it is seen both as a network of big international NGOs and as an agent of localisation. It is seen as British although its narrative is global and its members come from 14 countries. The resulting ambivalence inhibits audiences such as its members from embracing the opportunities that come from aligning with the Start Network's vision.

This report reflects on all the experiences mentioned above, and on the process of change. It has taken almost a year for our patient Head of Evidence, Deepti Sastry, to review a portfolio of opportunities that have been capitalised upon using implicit logic and to create the explicit logic that turns them into evidence. The report is a first version. The next one will better, but then again, the next time we write an impact report, the Start Network will be very different from what it is today. It is worth noting that through these challenges we have emerged resilient, knowing that our vision and aspiration needs collective commitment from all our members. We know, from experience, that this commitment is worth investing in if we want to truly see transformative change within the system and, as a consequence, transformative change in communities affected by crisis.

What I hope this report will do is prove to you that the Start Network is honest and well-intended, that it is making a positive difference in the world, and that it merits your support.

Introduction to the Start Network

Who we are

In its current form the Start Network was launched in 2014. Prior to this, as the Consortium of British Humanitarian Agencies (CBHA), it was an experiment set up to test whether the aspiration of system-wide change in humanitarian preparedness and response could be a plausible reality. The CBHA was a new and trailblazing experiment for donors and responders alike. Since then, innovation and experimentation have characterised the way in which the Start Network's programmes have been built.

THE START NETWORK BRINGS TOGETHER 42 HUMANITARIAN NGOS THAT ASPIRE, COLLECTIVELY, TO ADDRESS KEY PROBLEMS THAT FACE THE HUMANITARIAN AID AND RESPONSE ARCHITECTURE

We test plausible futures for the humanitarian sector by exploring new ways of preparing for disasters, by working with non-traditional humanitarians like the private sector and by encouraging new types of response mechanisms within the network.

Why we do what we do

The Start Network is an organisation of 42 humanitarian agencies that aspire, collectively, to address key problems that face the current humanitarian aid and response system. As well as existing problems such as duplication of effort and the lack of evidence-based decision-making, there are the problems that we believe we will face in the future. For example, the increasing interconnectedness of crises will make traditional solutions inappropriate so the sector will need to think through solutions from a systemic perspective. In the future many crises will be more predictable and, once again, the sector will need different sets of skills to anticipate and respond to these. In our responses to both the existing and anticipated problems we target key aspects of system-level change that we believe will have the greatest potential to transform humanitarian preparedness and response.

It takes time

Influencing change at a system-wide level takes time, experimentation and perseverance. This means that the work of Start Network involves constant iteration, learning-by-doing, and this takes time. We have learned from our work over the past three years that not only does it take time to change how people and organisations behave and how they then interact with each other, but the rate of change varies depending on the location and existing relationships. We have conducted many experiments and taken many of these to scale. For example, the Start Fund began as a single-donor pooled fund with £2million investment in 2010. On establishing proof of concept, including processes to incentivise sharing and collective peer-critique, the Start Fund was scaled up in April 2014. It has now become a successful and innovative multi-donor pooled fund with contributions from the governments of the Netherlands, Ireland and the UK.

How we have grown

The Start Network has grown significantly since its early days as the CBHA, both responding to needs as they arise (for example, the **European Refugee Response**) and driving changes in the sector (for example, the **Drought Financing Facility** pilot). The growth also includes reconfiguration and shifting locations of power. For example, the Start Network has tested a move from London to national/regional centres for decision-making, and has also involved national NGOs as they become part of the network membership.[1]

Localisation is central to our work and is realised in numerous ways, both procedural and conceptual. For example, we have tested due-diligence processes that are less onerous (where appropriate) and therefore more inclusive of smaller, local organisations. We have also helped set up decision-making consortia that decide how and when money is allocated in their own country. These approaches take a more nuanced perspective of the various stakeholders in humanitarian response, including international NGOs, local/national NGOs and others.

1 Our national members are affiliates of INGOs

Introduction to the Start Network

TIMELINE

THE START NETWORK IS MADE UP OF 42 NATIONAL AND INTERNATIONAL NGOS ACROSS THE WORLD LEADING FOR CHANGE IN HUMANITARIAN AID.

2010

CBHA is formed from 15 British humanitarian agencies

THE BEGINNING

DFID provides £8M funding to launch Emergency Response Fund and a capacity building programme

CBHA renamed 'Start Network' and 4 new members join

REBRANDING AND EXPANDING

2012

DFID commissions it to design a new kind of emergency fund that delegates all decision making to NGOs

A NEW KIND OF EMERGENCY RESPONSE

DFID announces funding for Disasters & Emergencies Preparedness Programme

STRENGTHENING LOCAL RESILIENCE

2014

Launch of Start Fund backed by DFID and Irish Aid. 1st Start Fund alert triggers crisis response in South Sudan

START FUND LAUNCH

Launch of Start Fund Anticipation Window, backed by ECHO

INCENTIVISING EARLY ACTION

17 new members join - bringing total of NNGO members to 9 (24%).

4 NNGO reps join Board of Trustees

EXPANDING NATIONAL REPRESENTATION

2016

Start represents 42 agencies at the World Humanitarian Summit

12 decision making groups established in-country

START FUND LOCALISES

6 new members join, including non-UK agencies

START GOES GLOBAL

2015

Launch of Start Response (Ebola Preparedness, CAR refugees in Cameroon, European Refugee Response)

COLLECTIVE POWER AT THE FRONTLINE

Estonian government funds blockchain pilot

Launch of DEPP Innovation Labs

2017

START TRIALS OPEN DEMOCRACY

DFID funds Migration Emergency Response Fund

Start Labs launches Drought Financing Facility pilot

A NEW APPROACH TO HUMANITARIAN FINANCING

Launch of Start Fund Members' Portal
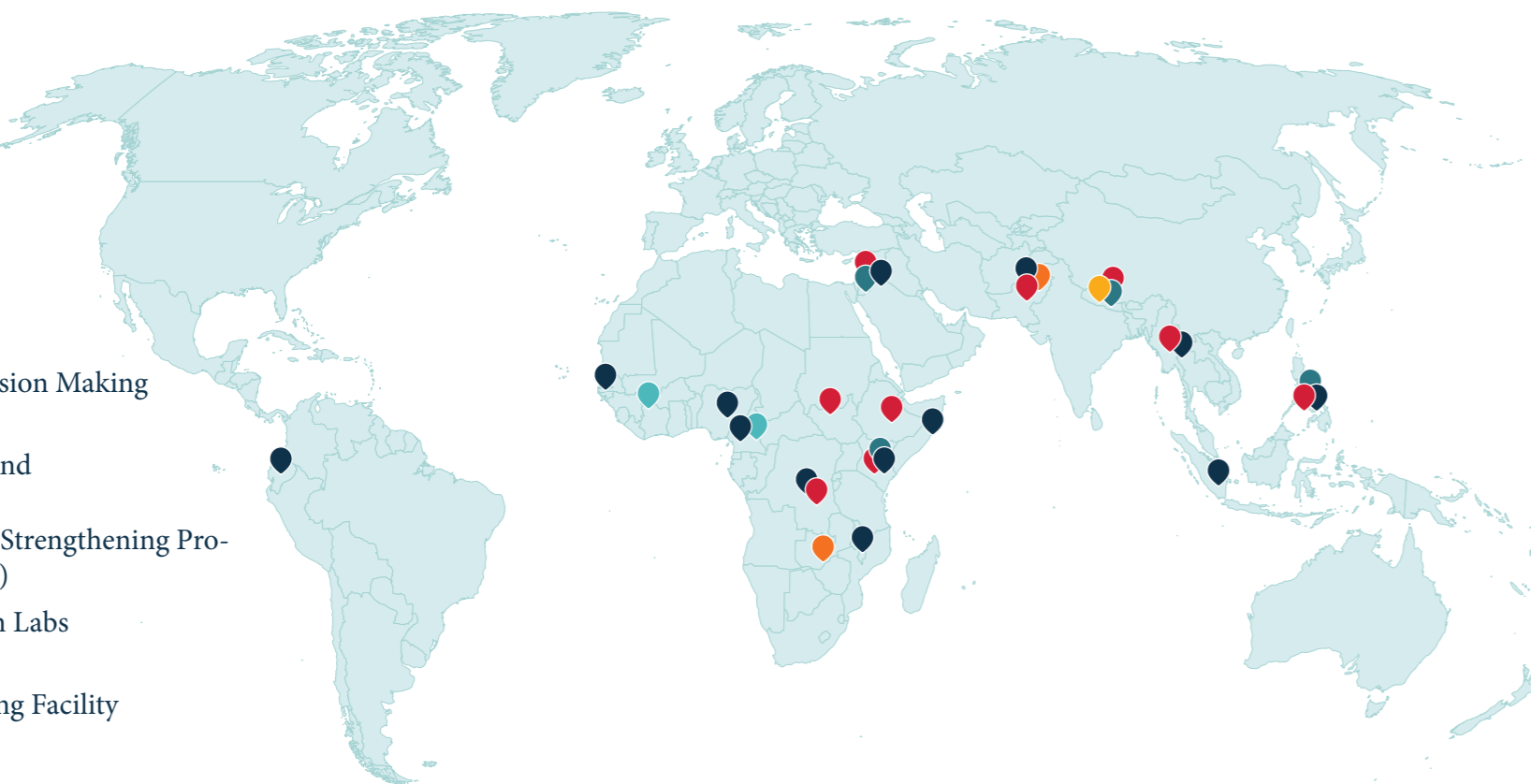
RADICAL TRANSPARENCY

An Emerging Network

Start Network initiatives including the Start Fund, the Disaster Emergency Preparedness Programme (DEPP), Start Labs and Start Response are regularly engaging hundreds of member and partner staff in over 19 countries. The map below shows this engagement and gives some of the highlights from 2016–17.

42
AGENCIES, ACROSS 5 CONTINENTS

- 12 Start Fund Decision Making Groups
- 1 National Start Fund
- 14 DEPP Capacity Strengthening Projects (10 countries)
- 4 DEPP Innovation Labs
- 2 Drought Financing Facility Pilots
- Start Responses

PHILIPPINES
- 6 DEPP Projects
- DEPP Innovation Lab
- Standing Decision Making Group

The Network benefits from high-level engagement in the Philippines, stemming from a strong civil society with a commitment to collaboration. The DEPP **Financial Enablers** project alone has brought in 31 national NGOs in seven consortia.

The Start Fund was activated for the first time in the Philippines in 2016 in respond to Typhoon Nock Ten. The alert involved one of the first real-life tests of a 'collaborative roster', set up by the **Transforming Surge Capacity** project, funded through the DEPP. Start Fund and DEPP are looking for more such ways to collaborate.

In 2016 we conducted a consultation with DEPP partners and INGOs on a national Start Fund for the Philippines.

PAKISTAN
- 7 DEPP Projects
- Standing Decision Making Group
- Drought Financing Facility Pilot

2017 saw Start Fund's Pakistan decision-making group host a workshop to kick-off development of a risk financing mechanism (funded by the Humanitarian Innovation Fund under Start Labs). Using an insurance model, the mechanism would be triggered based on meteorological data.

With DEPP, Fund and Labs all active in Pakistan, the Humanitarian Leadership Academy has funded a 2017 Start for Change conference to explore how the Start Network can contribute to innovative change in Pakistan. Members and partners will come together to develop a joint country strategy. This may be one of the first Start Network hubs to emerge.

BANGLADESH
- 5 DEPP Projects
- National Start Fund Pilot
- DEPP Innovation Lab

In 2017 the Start Fund will pilot its first national Start Fund. This will capitalise on the DEPP's capacity strengthening project, and may expand in the next year to include DEPP partners.

KENYA
- 7 DEPP Projects
- Standing Decision Making Group
- DEPP Innovation Lab

Kenya hosted the DEPP Learning Conference in 2016.

In early 2017, 10 members working in East Africa's ASAL regions used the anticipation drawdown fund to conduct research into response strategies to the worsening drought situation. Their report recommends an inter-agency response.

BOLIVIA
- Standing Decision Making Group

The Start Network builds on existing NGO networks. In Bolivia, for example, the Start Fund decision making group was established in collaboration with the Consorcia de Agencias Humanitarias.

How to read this report

This report is the first of its kind for the Start Network and is doubly unique because it is the first report in the humanitarian sector that showcases what can be accomplished through system-change initiatives.

It tells the story of what system change looks like in practice and how it can be programmatically delivered. The annual Disasters and Emergencies Preparedness Programme (DEPP) Learning Reports and Start Fund Annual Reports offer more detail on how this works at different levels (national, local, international) and with different sets of stakeholders (local/national NGOs, international NGOs, governments). This report also demonstrates what we have collectively achieved over the past year (between January and December 2016).

Measuring system change

An important point to note is that this report is unique in its approach to measuring system change. We define impacts broadly (see 'Methodology, evidence and terminology'), because system change is incremental: everything we count as an impact also either validates or refines the logic behind what we are trying to do.

This means that this report must be seen as a narrative that is evolving: we offer one perspective on how system change can emerge through targeted interventions and how these changes can be measured. As this approach is new, the results must be viewed in the same way, acknowledging that we are still testing how to measure system change and that much of what we can say will also evolve as our ability to measure these changes becomes more systematic.

Accountability for financial contributions

As stewards of £25.6m we present an overview of how we have spent this money over the past year. We also present the outputs that move us towards our goals of system change for the benefit of the humanitarian community, including our network members.

How the report is structured

This report is set out to follow the logic of our change model (pp 14-15). The first section ('Accomplishments in 2015/16') highlights key achievements, including the number of people we have directly reached through programmatic interventions.

The second section ('Localisation in theory and practice') builds on these highlights by showing the types of changes we have contributed to, and how they have influenced organisations and responses alike. The impacts for each organisational category are then expanded to illustrate, with case studies and some general conclusions, how we translate the theory of system change into practice.
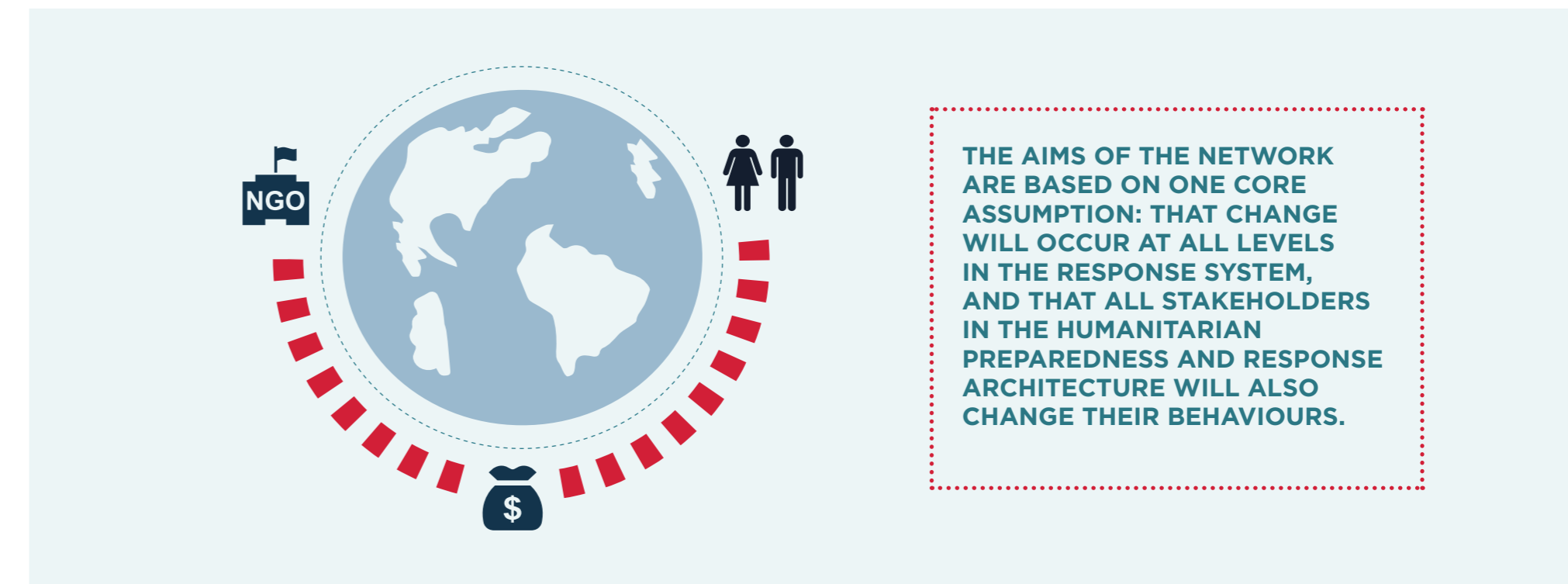
The Start Network's change model

The Start Network's change model has been written to meet a specific need: to lay out a plausible causal pathway for system change and to test the assumptions behind this. The change model sets out a long-term vision with a focus on supporting communities in need.

To meet this vision, our short and medium term aims are based on one core assumption: that change will take place at all levels in the preparedness and response system and that all stakeholders will change their behaviour. We are primarily concerned with changes within our member agencies and the stakeholders that they work with, but our aspiration is much wider: a new humanitarian system.

Our change model explains who we aim to influence (at each level) and how we aim to make this change happen, whether directly or through partnerships. Our assumptions clearly state how we believe our activities will lead to these intended changes. We also lay out change statements, inspired by our mission statement, that help us to clearly measure whether our work does actually lead to systemic change.

Our aim is to revisit this change model on an annual basis to ensure that our analysis of the environment in which we work is still relevant.

THE AIMS OF THE NETWORK ARE BASED ON ONE CORE ASSUMPTION: THAT CHANGE WILL OCCUR AT ALL LEVELS IN THE RESPONSE SYSTEM, AND THAT ALL STAKEHOLDERS IN THE HUMANITARIAN PREPAREDNESS AND RESPONSE ARCHITECTURE WILL ALSO CHANGE THEIR BEHAVIOURS.

Change Model

Problems

PROBLEM 1
EXTERNAL ENVIRONMENT/CONTEXT

• Increasing number of crises are protracted
• Population growth, resource shortages, technological change, inter-dependence of systems (economic, social, political, environmental)
• Increasing influence of climate change on resources and the predictability of climatic events
• Increasing interdependence across nation states of the impact of crises.
• The nature of humanitarian crises has shifted: from largely natural disasters to conflict-related crises and protracted crises.

PROBLEM 2
FINANCING MECHANISMS

• Key donors prioritise a reactive funding system, which is also tied to political bias and media interest.
• Money reaches those who need to respond too slowly or not at all.
• Many crises are ignored or money comes too late (tied to media bias and political interest)
• Money for humanitarian response is channelled in ways that have large transaction costs

PROBLEM 3
RESPONSE ARCHITECTURE
SYSTEMS THAT DRIVE PREPAREDNESS AND RESPONSE

INTERNATIONAL NGOS – INTERNAL SYSTEMS/PROCESSES
• Humanitarian responders have systems and skills to react to crises, which is more expensive and leads to greater loss of life
• The transaction cost of working together (all stakeholders) is high, including too many reporting templates and lengthy due-diligence processes.

JOINT ACTION BETWEEN INGOS, GOVERNMENTS, UN, PRIVATE SECTOR
• INGOs, NGOs, and governments often do not use information from or listen to communities when developing preparedness plans or when responding to crises.
• Governments, LNGOs and INGOs do not have the appropriate information to respond before a crisis escalates
• Development goals and humanitarian response plans are not aligned.
• At the country-level, government responses are not joined-up

SKILLS AND LOCATION OF RESPONSE
• First responders often do not have the skills to respond, and the money or additional support needed to be better prepared or to respond when crises strike

Delivery of programmes

- **RISK FINANCING**
- **AGGREGATING SERVICES**
- **BROKERING SERVICES**
- **INNOVATION SERVICES**
- **START FUND**
- **START RESPONSE**
- **START LABS DEPP INNOVATION LABS**
- **DEPP**

Vision

SUSTAINABLY SAVING LIVES & ALLEVIATING SUFFERING
10-YEAR

SAVE LIVES, ALLEVIATE SUFFERING, PROTECT LIVELIHOODS AND STABILISE COMMUNITIES

Mission

MISSION
NEW HUMANITARIAN SYSTEM
5-YEAR

THE NEW HUMANITARIAN SYSTEM INCLUDES:
01 **Donors** (new economy)
02 **Existing NGOs** (global network)
03 **Other stakeholders** (UN, World Bank etc.)
04 **Non-traditional participants** (private sector, academia etc.)

All stakeholders respond at the right level (international, regional etc.), power s dispersed, the local is connected to the global, and resources are equitably shared

Results

A GLOBAL NETWORK OF NGOS

A system with multiple Hubs (local, national, regional & international) that offer locally appropriate collectively-owned solutions & financing

DELIVERING MORE EFFECTIVE, AND EFFICIENT PROGRAMMES

Programmes that are:
01 cost effective
02 evidenced as needs-based.
03 fast & early
04 designed to have sustainable influence (where appropriate)
05 continuously improve

NEW HUMANITARIAN ECONOMY

This economy has
01 new financial mechanisms
02 new sources of financial resources
03 greater number &diversity of participants
04 different incentives for action

Changes

01 NEEDS-BASED RESPONSE
Humanitarian aid that is impartial, demonstrably needs-based, accountable to communities and donors

02 DIVERSITY & MORE AID
Humanitarian aid that:
01 includes diverse sources (private sector, government etc.)
02 includes financial and non-financial inputs (human resources, goods, expertise)
03 grows in total value

03 TIMELINESS OF RESPONSE
Humanitarian aid that is timely, early and efficient

04 RESILIENT & FUTURE-PROOF SYSTEM
A system that responds:
01 at the appropriate level (local, national etc.)
02 which is adequately financed (using a variety of instruments)
03 responds to anticipated and unanticipated shocks

05 HUMANITARIAN RESPONDERS OPERATE DIFFERENTLY
Humanitarian responders change how they operate and respond

Assumptions

COLLABORATING
• By sharing resources and intellectual property across member agencies we will mitigate duplication of activities and shift resources to where they will be most effectively used.

LOCALISING/ GLOBALISING
• By shifting decisions closer to the crisis context the responses will be more needs driven/ effective
• By developing capacities closer to the crisis contexts responses will be more needs-based.
• By shifting resources and capacities at multiple levels, hubs will emerge and/or be strengthened.

EFFICIENCY
• By building multiple hubs we reduce intermediaries and therefore reduce transaction costs.
• By using digital platforms we will reduce transaction costs and improve transparency of funding and decision-making.
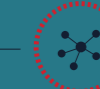
INFLUENCE
• By building appropriate measurement systems we will demonstrate the efficacy of these interventions and influence other humanitarian and non-humanitarian responders .

NEW DONORS
By working with the private sector (insurance, tech companies etc.) we will increase the volume of humanitarian aid
By working with non-traditional donors we will expand the expertise of the global network

EXISTING DONORS
• By working with existing donors and testing new instruments, we will shift existing donor practice.

AID CONDITIONALITY CONDITIONALITY
• By making aid less political and media-biased, the responses will focus on the needs of communities.

LOCALISING RESOURCES
• By introducing more money and expertise at different levels (local, national etc.) aid will be delivered faster, cheaper, and responses will be timely

DIVERSIFYING SKILLS
• By diversifying skills and improving the quality of information on crisis markers, responses will be earlier
• By offering different types of finance and the skills to use them, responses will be earlier, faster and mitigate loss of life

Methodology, Evidence, Terminology

This is the Start Network's first impact report, compiled just over three years of the Start Network's inception.

Even within this short time frame there is much that we can say about how system change can take place at different levels.

For example, we measure impact by exploring how institutions, individuals, and organisations shift in how they operate internally and in relationship to each other. This is critical for our work because our mission is to deliver a new humanitarian system.

However, we also value the way that these changed institutions or individuals influence the lives of communities (which is part of our vision: sustainably saving lives and alleviating suffering). We understand each level of change as an impact – but impacts at different levels, leading us from our mission to our vision (see the Start Network change model for more detail).

METHODOLOGY

At the Start Network (and the wider sector) we have yet to identify clear proxy indicators for system change. For example, an important aspect of our work involves building preparedness systems and structures owned by the appropriate stakeholders (often at national level). While we do measure and track the development of these systems, this information is not a sufficient measure of the impact we are having on the humanitarian system as a whole. So we are now measuring how stakeholders (including institutions) change their policies and practice in relation to preparedness for crisis response.

Over the past year, we have explored how best to capture the results of our work. The data for this report, however, has been collected more recently and specifically for this report. This means that a significant proportion of the information available has, to date, not been collected in a systematic manner. We now have a process in place that will allow us to gather this data more systematically for 2017 and going forward.

EVIDENCE

As the majority of the information (particularly about impact) has been gathered specifically for this report, we have been conservative with the numbers. What you will see is an under-representation of the scale and reach of our impacts. What these numbers do offer is a baseline from which we aim to build a more accurate picture. As we have aggregated our impacts, it is also worth noting that each change may not have the same level of sustainability or scale.

Our work is built on a collaborative and partnership model, delivered through innovative approaches but also influenced by other factors. This means that any resulting system change should be seen as the result of an inter-linked system rather than one specific cause. This means that we are demonstrating how we contribute to change, within a wider system, rather than attributing change directly to our activities.

We gathered the information for this report over a period of three months, primarily through semi-structured interviews, recorded in change forms. Interviewees verified these change forms and also provided evidence of the claims that they were making. We have attempted to offer evidence that helps to legitimise these claims. Evidence has been assigned to these claims to test the quality; our aim is to build on this exercise to more systematically gather evidence as part of regular data collection.

TERMINOLOGY

1. Capacity development

At the Start Network we believe that training is just one aspect of capacity building. Our broader definition includes training, mentoring, accompaniment and the provision of financial resources, among other things. Through these, we help to enhance the capacity of local, national and international organisations, along with governments and other coordination bodies.

2. Local / national NGOs (L/NNGOs)

We use the term local and national NGOs interchangeably, referring to organisations that work only within national boundaries. We do, however, consider national affiliates of international NGO as local/national NGOs. (We aim to explore this definition further in 2017 to clarify the definition as it relates to the localisation debate.) As our data is not fully aligned with this terminology, we have accounted for this by qualifying where we are diverging from the definition.

SUMMARISING METHODOLOGY AND DEFINITIONS

1. The Start Network has recently clarified how to measure system change; this is evolving.

2. We know that reporting against the programme logframe isn't enough to describe our work. What we do is innovative and we recognise the importance of theories of change, testing assumptions and investigative questions, along with the use of indicators to measure the impact of our work.

3. We are currently identifying proxy indicators that help us measure change that arises from our activities

4. Because of the iteration and experimentation in how and what we measure, the data for this report has been compiled specifically for this purpose.

5. The numbers in this report are defensible and conservative.

6. We are measuring how the Start Network contributes to change but can't, by definition, attribute impacts directly to our interventions.

Network overview

START FUND

With support from 4 government donors, we have created the fastest disaster response fund of its kind, which releases funds within 72 hours of an alert and delegates all decision making to the humanitarian experts that are closest to the disaster itself.

ANTICIPATION WINDOW

Through the Start Fund's Anticipation Window members can act before a crisis hits, by analysing forecasting information and releasing funds early to minimise the loss of life, livelihoods and costs.

START RESPONSE

Start Response helps members tackle large-scale crises, through enabling coordinated responses managed by multiple humanitarian agencies. Since 2015 Start Response has run the below programmes:

WEST AFRICA EBOLA PREPAREDNESS
7 AGENCIES

CAR REFUGEES IN CAMEROON
5 AGENCIES

EUROPEAN REFUGEE RESPONSE
17 AGENCIES

START ENGAGE

The Disasters & Emergencies Preparedness Programme (DEPP), co-managed by Start Engage, leverages collective expertise to develop new approaches to capacity strengthening in disaster response.

The DEPP is made up of:

14 DEPP PROJECTS

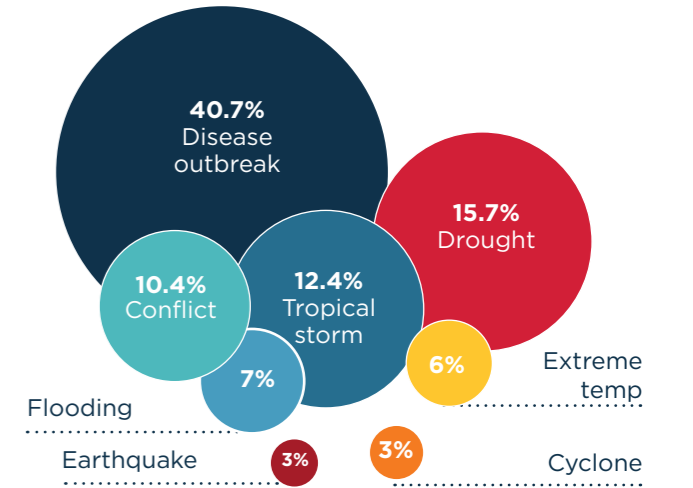**44** PARTNERS

10 COUNTRIES

START LABS

Start Labs supports the development and piloting of innovative solutions to enable earlier, faster and more effective response to humanitarian crises. It aims to help our members manage risk through financial innovation.

DROUGHT FINANCING FACILITY: Enabling frontline responders to access rapid funds and intervene early in an emerging drought

REPLICA INSURANCE: Allows early response to climate disasters through parametric insurance mechanisms

Accomplishments in 2015/16

Overall beneficiary reach: **11,810,246**

People directly reached **START FUND**
3,218,986

People directly reached **START RESPONSE**
8,591,260

- **40.7%** Disease outbreak
- **15.7%** Drought
- **12.4%** Tropical storm
- **10.4%** Conflict
- **7%**
- **6%** Extreme temp
- **3%**
- **3%**
- Flooding
- Earthquake
- Cyclone

NUTRITION	WASH	SHELTER	WASH	WASH	HEALTH	PROTECTION	EDUCATION	FOOD SEC	COMMS
0.6%	26%	1%	1.5%	2%	8%	2%	0.6%	3%	61%
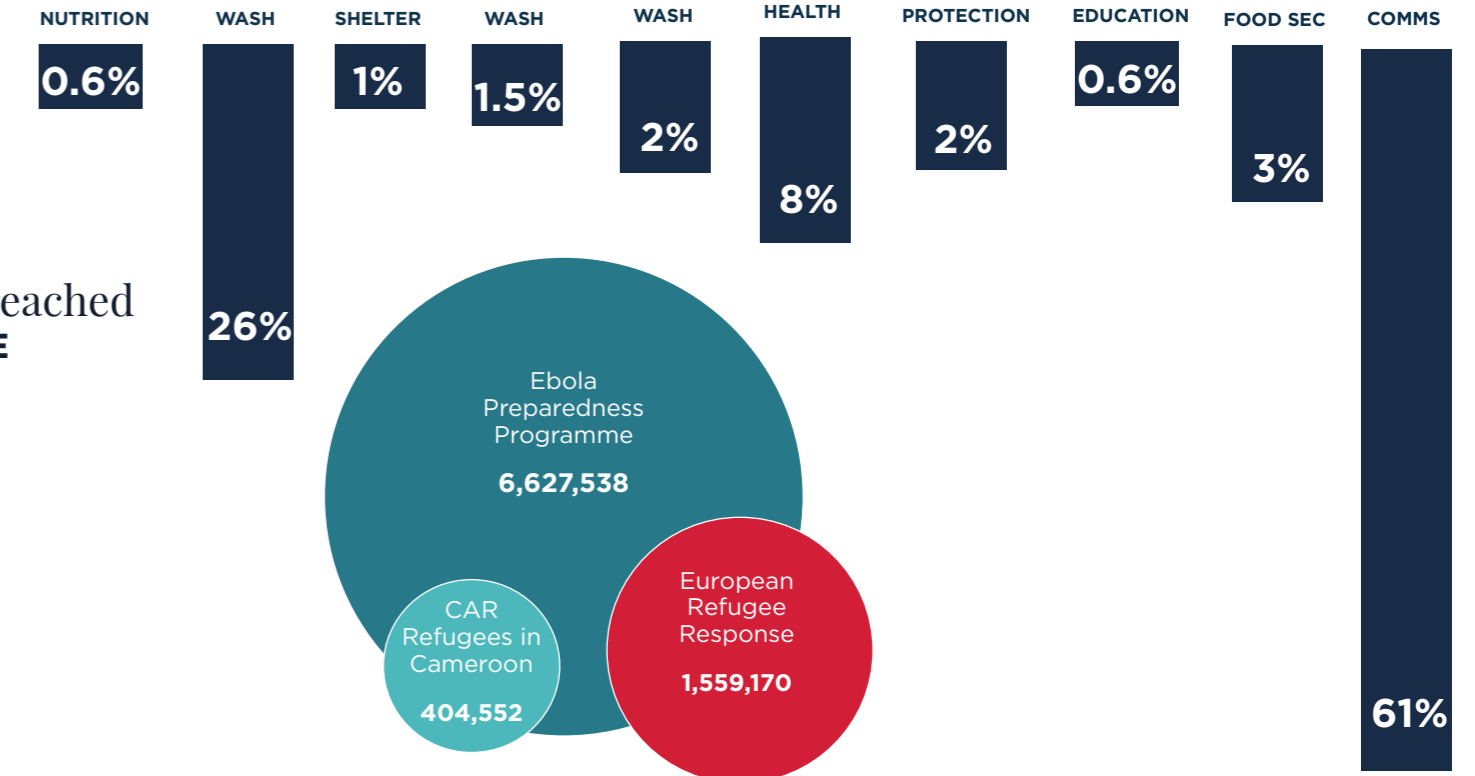
Ebola Preparedness Programme
6,627,538

CAR Refugees in Cameroon
404,552

European Refugee Response
1,559,170

Location of **START FUND** and **START RESPONSE** projects

- ■ START FUND ACTIVATIONS
- ■ START RESPONSE PROGRAMMES
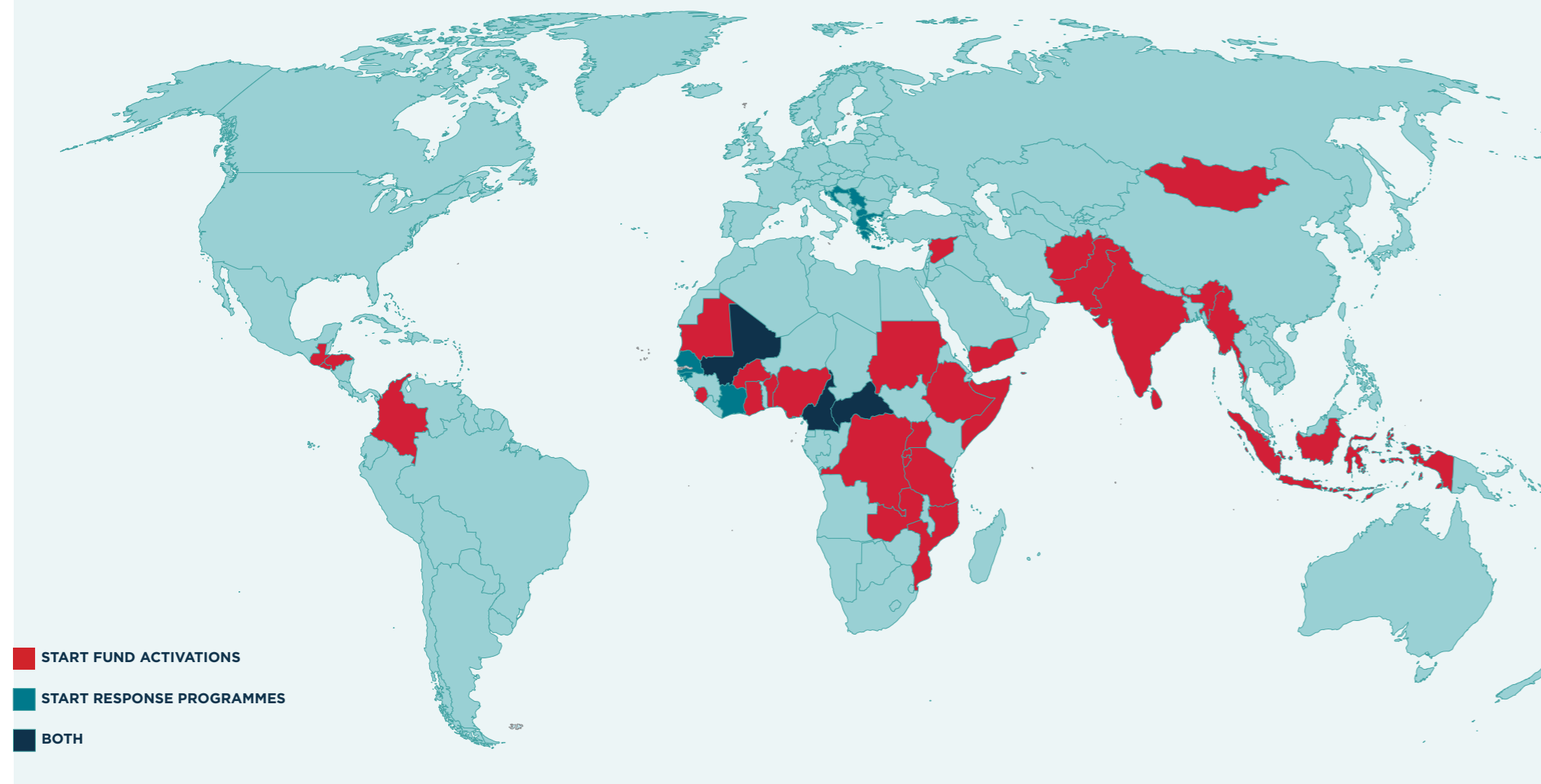- ■ BOTH

OUTPUTS

Training/capacity building

391

379 START FUND
2 START LABS
8 DEPP*

(* this refers to the types of training programmes that the DEPP provides rather than the number of training sessions run)

Toolkits*

14

13 DEPP
1 START RESPONSE

(*a toolkit is a resource developed to build a personal set of abilities or skills)

Information dissemination / learning sessions*

71

50 START FUND
15 DEPP
2 START LABS
4 START RESPONSE

(*defined as session to share programme and/or project-level information, including insights)

Reports & products* (incl. tech products)

112

53 START FUND
50 DEPP
4 START RESPONSE

(*products include apsp, software packages, baseline studies etc.)

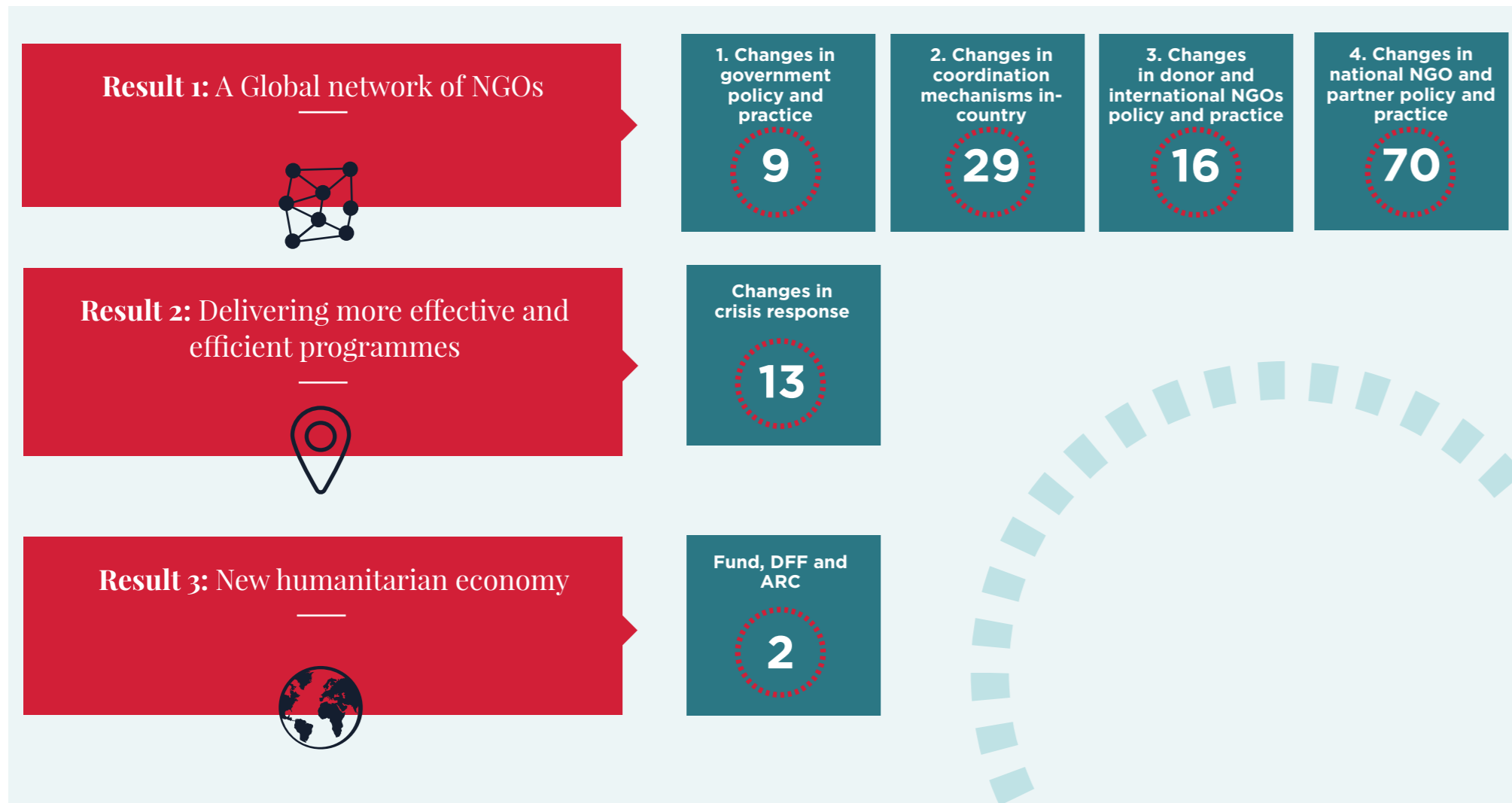### MoUs / collaborative agreements signed with external agencies

80

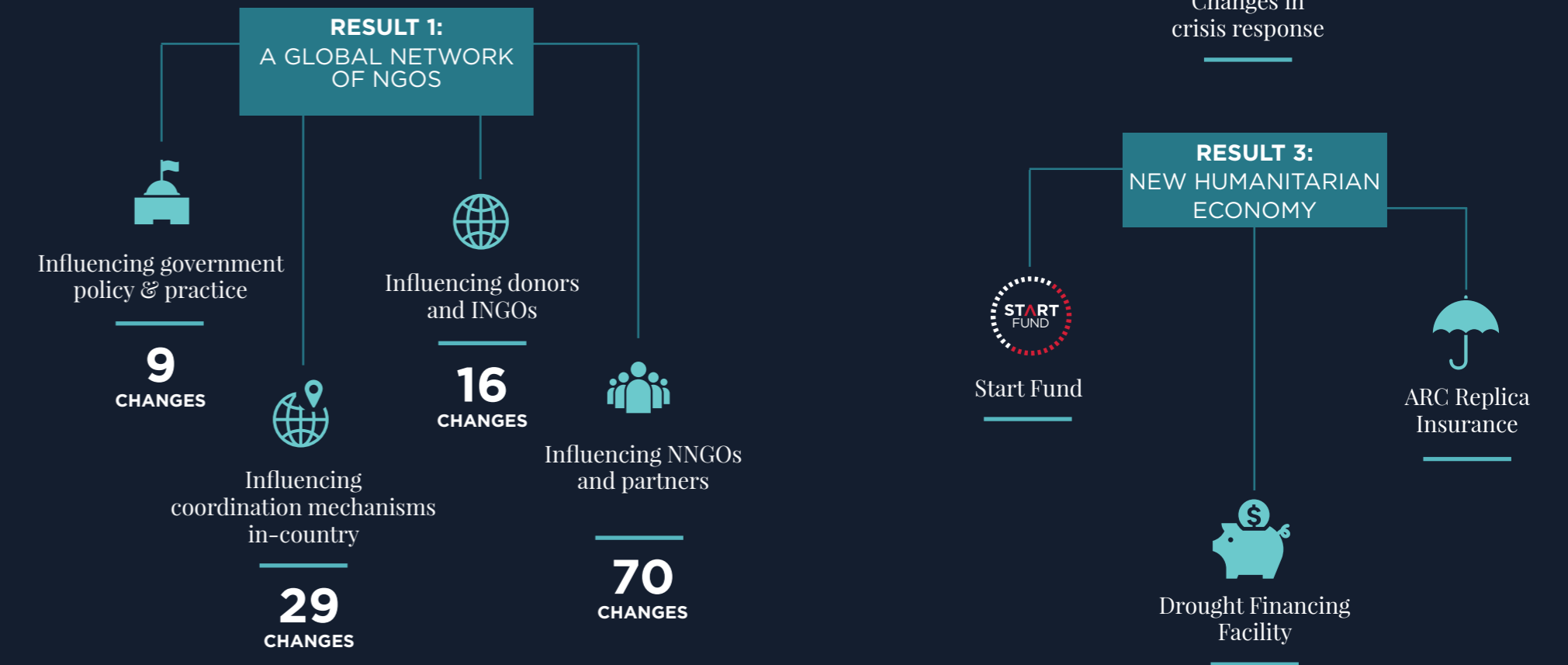**71** DEPP
7 LABS
2 START FUND

Result 1: A Global network of NGOs

1. Changes in government policy and practice	2. Changes in coordination mechanisms in-country	3. Changes in donor and international NGOs policy and practice	4. Changes in national NGO and partner policy and practice
9	**29**	**16**	**70**

Result 2: Delivering more effective and efficient programmes

Changes in crisis response

13

Result 3: New humanitarian economy

Fund, DFF and ARC

2

Impacts

The Start Network focuses on four markers of system change (see Figure below) that demonstrate that our work leads to real change at an institutional level. We see institutional change as a key aspect of system change because it embeds the changes in attitudes that lead to action. The following sections offer more detail on these four markers and the activities and programmes that we use to influence them, along with case studies ('snapshots') that demonstrate the process of change.

The figure below offers a simplified theory of change that shows how various activities lead to results under these four headings. While this theory of change is not comprehensive, it provides an overview of the types of activities and programmes that we implement to create these results.

RESULT 1: A GLOBAL NETWORK OF NGOS

Influencing government policy & practice

9 CHANGES

Influencing coordination mechanisms in-country

29 CHANGES

Influencing donors and INGOs

16 CHANGES

Influencing NNGOs and partners

70 CHANGES

RESULT 2: DELIVERING MORE EFFECTIVE AND EFFICIENT PROGRAMMES

Changes in crisis response

RESULT 3: NEW HUMANITARIAN ECONOMY

Start Fund

ARC Replica Insurance

Drought Financing Facility

Result 1
A global network of NGOs

1. INFLUENCING GOVERNMENT POLICY & PRACTICE ❯ **9**

Over the past year the Start Network has contributed to nine changes in government policy and practice. For example:

• In the Democratic Republic of Congo, our **Protection in Practice** team has worked on support and mentoring with the police. Following this, the police have now asked a local partner, CEDIER, to train them and local communities on how best to work together.[1] In fact, through CEDIER's work and the support they have received from the project, arbitrary detention of local youth has fallen.

1 Cedier testimony in the Protection in Practice learning review (2017)

• In Ethiopia, the federal government is now using baseline data that was developed by the **Health Preparedness in Ethiopia project.**[2] Further work is being undertaken to help the Ministry of Health and the public health management unit to use this data along with information such as health surveillance reports from the district level. This improvement in the quality and timeliness of information (from 50, to 100% completion on time)[3] has helped the government at the district and federal level become more prepared for potential outbreaks of malaria.[4]

2 MoU signed with the Federal Government and the Project report.
3 Regional public health management unit (PHEM) report
4 Medicine delivery report

EXAMPLE OF PROJECTS		TYPES OF ACTIVITIES WE UNDERTAKE		TYPES OF CHANGES WE SEE FROM OUR WORK
▶ Health Preparedness in Gambella		▶ Develop specific information products that help to improve the quality and updake of analysis for governments		▶ Funding from the government being made availble in preparation of a crisis
▶ Shifting the Power	**THROUGH** ▶		**LEADS TO** ▶	
▶ Protection in Practice		▶ Facilitating coordination mechanisms		▶ Humanitarian response units prepare for potential crises
▶ Kenya Urban Early Warning Early Action		▶ Advocacy on thematic issues like vulnerability		▶ Government signs MoUs & changes internal practice
▶ Age and Disability Capacity Project (ADCAP)		▶ Training government staff		
▶ Alert				

Snapshot
A MULTI-STAKEHOLDER APPROACH TO PREPARE FOR DROUGHT IN KENYA

LOCATION: Turkana, Kenya

PROJECT: Shifting the Power

BACKGROUND: The Shifting the power project in Kenya works with the Kenya Red Cross Society (KRCS) and Kenya's National Drought Management Authority (NDMA) and advocates for stronger links between the two organisations. At the county level across the country (specifically in Turkana), KRCS plays a key role in disaster preparedness and response by providing technical assistance with contingency planning, preparedness and response plans, disaster assessments, and response budgets and reports. In Turkana the KRCS team was instrumental in supporting the county government in hazard mapping and is now supporting the preparation of the county disaster management policy. In Kenya, the NDMA (supported by Oxfam Kenya) convenes the county coordination meeting for the County Steering Group.

IMPACT: In March 2016, the County Steering Group met and discussed the short rains assessment report, resulting in a commitment to bring in 30 community volunteers from Turkana east sub-county. (The county government focused on particularly dispersed areas of Kapendo, Lomeno and Taikori, which are often not involved.) These volunteers were then trained by KRCS and an inception meeting was held, which included the Commissioner of the sub-county, along with disaster, agriculture, health and ward administrators, the ministry of education and the KRCS. This demonstrates early shifts in government practice, which now draws on the resources of the KRCS and communities. The project contributed to this through advocacy and training.

THROUGH ADVOCACY AND TRAINING, THE PROJECT CONTRIBUTED TO EARLY SHIFTS IN GOVERNMENT PRACTICE.

Result 1
A global network of NGOs

<table>
<tr><td>**2. INFLUENCING COORDINATION MECHANISMS IN-COUNTRY** ></td><td>**29**</td></tr>
</table>

Through the Start Fund, Start Response and the DEPP, the Start Network has driven change in 29 different types of coordination structures. During 2016, decision making shifted to national/regional groups which have the authority to decide whether to respond and how much money to allocate, and can influence the type and focus of the response itself. This has made responses more relevant to local communities (see snapshot: 'Localising decisions for more targeted, relevant response').

Through the Start Fund, for example, we helped set up and trained 12 national groups of member agencies which could respond earlier to crises because they were closer to the affected areas.

Through Start Response, coordination mechanisms have increased the efficiency of responses, for example by reducing (through aggregation) the cost of services such as translation, or by reducing duplication.

Through the **Age and Disability Capacity project (ADCAP)** we contributed to a focus on inclusion at the Inter-Agency Working Group (IAWG) on disaster preparedness for East and Central Africa. Through work at county level in Kenya, the Kenya Red Cross Society's evacuation plans have adapted their crisis response methods so that older people and people with disabilities now have boats for evacuation rather than being carried. In the Federally Administered Tribal Areas (FATA) region in Pakistan, ADCAP has signed a memorandum of understanding with the government, which has notified all charitable organisations that they need to include a focus on older people and people with disabilities.[5]

In Bangladesh, the **Shifting the Power** project set up the National Alliance of Humanitarian Actors, Bangladesh (NAHAB), a consortium of local humanitarian organisations. This is now establishing relations with the UN cluster and the government-led humanitarian coordination task team.[6]

In the Philippines, through the work of the **Financial Enablers** project and in Pakistan with the **Transforming Surge Capacity** project, the Start Network facilitated the formation of eight consortia (seven in the Philippines and one in Pakistan) and international, regional and national surge platforms (emergency response personnel who are brought in to meet excess demand for disasters). These platforms all have a clear focus on humanitarian relief, which was previously the focus for only one of the consortium. Deployments were made from this shared roster for the December 2016 response to Typhoon Nock-ten.[7]

5 MoU with the FATA Disaster Management Authority
6 Reliefweb article on the launch of NAHAB and Shifting the Power, power cafe report
7 Transforming Surge Capacity crib sheet

<table>
<tr><td>**EXAMPLE OF PROJECTS**</td><td></td><td>**TYPES OF ACTIVITIES WE UNDERTAKE**</td><td></td><td>**TYPES OF CHANGES WE SEE FROM OUR WORK**</td></tr>
<tr><td>▸ Health Preparedness in Gambella
▸ Transforming Surge Capacity
▸ Financial Enablers
▸ Start Fund
▸ Start Response</td><td>**THROUGH** ▶</td><td>▸ Consortia-building
▸ Setting up coordination mechanisms
▸ Building Capacity
▸ Using technology to solve coordination problems</td><td>**LEADS TO** ▶</td><td>▸ Joint preparedness and action structures
▸ Collective decision-making
▸ Coordinating specifically around humanitarian crises
▸ Reducing duplication</td></tr>
</table>

Snapshot
## COORDINATING QUALITY OF INFORMATION FOR EFFECTIVE RESPONSE

LOCATION: Athens, Greece

PROJECT : European Refugee Response (ERR)

Background: The ERR was a response to the humanitarian needs arising from the rapid and unprecedented influx of refugees from fragile and conflict-affected states like Syria and Iraq. During the first tranche, Start Response, working through 17 members and their partners, responded to the needs of refugees arriving onto the island of Chios. The Norwegian Refugee Council (NRC) took the lead in information provision and became the coordinator for this work. For the second tranche, Start Response, working through nine members (and their partners) responded to the needs of refugees in Athens. Translators without Borders, a recipient of funds from Start Network members, took the lead in improving and maintaining the quality of information provided to refugees.

IMPACT: In Chios, the NRC set up a Whatsapp group so that all organisations (12 to start with) were coordinated in their activities and the information they were receiving. This simple technological platform ensured that efforts were not duplicated and coordination was more seamless. In Athens, Translators without Borders worked on standardised glossaries in Arabic, Parsi and Greek, available to any translator working on this response. A sub working group for translators is responsible for refining the glossaries. Through this process of coordinating translation, refugees not only received more consistent and reliable information but the cost of providing this coordinated service was considerably reduced (£19,575 rather than USD 105,000/£70,000).[8]

8 Translators Without Borders (TWB) project proposal and budget and email from TWB project lead.
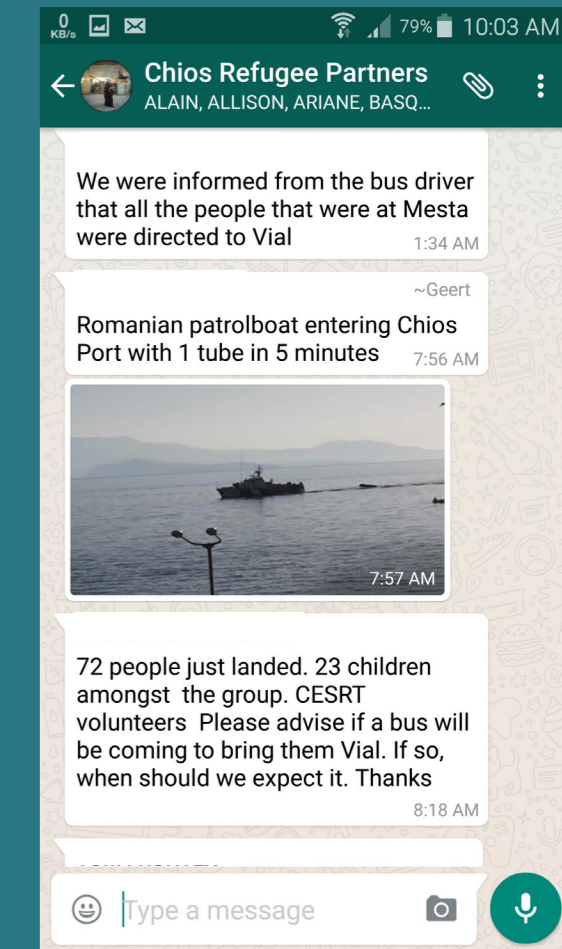
Snapshot
START FUND: LOCALISING DECISIONS FOR MORE TARGETED, RELEVANT RESPONSE

LOCATION: Afghanistan, Niger, Burkina Faso, and Dominican Republic

PURPOSE OF THE START FUND: The Start Fund aims for decisions to be taken closer to the front line of a crisis by people with the greatest local knowledge. Between January and December 2016 it set up national decision-making groups in 12 countries, the better to identify and respond to the needs of affected communities. Elsewhere, ad-hoc groups of national or regional decision-makers have selected and guided projects in every response. The aim is to reduce duplication, support more targeted and relevant responses and improve coordination.

IMPACT: In each of the following projects, the Start Fund clearly demonstrated how relocating decision-making closer to the context, where members better understand needs, has had a positive impact on the cost, efficiency and relevance of the response.

- In Afghanistan, a project proposal by Save the Children that focused on displacement was critiqued through local peer review. The project was not selected because the reviewers believed it would be difficult to carry out within Start Fund's standard 45-day project period and because the relevant sectors were already well supported by existing programmes.[9]
- A local peer group offered feedback to WorldVision on the cost and reach of a flooding project in the Dominican Republic. The critique highlighted that the movement of materials would be expensive and that plans should be revised to support coordination between WorldVision and Oxfam and a local partner (ADRA).[10]
- In Niger, for a response to Rift Valley fever, the peer review group suggested that ALIMA (a Start Network member) focus on water, sanitation and hygiene (WASH) to protect water points (a breeding ground for mosquitoes), and that they contact butchers and cattle markets to raise awareness.[11]
- In Burkina Faso, Doctors of the World and Handicap International were asked to limit the scope of their dengue response to just Ouagadougou rather than expanding the geographical reach.[12]

9 Project selection minutes (alert 124)
10 Project selection minutes (alert 131)
11 Project selection minutes (alert 120)
12 Project selection minutes (alert 128)

Photo: ALIMA
Start Fund response to dengue fever outbreak in Burkina Faso.

Snapshot
DEMONSTRATING TRUST AND EFFICIENCY THROUGH JOINT SURGE ROSTERS

LOCATION: India (as part of the regional surge roster)

PROJECT: Transforming Surge Capacity

BACKGROUND: The Asia regional roster was set up as part of the Transforming Surge Capacity project. The aim was to facilitate, through pre-agreed memoranda of understanding, easy deployment of skilled humanitarian staff across organisational boundaries. Initially, seven agencies were asked to put forward three staff each but the roster has now grown to a total of 51 staff across these agencies. These rosters also enabled staff members to learn and apply skills from across agencies and to reduce duplication of resources.

21 DEC	24 hrs	**22 DEC**	48 hrs from request	**23 DEC**	1 week from commitment	**30 DEC**
Request from Christian Aid to Save the Children for a logistics expert		Save the Children provide a CV for the logistics expert		Commitment made between the 2 agencies for deployment		The logistics expert was deployed. Average time for deployment in Christian Aid is 6-8 weeks

IMPACT: Through pre-agreed memoranda of understanding, the two-week deployment was made in a timely manner, which would not have happened either through regular recruitment or by moving staff between organisations without a prior relationship (normal recruitment in Christian Aid in this context takes four to six weeks). Shivani Rana (Christian Aid) also commented on the value of this approach by saying: "Madan's support came at a very crucial time for the Start Fund-supported project, we needed to ensure timely delivery of relief to worst affected families, Madan not only performed did his role as logistics and supply chain expert but helped in relief distribution as well" (Shivani Rana, Christian AId, India).[13] Christian Aid noted that this deployment also provided capacity-building/mentoring for their partner, Social Awareness Society for Youth (SASY) who said: "We are thankful to Christian Aid Save the Children to help us deliver this project to most needy communities in Tamil Nadu, Madan was a great team member during the response helped us improve quality of our response" (I.Pandiyan, Programme Director, SASY).[14]

One deployment was made in December 2016, and demonstrated the value of this approach both for the speed of the response and in building the expertise of INGOs and L/NNGOs. Madan Prasad Gyawali, from Save the Children, provided support at a crucial time for the Start Fund-supported project, which needed to ensure timely delivery of relief to the worst affected families. Madan performed his role as logistics and supply chain expert and also helped in relief distribution. Madan said "it was great learning for me to enhance my skill and experience in emergency response. Distribution of relief supplies through local partner[s] especially collaboration with the community leader and volunteer was a new experience for me. It helped me to strengthen my level of confidence to manage the distribution of relief supplies to the affected community following the core humanitarian standard." (Madan Madan Prasad Gyawali, Christian Aid India/Nepal).[15]

13 Ibid
14 Email from Ram Kishan (project lead, Asia regional surge roster)
15 Roster Survey - post-deployment questionnaire

Result 1
A global network of NGOs

| 3. INFLUENCING DONORS AND INGOS | › | 16 |

A key aspect of our work towards system change is to facilitate change in the policy and practice of our member agencies (INGOs) and donors. In the past year we have seen 16 INGOs and donors change policy and practice. These changes vary in their degree of sustainability and the scale of their impact, because a change in a policy may not yet result in changes in practice and changes in practice may not be taken up across the entire organisation. Nonetheless, these changes demonstrate how INGOs and donors are responding to our work.

DONORS

Between January and December 2016, the Start Network contributed to 16 changes in how donors and INGOs formulate policy and behave in practice. For example, Irish Aid is now committed to a focus on inclusion in their humanitarian programme plan portfolio, towards which Christian

Aid in Dublin offers training and support. This means that Irish Aid's humanitarian portfolio will now take on a more targeted inclusion agenda, adopting Christian Aid wider inclusion and resilience approach. The resilience strategy will be rolled out in Burundi, the Democratic Republic of Congo (DRC) and South Sudan.[16]

Through the Start Fund we also leveraged funding from other donors demonstrating how donors are now responding to crises that would otherwise have been ignored. Of the projects that leveraged additional funding, 62% (18 out of a total of 40 projects) stated that the Start Fund helped them leverage this additional funding.[17]

INTERNATIONAL NGOS

ActionAid, Muslim Aid and Islamic Relief Worldwide have introduced training that was developed collectively by 11 consortium agencies as part of the **Transforming Surge Capacity** project.

Through the **Shifting the Power** project, Care International is now using needs assessments developed by Codevah, a local NGO in the DRC. These are also being used in the humanitarian cluster system (the UN-led coordination mechanisms) in the DRC.

16 Email from Simone Di Vincenz, Climate Change Adaptation and Disaster Risk Reduction Advisor - Christian Aid
17 Start Fund project reports

EXAMPLE OF PROJECTS		TYPES OF ACTIVITIES WE UNDERTAKE		TYPES OF CHANGES WE SEE FROM OUR WORK
▶ Age and Disability Capacity project (ADCAP)		▶ Training and advocacy on thematic issues (e.g. inclusion)		▶ Programmes that better represent the needs of local NGOs
▶ Protection in Practice	**THROUGH**	▶ INGO advocacy for NGO representation	**LEADS TO**	▶ Donors changing their portfolios
▶ Shifting the Power	▶	▶ Trialling alternative NNGO selection / due diligence	▶	▶ INGOs changing internal policy and practice
▶ Transforming Surge Capacity				
▶ Financial Enablers				
▶ Alert				

Snapshot
INFLUENCING ORGANISATIONAL POLICY AND PRACTICE (CHRISTIAN AID)

PROJECT: Age and Disability Capacity (ADCAP) and Linking Preparedness, Response and Resilience (LPRR)

BACKGROUND: Through these two projects, Christian Aid has broadened its policy and practice for fragile settings (vulnerable areas of instability and insecurity, often following a period of conflict), moving from a primary focus on gender to wider social inclusion and resilience. It acknowledges that marginalised groups are more vulnerable in these situations and that empowering and engaging them helps to build resilience within the community as a whole.

IMPACT: Christian Aid's Gender Justice Strategy was refreshed to include a wider focus and now covers other inclusion criteria, including resilience.[18] Christian Aid has set up a new, global inclusion working group and two new inclusion posts in Africa[19] and Asia and is training staff to ensure that inclusion is covered in practice as well as in policy.[20] They are also trialling the 'resilience in fragile settings' approach beyond the LPRR project, including a programme in the Honduras and Myanmar (Burma), and included it in the recently funded Irish Aid Humanitarian Programme Plan 2017–19 in Democratic Republic of Congo (DRC), Burundi and South Sudan.[21]

This focus on inclusion has fed into the updated organisation Resilience Framework launched in March 2016 and is also being integrated into Christian Aid's commitment to the Core Humanitarian Standard (CHSA). Implications of the impact: Christian Aid has been influenced by other DEPP projects, such as ADCAP, and has changed both its policy and practice at a global and regional level.

18 Christian Aid's Leave no one Behind paper (2016)
19 Job description of new position in Africa
20 Inclusion checklists and scoring tool and Leave no one Behind paper with workshop summaries
21 Resilience framework: Christian Aid's approach

Result 1
A global network of NGOs

4. INFLUENCING NNGOS AND PARTNERS > **70**

It is often said that L/NNGOs have limited organisational skills and capacity, which prevents them from taking a lead in humanitarian preparedness and response (this is, of course, contested).

Our approach at the Start Network is to address the limited role played by L/NNGOs at the national, regional and international levels, by focusing on capacity development to strengthen their ability to access funding, to create the space and skills for them to participate

in decision-making, advocacy, policy and for these organisations to contribute to developing local preparedness systems. Between January and December 2016, this multi-faceted and more nuanced approach led to 70 different types of changes in the policy and practice of L/NNGOs, along with their ability to operate independently. These changes vary in sustainability and scale but they demonstrate how L/NNGOs' ability to participate and lead is based on more than just capacity building.

These changes include accessing funding; involvement in national/sub-national level crisis response structures; changing internal policy and practice; and advocating/promoting and training for greater influence.

EXAMPLE OF PROJECTS

- Shifting the Power
- Age and Disability Capacity Project (ADCAP)
- Strengthening Preparedness Systems in Myanmar
- Start Fund
- Transforming Surge Capacity

THROUGH ▶

TYPES OF ACTIVITIES WE UNDERTAKE

- Training and mentoring on thematic specialisms & organisational processes
- Creating opportunities for L/NNGOs to participate in decision making processes (e.g. Grand Bargain and Start Fund project selections)
- Advocacy & policy influence

LEADS TO ▶

TYPES OF CHANGES WE SEE FROM OUR WORK

- Funding decisions made by L/NNGOs and INGOs together
- Internal policies and practices change
- L/NNGOs access previously inaccessible funding
- L/NNGOs participate in national crisis mechanisms
- L/NNGOs participate in national policy-making

ACCESSING FUNDING

Six organisations in Pakistan are now able to access Office for the Coordination of Humanitarian Affairs (OCHA) funding thanks to the **Shifting the Power** project while SOS Sahel (Ethiopia) has received funds (USD500,000) from OCHA.[22] and Codeva and RHA in the DRC can access money from the common humanitarian fund. None of these were accessible before **Shifting the Power** involvement.

CHANGING INTERNAL POLICY AND PRACTICE

Through **Shifting the Power** nine NNGOs in Pakistan have changed their internal procurement, financial and HR policies and practice to focus on humanitarian crises. One of these was PRDS, which re-negotiated with donors to redesign WASH activities, and constructed ramps to improve accessibility of people with disabilities.

In Myanmar (Burma), Kesan (in the Kayin region) has adopted a longer-term focus for disaster risk reduction as a consequence of the resilience methodology trialled through the **Strengthening Emergency Preparedness in Myanmar** project.[23]

In Kenya, the Red Cross (Trocana) now have an updated drought response plan and have also brought community volunteers into response planning to enhance community influence in humanitarian responses.[24]

22 Report from partner and agreement between SoS Sahel and OCHA
23 Compile PVCA report KESAN updated
24 Partner reports from Shifting the Power

**INVOLVEMENT IN NATIONAL / SUB-NATIONAL CRISIS RESPONSE STRUCTURES**

Three organisations in Pakistan now participate in zonal-level coordination mechanisms:

FRDP works with the Provincial Disaster Management Authority (PDMA).

REED and Grassroots Pakistan both signed a memorandum of understanding with Rescue 1122 /district disaster management authority in district Rahimyar Khan, Punjab and Lodhran, respectively.

This means that L/NNGOs are now integrated into government crisis response and preparedness plans in Pakistan.

In Kenya, Sikom and Caritas Maralal have been designated as leads at the county level for a peace and security cluster, as part of an integrated, government preparedness and response plan. This was not the case prior to the work of the **Shifting the Power** project.
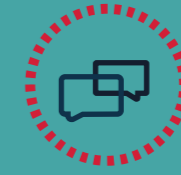
ADVOCATING / PROMOTING AND TRAINING FOR GREATER INFLUENCE

An organisation (anonymous) in South Sudan identified cases of sexual abuse committed by staff from an international organisation and reported this to UNHCR. This organisation is now working on accountability mechanisms to address the issue.[25]

In Turkey, Violet, a L/NNGO has contributed to the Inter-Agency Standing Committee (IASC) protection policy. The IASC had not previously consulted L/NNGOs as part of the global protection cluster.[26]

In Lebanon and in the DRC, Oxfam's partners, Association Najdeh and CEDIER, have seen a reduction in arbitrary detentions in the communities they work in, through the **Protection in Practice** project.[27]

In Kenya, Oxfam (in Wajir) and two other partners facilitated interactive radio sessions with community members and county government disaster management officers. The aim was to integrate community voices into the implementation of the Disaster Management Act.

25 R06026_PiP INAR Report_Lebanon
26 Protection in Practice Learning Review (Feb 2017)
27 R06026_PiP INAR Report_Lebanon_10Nov16

Result 2
Delivering more effective and efficient programmes

**1. CHANGES IN CRISIS RESPONSE** ❯ **13**

System change is a means to an end, the end being more efficient and effective crisis response that leads to better outcomes for affected communities. The Start Network has contributed to some remarkable changes in the quality of humanitarian responses. These changes include:

- A joined-up response to a malaria outbreak in Ethiopia, with L/NNGOs taking the lead as part of government crisis response.
- Consortia that the Start Network helped set up responding to Typhoon Nock-Ten in the Philippines.[29]
- L/NNGOs in Pakistan bringing a focus on inclusion to a shelter project.
- A health preparedness project in Gambella, Ethiopia that strengthened preparedness for disease outbreaks, improving the capacity of the government and community to prepare for both acute watery diarrhoea (AWD) and malaria.[28] The lab technicians were mobilised and medicine made available in the Woreda (district-level), which was previously not the case.[29]
- Cross-organisational sharing of human resources and expertise, between Save the Children International in Nepal and Christian Aid in India, as part of a surge roster, which was able to reduce costs, speed up response, strengthen LNGO capacities and trust between agencies.

28 Epidemic Preparedness and Response Plan (EPRRP)
29 Medicine Delivery report

Snapshot
RESPONDING TO DROUGHT IN EAST AFRICA
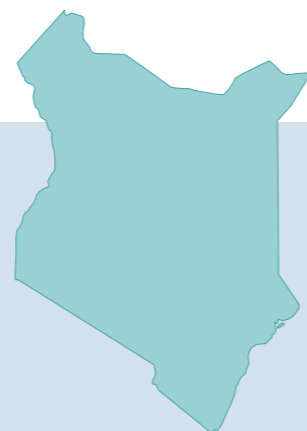
LOCATION: Kenya

PROJECT: Linking Preparedness, Resilience and Response (LPRR)

BACKGROUND: The Linking Preparedness, Resilience and Response project is designing humanitarian interventions in ways that strengthen long-term community resilience in fragile settings before, during and after a disaster. It has three strands: conflict prevention, humanitarian response and learning. The conflict-strand methodology was tested in Kenya to identify relevant stakeholders in Marsabit county, where the LPRR partner, Pacida, invited different stakeholders – humanitarian, development, security and key government departments – to form a 'platform' (a collaborative forum) for preparedness, resilience and response.

IMPACT: This platform has increased coordination between these stakeholders and has also reinstated some peace committees. More recently, it was mobilised for the drought in December 2016, when the international community did not respond. During this period the county government led most of the humanitarian response for the drought and used the platform to coordinate this response. The government used conflict analysis as the framework for action. The peace groups and platform led the response together. With reinstating the peace committees, inter-ethnic dialogue has also begun, there is now training on peace and activities (like football tournaments) that strengthen community relations. Pacida helped to coordinate the humanitarian response to the crisis, negotiating issues like the vaccination of cattle through the distribution camps, which was all agreed by the peace committees, the platform and Pacida. This approach was well received by Pacida, who said that the project "is making the localisation agenda practical." (Dub Guyo, Pacida).[30]

30 Email from Pacida and Christian Aid

Result 3
New humanitarian economy

The Start Network aspires to shift the way that finance is made available to those who respond to humanitarian crises.

This means working with traditional and non-traditional donors to test different funding models. We believe that alternative types of funding help to incentivise different types of behaviours and responses. Over the past year, the Start Network has invested time and resources in three innovative financing models, which are at different stages of development – the Start Fund, **ARC Replica insurance** and the **Drought Financing Facility**.

The following section describes these and sets out what the Start Network intends to focus on in future to challenge existing funding mechanisms.
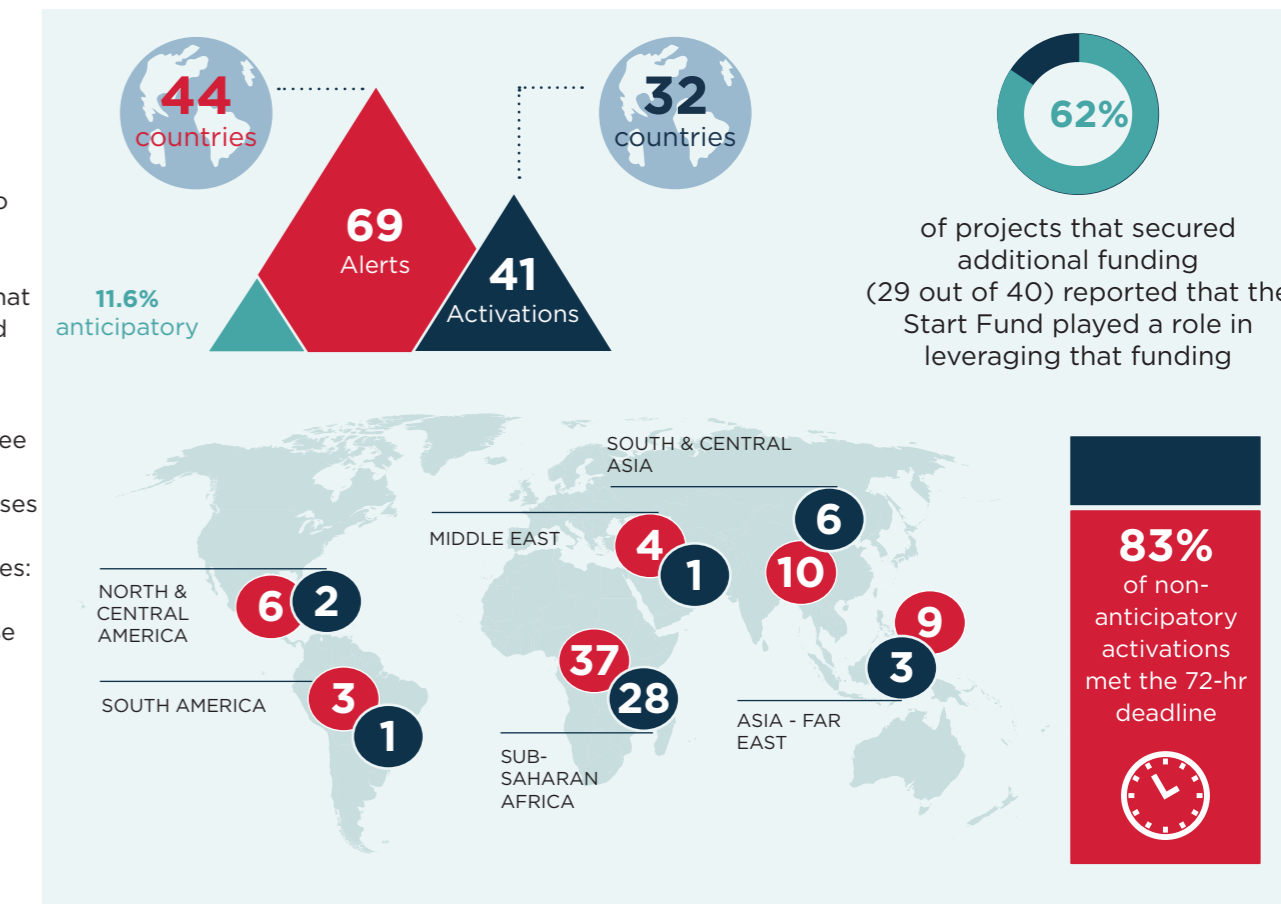
START FUND

Through funding from UK Aid, Irish Aid and Dutch Aid, the Start Fund has been delegated authority to utilise funds for crises that its members identify and respond to. It has a clear mandate to respond to forgotten/ignored and small to medium-scale crises, and incentivises member agencies to identify these under-the-radar crises earlier, before a crisis has an impact on communities. The aim is to meet needs that are unmet by other agencies and to generate interest in and responses around these otherwise ignored needs.

In the past year this approach has seen significant results. The Start Fund has grown both monetarily (from one to three donors) and operationally, being alerted to 69 crises and responding to 41 of these crises in 2016 (up from 34 responses in 2015).[31] This operational growth has taken place at the same time as constant iterations to our operational processes: to devolve decisions closer to crisis contexts, to incentivise anticipating and responding to crises before they materialise and to make decision making more efficient and consistent. What started as an experiment has now evolved into a successful, innovative mechanism.

However, the Start Fund continues to learn and evolve (see Start Fund Annual Report 2015/16) and has made more commitments to devolve and democratise further.

31 Growth in number of donors over two years

44 countries

32 countries

62% of projects that secured additional funding (29 out of 40) reported that the Start Fund played a role in leveraging that funding

69 Alerts

41 Activations

11.6% anticipatory

83% of non-anticipatory activations met the 72-hr deadline

SOUTH & CENTRAL ASIA
MIDDLE EAST
NORTH & CENTRAL AMERICA
SOUTH AMERICA
SUB-SAHARAN AFRICA
ASIA - FAR EAST

6 2
3
1
4 1
37
28
6
10
9
3

Snapshot
ANTICIPATING CRISES

PROJECT: Start Fund: anticipatory response

BACKGROUND: In 2016, heavy flooding in Mali led to predictions that the Niger River would rise two metres above the average, a height unseen in Mali in the last 50 years. The severity and duration of the flooding was predicted to be unprecedented and early warning information from the Famine Early Warning Systems Network (FEWS NET) echoed the fear that looming floods would cause crop loss and dramatically increase food insecurity along the Niger River basin. Rather than waiting for the floods, Start Network members activated the Start Fund in October in anticipation, to prepare communities and help to mitigate likely impacts. Despite predictions of the crisis, the four Start Fund agencies were the only organisations working with vulnerable communities to protect them from the rising level of the Niger River..

IMPACT: Moving from reactive to proactive responses can prove challenging. This case study illustrates what a response looks like in reality.

Agencies were wise to act early. The floods did materialise, particularly further upstream in central zones in Timbuktu province, where cash-for-work activities successfully deviated the river's path and protected villages from flooding. This safeguarded agricultural production, passageways used to access goods, healthcare and schools, thus preventing displacement and urban migration.

> "The Start Fund mechanism is so quick. We were able to mitigate risks, and avoid the real costs the floods would otherwise have caused."
> - **NIEK DE GOEJ**, MALI COUNTRY REPRESENTATIVE, CATHOLIC RELIEF SERVICES

Abdoulaye Yacoube, a farmer from the northern commune of Gourma Rharous, shared that the response helped him to preserve his livelihood as he used his cash-for-work earnings to purchase bags that protected his grains from flooding.[32]

In the most northern zones, however, there were still grave problems because anticipatory action happened too late. This meant that reconstruction was still needed to address flood damage.

Although the extent of the flooding was different across the targeted zone, the focus on local skill-strengthening helped to raise disaster risk reduction capacity in areas where flooding was minimal while effectively preventing flooding in other areas.

ARC Replica Insurance

In 2016, through Start Labs, (one of the Start Network's core areas of work where we test new types of humanitarian action) we formed groups of members in Senegal and Mali for the **ARC Replica project**, which has the potential to transform humanitarian financing and response. These groups started in-country preparation work for the replica insurance opportunity, including contingency planning and coordination with government and other stakeholders. Very importantly, we explored how best to legally set up and deliver an alternative response mechanism. This included working with legal advisors and African Risk Capacity (ARC) to go through the necessary due diligence procedures. While the funding did not eventually materialise, we learned a great deal from this process, and the various steps required to set up such a mechanism. This work is being re-started in 2017 in advance of funding arriving in 2018.

Drought Financing Facility

We also piloted the **Drought Financing Facility** (DFF), working with member agencies to test the scope for trialling this kind of innovative product. The aim of this project was for it to be nationally owned and designed, and the process for national ownership taught us how to develop communication systems within the network to build confidence in the technical aspects of the work. We made significant progress on the technical side, working with our modelling partners GlobalAgRisk and an external consultant from RFour consulting. We have now identified key countries where we aim to pilot this mechanism in 2017 (and beyond).

Partners in the new economy

Partnerships are critical to our work to influence humanitarian financing. In 2016 we developed partnerships with the commercial sector (particularly through the Insurance Development Forum), with think-tanks (such as Centre for Global Development) and with donors (notably the Department for International Development (DFID), KfW and the Rockefeller Foundation), all of whom we will continue to work with in 2017. Our aim is to test the changes that will lead to a new economy for humanitarian responses that are influenced by communities.

As a result of our work in 2016, the Start Network is now seen as a key player in this space, and frequently invited to panels or events about risk financing. This position and legitimacy is built on the fact that we are actively experimenting and building products in this area (like Start Fund Anticipation Window, **ARC Replica, Drought Financing Facility** and the **ALERT project**). This profile raising has yet to translate into resources for our initiatives: everyone wants to see this kind of experimentation but few are willing to pay for it. However, there are some encouraging signs that this is forthcoming in 2017.

Our main aim now is to establish an active risk financing pilot on the ground, so that our members can experience what such an approach can bring. We will start to build the evidence base for what works and what doesn't work for a mechanism of this nature.

AS A RESULT OF OUR WORK IN 2016, THE START NETWORK IS NOW SEEN AS A KEY PLAYER IN THE RISK FINANCING SPACE.

Localisation in theory and practice
What the Start Network has accomplished

The term localisation is most often used (in the language of the Grand Bargain and Charter for Change, as examples of the most prominent policy-level discussions) to refer to processes that will solve existing problems such as the inefficient use of resources and centralised decision-making that make responses less effective. While there are many interpretations of how to deliver localisation, there is less clarity on what it is that we want to see as a result. Without this definitive end-state, we must recognise that there are many different possibilities. For the Start Network, at its most ambitious, the end goal is humanitarian response that is community-led.

We believe that there is a shifting scale of community-led responses, which depends on several factors: community access to local governance structures, relationships with local NGOs, existing conflict dynamics within communities, the important role played by international NGOs in certain contexts and so on. However, we have identified pathways that will deliver a shift towards a situation where decisions and responses are made closer to the community. This section outlines what we are currently doing towards localisation, where we have reached and what we intend to deliver in 2017 (and looking ahead). The figure alongside presents the pathways that we believe will move us closer to our ambition of community-led humanitarian response.

LOCALISATION IS COMMUNITY - LED CRISIS RESPONSE

4 GOVERNANCE / DECISION MAKING
5 POLICY INFLUENCE
3 CAPACITY
6 VISIBILITY
2 FUNDING
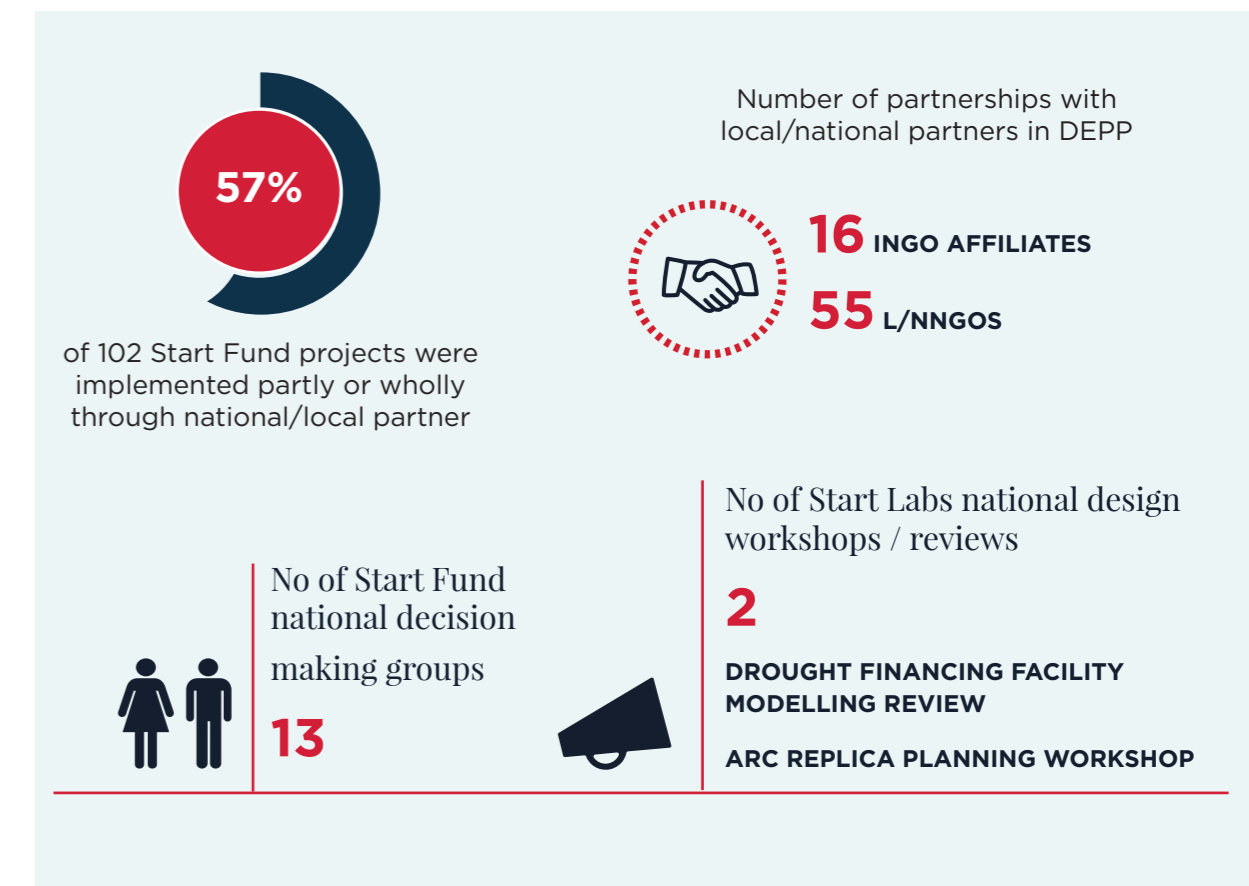1 PARTNERSHIPS / COORDINATION MECHANISMS

I. PARTNERSHIPS / COORDINATION MECHANISMS

The Start Network develops partnerships and facilitates coordination mechanisms (such as national decision-making groups, multi-stakeholder partnerships, national and regional consortia) to devolve decision-making, build capacity and help create sustainable change.

The various programmes – Start Fund, DEPP, Start Response and Start Labs – have embedded the inclusion of L/NNGOs to varying degrees.

The partnership approaches vary in different contexts, depending on the needs of local organisations. The aim, however, is to build expertise and ownership at the national level. Examples are design workshops for the **Drought Financing Facility** being held in-country, and a recent partnership with the All India Disaster Mitigation Institute (AIDMI) in India.

Through partnerships we are testing how best to build expertise within both local and international organisations and to shift decision-making processes, but our work is in its early stages.

57%
of 102 Start Fund projects were implemented partly or wholly through national/local partner

Number of partnerships with local/national partners in DEPP

16 INGO AFFILIATES
55 L/NNGOS

No of Start Fund national decision making groups
13

No of Start Labs national design workshops / reviews
2

DROUGHT FINANCING FACILITY MODELLING REVIEW

ARC REPLICA PLANNING WORKSHOP

Snapshot
THE NEEDS OF L/NNGOS IN LEBANON

LOCATION: Lebanon

PROJECT: Protection in Practice

> LOCAL NGOS HAVE FIGURED OUT HOW BEST TO COORDINATE. IN RESPONSE, THE PROJECT HAS CHANGED ITS FOCUS FROM NATIONAL TO LOCAL LEVEL COORDINATION.

BACKGROUND: The Protection in practice project aims to build the capacity of national staff to deliver activities, which ensure the protection of civilians during times of crisis. In Lebanon, this involved coordinating protection activity in the legal sector along with providing legal advice, protection referrals and services for refugees.

IMPACT: One aim of this project is to improve coordination at the national level so that it includes L/NNGOs.

However, local NGOs have figured out how best to coordinate and have said that there is no benefit to working with coordination mechanisms at national level: they would prefer international NGOs to work with these mechanisms and to then be the conduit for this information.[33]

In response, the project has changed its focus from improving national level coordination to local level coordination. We see this as localisation in practice, contextualising the relationships between humanitarian responders to ensure effective use of resources and skills.

33 Protection in Practice draft learning review (2017)

2017 AND BEYOND: LOOKING FORWARD

While the Start Network has partnership aspirations that will help move us closer to the Network's goals of supporting community-led response, we offer an example of how we will achieve this in 2017 and going forward.

Moving closer to localisation: Start Fund Bangladesh

In the past three years, the global Start Fund responded four times to crises in Bangladesh, making available £1,550,000 to affected communities. In 2016, responding to this trend, Start Network members in Bangladesh and those actively participating in the global Start Fund worked together, at the invitation of DFID, on a proposal to evolve and extend the Start Fund so that it can be adapted at the national level.

Photo: Start Network
Start member organisations in Dhaka discuss the set-up of a national Start Fund in Bangladesh

> THE START NETWORK AIMS TO DEVOLVE TO AN INDEPENDENT NATIONAL START FUND MECHANISM FOR BANGLADESH OVER THE NEXT FOUR YEARS.
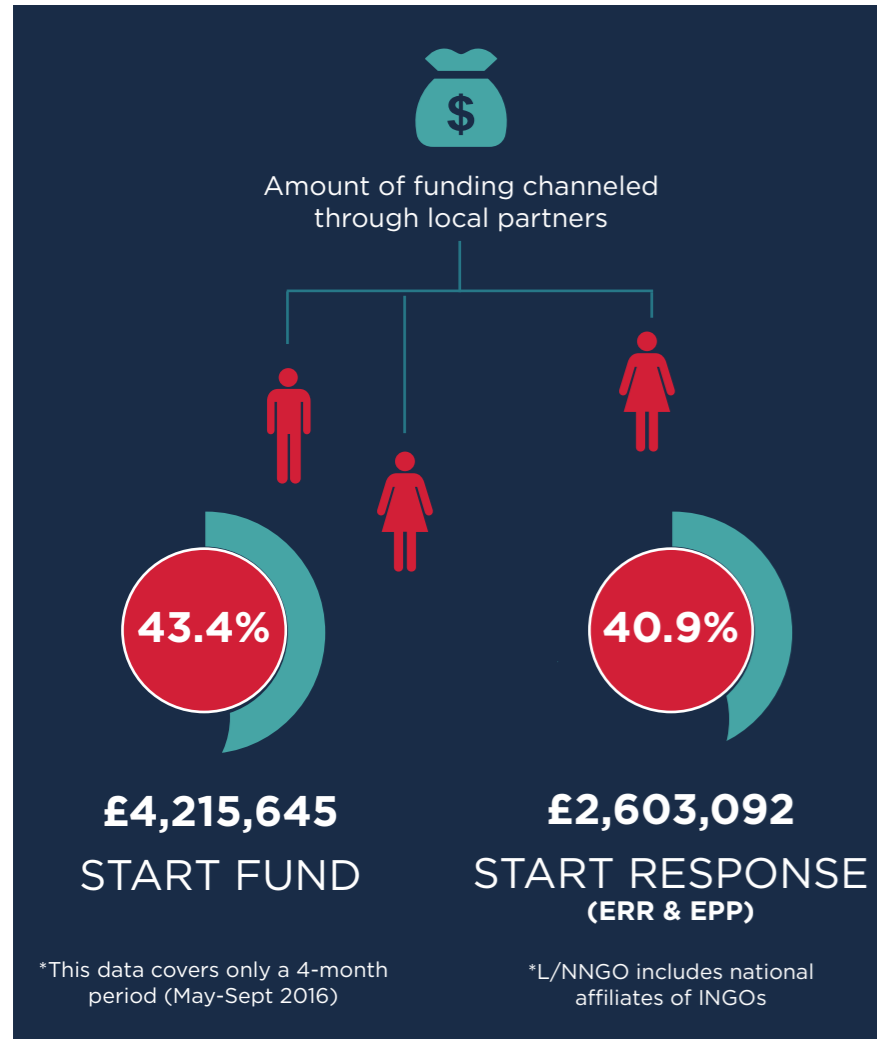
The Start Network aims to devolve to an independent national Start Fund mechanism for Bangladesh over the next four years.

It is expected that the fund, with an earmarked disbursement pot of approximately £2.2 million per annum, could fund responses to around 12 to 13 crises per year in Bangladesh.

In February 2017, Start signed the contract with DFID for the design and build phase, which will run until August 2017. The four goals for the Bangladesh national Start Fund are to enable rapid response, to advocate for humanitarian investment, to localise and to promote NGO collaboration. While this mechanism currently includes national affiliates of INGOs (and their partners), the aspiration is to drive greater participation from L/NNGOs that are not currently INGO affiliates. We envision both local and national NGOs having direct access to funds.

II. FUNDING FOR LOCAL PARTNERS

Amount of funding channeled through local partners

43.4%

40.9%

£4,215,645
START FUND

£2,603,092
START RESPONSE
(ERR & EPP)

*This data covers only a 4-month period (May-Sept 2016)

*L/NNGO includes national affiliates of INGOs

The Start Network is an aggregator of services and funds.

It helps deliver funding to minimise the number of intermediaries so that local organisations receive a greater proportion of financial resources. We currently gather data that demonstrates how much money we deliver to L/NNGOs (for example, 43.4% of funds disbursed for the four-month period from May to September 2016 were delivered to L/NNGOs). However, longer-term, we aim to unpack this information to explore the relationship between the total funds received and the proportion disbursed to L/NNGOs while also being more transparent about the proportion of finances allocated to intermediaries.

> **THE START NETWORK IS HELPING TO IMPROVE THE FINANCIAL PROSPECTS AND, BY EXTENSION, THE INDEPENDENCE AND SUSTAINABILITY OF THESE L/NNGOS.**

We also know that many of the Start Network's local partners are now able to access funds that they could not previously (see Result 1.4). We aim to track this information more systematically to demonstrate how the Start Network is helping to improve the financial prospects, and by extension, the independence and sustainability of these L/NNGOs. No doubt this is just a start.

III. DEVELOPING CAPACITY / MENTORING LOCAL PARTNERS

At the Start Network we build and enhance a variety of capacities such as technical and soft skills.

Through a range of approaches, such as training, mentoring, accompaniment and offering flexible funding, we have seen some remarkable shifts in how both local and international NGOs behave and operate (see Result 1.4).

Through challenging due diligence processes (through the **Financial Enablers** project), we have seen smaller NGOs working within consortia that they would have otherwise not been able to participate in. These smaller NGOs have given the project wider reach into local communities and allowed rapid mobilisation for disasters.

- Through building the expertise of national staff to make decisions about Start Fund allocations, and having local knowledge represented in project selection processes, we have seen significant changes to the quality of programmes. For example, through the **Shifting the Power** project, the directors of local organisations in Ethiopia are now participating in policy level conversations on the Grand Bargain.[34]

- Through the **Protection in Practice** project, L/NNGOs are now training international humanitarian leading protection agencies the International Committee of the Red Cross (ICRC) and UNHCR on protection.

These represent a diversity in the types of change in capacity that we have seen. We expect to track these changes more systematically over 2017 to present a more robust analysis of how this has helped us move closer to community-led disaster response. Finally (but not exhaustively), through the **Shifting the Power** project in Bangladesh, six of the 11 L/NNGOs have completed their applications for certification of the Core Humanitarian Standards (CHS).[35] This certification will give these organisations the opportunity and visibility to access funds and participate in humanitarian discussions at the regional and international level.

34 Partner reports (2017)
35 Report on CHS orientation (Christian Aid)

Snapshot
COORDINATING FOR PREPAREDNESS IN ETHIOPIA

LOCATION: Ethiopia

PROJECT: Shifting the Power

BACKGROUND: This project works with ten local organisations. Recognising that L/NNGOs are less represented at the zonal level, it advocates for them at national level in order to amplify their voice and influence. The project also trains organisations on how to set up systems that demonstrate professionalism and readiness for humanitarian response.

IMPACT: Three partners (AVH, CIFA and TDA) have started to participate in zonal level task forces and this has helped to resurrect humanitarian processes within these task forces. After increasing engagement at this level, they have now been asked by the government to become part of humanitarian joint assessments. This demonstrates how the government is positively shifting its relationships with these organisations. So far this has happened for only three organisations, but the project is expecting to see the same for all 10 partners. However, all ten organisations have changed internal policies and now even have specific HR policies for humanitarian response programmes, which is demonstrating readiness for humanitarian response.[36]

36 Partner reports (2017)

IV. GOVERNANCE AND DECISION-MAKING

The primary Start Network governance body, the Assembly, now has 23.8% representation of L/NNGOs. This is a significant rise from just a year ago where only 15.8% of Assembly members were L/NNGOs. We believe that devolved decision-making is key to shifting the stewardship and governance not just of funds but of decisions about the focus of programmes and the direction of the Start Network (see snapshot 'Localising decisions for more targeted, relevant response'). We are gradually making progress in this area but we want to do much more in 2017.

One aim is to explore transparency and democratic decision-making through blockchain technology (see snapshot 'Looking forward: blockchain and decision-making for localisation').

Small steps have also been taken in the management and governance of individual projects within the Start Network. For example, the National Steering Committee (Bangladesh) of the **Shifting the Power** project, which comprises country directors of the consortium INGOs, now has one partner organisation, the Dhaka Ahsania Mission, as the co-chair.[37]

37 Meeting minutes of the National Steering Committee (NSC)

Snapshot
LOOKING FORWARD: BLOCKCHAIN AND DECISION-MAKING FOR LOCALISATION

WHAT IS BLOCKCHAIN?
A blockchain is a type of database that takes a number of records and puts them in a block (rather like collating them onto a single sheet of paper). Each block is then 'chained' to the next block, using a cryptographic signature. This allows block chains to be used like a ledger, which can be shared and corroborated by anyone with the appropriate permissions. The real novelty of blockchain technology is that it is more than just a database — it can also set rules about a transaction that are tied to the transaction itself.

" "Blockchain has the potential to redefine the relationship between government and the citizen in terms of data sharing, transparency and trust."[38]
- **SIR MARK WALPORT**, UK GOVERNMENT CHIEF SCIENTIFIC ADVISER

38 Distributed Ledger Technology: beyond blockchain. A report by the UK Government Chief Scientific Adviser

BLOCKCHAIN AND THE START NETWORK
Blockchain technology has the potential to transform how the humanitarian sector operates. The Start Fund is exploring how this new technology can improve the humanitarian financing infrastructure to drive greater transparency, democracy and trust.
In 2016, the Start Network worked with developer Consensys to test the concept of a blockchain-based decision making platform for the Start Fund. The platform will allow decision makers to record allocation transactions on a Start Fund blockchain shared and corroborated by all users. We then secured funding from the Estonian government (a world leader in the application of blockchain) to continue this pilot. Our next step is to work with technology-sector partners to pilot a blockchain-based fund disbursement platform that will be faster, cheaper and more secure. It will track funds from donor to recipient and, we believe, minimise corruption and increase accountability and transparency.

V. INFLUENCING POLICY

The Start Network has supported L/NNGOs, where necessary, to influence national, regional and international humanitarian policy.

This includes contributing to the Inter-Agency Standing Committee (IASC), the primary mechanism for inter-agency coordination of humanitarian assistance, along with participating in more conceptual discussions like those around the Grand Bargain. Through the DEPP, Start Fund and Start Response the Start Network has helped set up consortia, platforms and coordination mechanisms to consolidate and amplify L/NNGO voices, building and enhancing their influencing skills and advocating with national governments to support their involvement in policy and humanitarian practice.

Through **Protection in Practice** in Turkey, an NNGO (Violet) has contributed to IASC policy, which is the first time the IASC has ever consulted NNGOs.[39]

In the Philippines, through the **Financial Enablers** project, the Start Network helped develop seven national-level consortia that now take a more specific humanitarian focus. These consortia have helped to integrate smaller L/NNGOs into government processes, with the potential to influence both policy and practice.

The **Transforming Surge Capacity** project helped set up national and regional rosters for surge response. In Pakistan, for example, local government and partners are working together on a pilot to enhance the surge capacity of communities through community emergency response teams in vulnerable villages. Through this engagement, we anticipate shifts in government practice (and perhaps policy) that will place L/NNGOs at the centre of humanitarian response (see also Result 1.1).

In Kenya, ALDEF, a partner in the **Shifting the Power** project, designed a community feedback mechanism, a simple tool for the community to feed back to government on any gaps and concerns during emergency preparedness and response. The feedback shared by communities will enable ALDEF to strengthen their own organisational programming, address gaps and potentially influence government policy and practice so that it is more aligned with community needs.

Through the **Linking Preparedness, Response and Resilience** project, Pacida (Christian Aid's partner) has been able to work with county government and has helped deliver locally-led responses that focus on peace building (see snapshot 'Responding to drought in East Africa').

At present, we have only anecdotal evidence for our influence on policy. However, in 2017, we aim to review more systematically the ways that the Start Network and L/NNGOs can influence policy, and the effect this has on community-led humanitarian response.

Photo: Oxfam | Francesca Reinhardt
With a Start Fund project in South Kivu to cover the basic needs of Burundian refugees in Lusenda Camp,

39 Protection in Practice draft learning review (2017)

VI. VISIBILITY

The work of the Start Network can only be achieved in partnership and collaboration with L/NNGOs. We believe that the Start Network and its numerous local and national partners contribute collectively to change.

We have taken some small steps to creating a space where our local and national partners can represent themselves.

For example, the Directors of two Kenyan NNGOs, WASDA and ALDEF, both attended the World Humanitarian Summit with partial support from the **Shifting the Power** project. Two NNGO Directors from Caritas Marsabit and Caritas Maralal participated in the Core Humanities Standards Alliance (CHSA) General Assembly

and Learning Event in November 2016 in Geneva. The directors continue to share their experiences with other organisations to help other NNGOs to participate in global conversations.

We would like to make these collective contributions more visible but still need to establish how best to do so. We currently have limited information about our local and national partners available on our website and in our publications, and in 2017 we will test the most appropriate way to present these collective accomplishments.

We believe that making L/NNGOs more visible will help to grow their reach and influence both nationally and internationally.

Photo: Start Network
Participants at the
2016 Start for Change events

OUR VISION GOING FORWARD

The Start Network is at an interesting moment in its evolution. We have a model of collaboration and partnership that is shown to facilitate behaviour and relationship change.

We have the results to show us that system change can be influenced through many different routes. Over the past year, in particular, we have become more articulate about how we see system change and how we can measure it consistently and robustly. The next step is to find the best way to share what we have learned so we can tell the story of the Start Network with more insight as we evolve. We continue to embrace ambiguity within the changing landscape of humanitarian thinking and action while at the same time clarifying, from experience, the ways that system change occurs and how we measure it. We will continue to explore this paradox. Ultimately, we aspire to influencing a wider set of stakeholders, both humanitarian and development.

Some commitments we have made for 2017 and 2018 are to:

(i) Improve the quality of evidence and our ability to more consistently gather evidence that demonstrates how system change occurs and what it can deliver.

(ii) Explore new business models, including the ARC Replica and Drought Financing Facility projects.

(iii) Test the model of national hubs for humanitarian preparedness and response.

(iv) Continue to build a global network that includes a wider set of stakeholders: our contribution to the global public good.

Our vision is ambitious and we know that it needs to be discussed more widely. We hope that this report has offered some insight into the work, aspirations and accomplishments of the Start Network and that this will empower you to contribute to, challenge and advance the conversation we have started and continue to drive.

Appendix I
Glossary of terms

National Non-Governmental Organisation	**NNGO**	Office for the Coordination of Humanitarian Affairs	**OCHA**
International Non-Governmental Organisation	**INGO**	Provincial Disaster Management Authority	**PDMA**
Local Non-Governmental Organisation	**LNGO**	National Disaster/Drought Management Authority	**NDMA**
Consortium of British Humanitarian Agencies	**CBHA**	African Risk Capacity	**ARC**
European Refugee Response	**ERR**	Department for International Development	**DFID**
Disasters & Emergencies Preparedness Programme	**DEPP**	Drought Financing Facility	**DFF**
Inter-Agency Standing Committee	**IASC**		
Core Humanitarian Standards Alliance	**CHSA**		
Kenya Red Cross Society	**KRCS**		
Norwegian Refugee Council	**NRC**		
Social Awareness Society for Youth	**SASY**		

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