

START
NETWORK

THE START FUND VALUE UNIQUENESS

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ACRONYMS & ABBREVIATIONS

CBPF	COUNTRY BASED POOLED FUND
CERF	CENTRAL EMERGENCY RESPONSE FUND
DEC	DISASTERS EMERGENCY COMMITTEE
DRA	DUTCH RELIEF ALLIANCE
DRC	DEMOCRATIC REPUBLIC OF CONGO
DREF	DISASTER RELIEF EMERGENCY FUND
EU	EUROPEAN UNION
FBA	FORECAST BASED ACTION
FCDO	UK FOREIGN COMMONWEALTH AND DEVELOPMENT OFFICE
GDP	GROSS DOMESTIC PRODUCT
HRP	HUMANITARIAN RESPONSE PLAN HPF HEALTH POOLED FUND (SOUTH SUDAN)
INGO	INTERNATIONAL NON-GOVERNMENTAL ORGANISATION
KII	KEY INFORMANT INTERVIEW
INGO	INTERNATIONAL NON-GOVERNMENTAL ORGANISATION
L/NGO	LOCAL OR NATIONAL NON-GOVERNMENTAL ORGANISATION
RCRCNS	RED CROSS/RED CRESCENT NATIONAL SOCIETIES
RRMP	RAPID RESPONSE FOR THE MOVEMENT OF POPULATIONS
MFA	MINISTRY OF FOREIGN AFFAIRS
OCHA	UN OFFICE FOR THE COORDINATION OF HUMANITARIAN AFFAIRS
SSHF	SOUTH SUDAN HUMANITARIAN FUND
WHO	WORLD HEALTH ORGANISATION



EXECUTIVE SUMMARY

This report is a research piece for the Start Fund and provides a broad overview of global humanitarian funding mechanisms and landscapes with a focus on six countries; the Democratic Republic of the Congo (DRC), El Salvador, Pakistan, the Philippines, South Sudan and Yemen. The report also assesses the value and uniqueness of the Start Fund and puts forward recommendations as to how these attributes can be further optimised for the future. The research was carried out by a team of eight researchers from February to April 2021 through a document review, utilising existing monitoring data and 119 interviews with Start Network members, partners, donors and other stakeholders within the humanitarian sector.

HUMANITARIAN FUNDING LANDSCAPE

The current landscape is characterised by contracting funding; competition between agencies to access funding; and ever-stringent demands to comply with different sets of accountability and due diligence measures. More positively, there is an appetite for more innovative forms of humanitarian financing and an acceleration towards localisation. Humanitarian response is facing an unparalleled range of challenges which have been exacerbated in the last year by the COVID-19 pandemic. The constant squeezing of the humanitarian funding envelope is not in line with the increase in humanitarian needs compounded by a reliance on a limited number of donors.

HUMANITARIAN POOLED FUNDING MECHANISMS

A total of 24 global funds were analysed in addition to 13 country-specific funds. These funds tended to be for pre-qualified international non-governmental organisations (INGOs), United Nations (UN) agencies or were membership-based, although increasingly Local and national NGOs (L/NNGOs) could access funding. Grants ranged from £7,000 to £6 million with most funding available within 24 hours to 14 days. Implementation timeframes ranged from six weeks to 12 months with most between 3-6 months. Most funds focused on response and much less on anticipation and recovery. Only the Red Cross Disaster Relief Emergency Fund (DREF) was comparable to the geographic reach of the Start Fund. The majority of funds have top-down decision-making processes, with no comparable member-led process as seen with the Start Fund. The Start Fund's monitoring and reporting are lighter than other funds; a clear added value for members although some thought it could be strengthened.

FOCUS COUNTRIES

For each country, an analysis was carried out of the humanitarian funding landscape. All countries faced funding shortages to respond to natural hazards and conflict aggravated by the COVID-19 pandemic:

EL SALVADOR

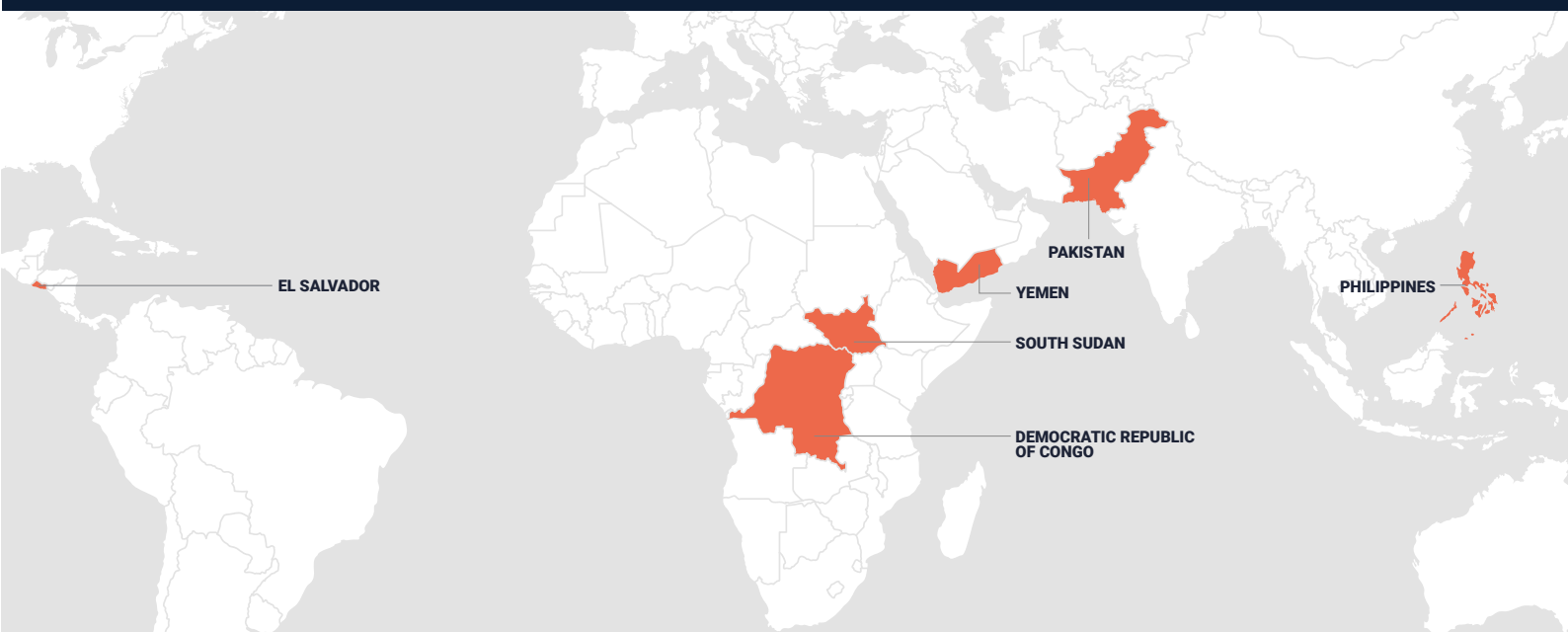
is vulnerable to earthquakes, tropical storms, volcanic eruptions, droughts, internal displacement due to violence and forced migration. Overshadowed by other global crises, funding was limited in general but there were positive examples seen of joint Start Fund projects from INGOs, L/NNGOs and partners with further opportunities possible.

YEMEN

has massive displacement; conflict-related famine and associated malnutrition, disease outbreaks with cyclical heavy rains and flooding. Despite the severity of the crisis, funding opportunities were seen as decreasing both for Start Network members (all INGOs) and L/NNGOs. Opportunities were seen for reinforced partnerships between INGOs and L/NNGOs particularly given the access issues of the international actors.

PAKISTAN

faces multiple crises including refugee influx, internal displacement and natural disasters such as floods and drought. With a downward trend in funding and most L/NNGOs reported excluded from funding sources, the Start Fund had opportunities to increase its visibility with a strong interest in early action among Start Network members.



SOUTH SUDAN

has seen decades of conflict and inter-communal violence, floods and recurring drought. With significant funding gaps seen, Start Network members had used the Start Fund for immediate life-saving responses. With only INGO members, there were further opportunities for the Start Fund to collaborate with L/NNGOs who were mostly funded on a project-by-project basis.

DRC

continues to face parallel complex and prolonged humanitarian crises. Despite a number of rapid response mechanisms available to humanitarian actors that are increasingly available to L/NNGOs, they were insufficient to meet the multiple needs. A challenge for the Start Fund was the suitability of its short-term responses for the nature of the crises in the DRC, with a potential role for the Start Hub to support a more collaborative approach between INGOs and L/NNGOs.

THE PHILIPPINES

experiences frequent tropical cyclones, drought, earthquakes, and volcanic eruptions with conflict and violence in some regions. Funding for humanitarian response is available from the government, international donors, private companies and diaspora. Although Start Network members are all INGOs, there is a strong response from L/NNGOs and government where there are opportunities for collaboration, such as linking short-term response to more early action and long-term development goals.

VALUE AND UNIQUENESS OF THE START FUND

The speed and agility of the Start Fund in being able to take decisions, transfer allocated funds and for members to start implementing a response within seven days was seen as a leading value by stakeholders in all contexts and globally. The ability for early action was also highly appreciated. Gap-filling was seen in the niche of the Start Fund in supporting responses to small and medium scale crises, in addition to allowing them to take action while securing other funding. Other values mentioned by members including the collaborative nature of the Start Fund responses, the accessibility and responsiveness of the Start Fund team and the focus on localisation.

For the uniqueness of the Start Fund, across all countries and globally, the characteristic mentioned the most by interviewees was the member-led decision-making followed by the value given to local knowledge. The funding timeframe was also highlighted with some members in favour of maintaining the 45 day implementation period while others thought it should be extended. Stakeholders did perceive that the Start Fund was innovative and offering varied financial solutions, but this was less emphasised possibly considering that members were mostly interacting with the Start Fund through the response grants. The tier-structure was cited less as a unique value, although members interviewed did see it as progress towards localisation.

CHALLENGES IDENTIFIED FOR THE START FUND INCLUDED:

Overall: The move of other funding mechanisms into innovative funding; the many different approaches and products of the Start Fund (and Start Network).

Nature of crises and responses: The suitability of the Start Fund funding for protracted crises and longer-term programming; the need for further capacity strengthening of L/NNGO members and partners particularly to support localisation; the potentially diminishing role and funding for INGOs with localisation; meeting all humanitarian needs such as those created by COVID-19.

Funding: The need to diversify the donor base of the Start Fund; the perception that available funds for members were decreasing; challenges in completing the funding applications for some members; questioning whether INGOs need Start Fund grants given other funding sources available to them.

Operational aspects: The perception of bias in the decision-making process; the limited geographical coverage that the funding allowed; the limited capacity of national partners and some L/NNGO members to respond in the 45 day implementation period; the lack of coordination and visibility within the broader humanitarian system; the need for reinforcing the Start Hubs in addition to monitoring, evaluation and learning.

There were a number of factors identified that facilitated the number of Start Fund responses in a country including: the number of small of small-medium size crises occurring; the availability of other funding sources; the capacity of members; and in-country structures of the Start Fund (such as the Start Fund Bangladesh). Factors that were potential barriers included the application process; the size of funding available; the type of crises not being suitable for the Start Fund; and the language barrier for members not comfortable in English.

LOOKING FORWARD AND RECOMMENDATIONS

This research confirmed the continued value of the Start Fund in relation to speed and filling the current rapid response funding gap for small-medium size crises. The member-led decision making was seen as unique and the focus placed on localisation seen as the way forward. The short-term quick response has filled a niche for the Start Fund but there are also other funds that are potentially filling this gap, notably INGOs own rapid response funds. In this regard, the Start Fund's move into early action was seen as complementary and needed. Recommendations are proposed in six areas, with detailed action points provided in the main report:

A. COMPLEMENTARITY OF FUNDING MECHANISMS

In order to ensure the availability of varied humanitarian financing to fit with the diversity of humanitarian crises and needs, there is a need to develop and maintain a range of financing options, such as a strategy to increase the use of anticipation grants and acceleration of the financial forecasting initiative.

B. START FUND FIELD STRUCTURES

Whilst the Start Hubs in DRC and Pakistan have brought members together and increased collaboration, without dedicated resources to maintain continued engagement and momentum, member collaboration is dependent upon the will and capacity of members. Consideration should be given to the development of different Start Fund structures and support for countries, considering the associated cost implications.

C. ACCELERATING LOCALISATION

The move towards greater localisation was praised by stakeholders. Considering the greater options that INGOs have to accessing funding compared to L/NNGOs, allocating grants to L/NNGOs could be accelerated. At the same time, L/NNGOs in many contexts need capacity building and support in managing rapid response which may be outside of the mandate of the Start Fund but needs to be considered, which could include partnering with organisations specialised in organisational development and setting targets for L/NNGO allocations and recruitment.

D. FURTHER MEETING MEMBERS' OPERATIONAL NEEDS

Overall, the grant management process was praised and appreciated positively in comparison with other funds that members are accessing. There were a number of areas where members suggested improvements to the process and the implementation of the funded projects, including extending the implementation timeframe from 45 to 60 days, addressing the perceived bias in selection committees and strengthening the monitoring and evaluation of projects.

E. TIERED DUE DILIGENCE

The tiered due diligence system has been successful in bringing on board more members, notably in Hub countries, but is perceived as complex (and for some costly) by potential members. In order to ensure that the Start Network's efforts to increase membership of L/NNGOs are successful, consideration needs to be given as to how the conditions of the due diligence system can be met. Suggestions include: developing a fast-track membership scheme for L/NNGOs who have worked as implementing partners; supporting unsuccessful but high potential L/NNGO candidates to work further on their weaknesses; and finding solutions where cost is a barrier for L/NNGOs to join.

F. INCREASING THE FUNDING AND EXPANDING THE DONOR BASE

As the Start Fund continues its efforts to increase its membership and funding portfolio there is a parallel need to increase the size of the Fund. The current donor base consists of dedicated supporters of the Start Fund and this should be built on further, for example through increased communications to current and potential donors and through engaging with existing donors to support and reach potential donors.

01 INTRODUCTION

The Start Fund is the first multi-donor pooled humanitarian funding mechanism, managed exclusively by international and national non-governmental organisations (INGOs / NNGOs). Projects are chosen by local committees, made up of staff from Start Network member organisations and their partners, within 72 hours of an alert. The mechanism has evolved significantly over time. As its membership has expanded, the frequency of alerts has risen, tools and systems have improved, governance has been restructured, and evidence and learning processes have been strengthened. In its sixth year of operation, by August 2020 the Start Fund had awarded over £71m and demand was seen to be at an all-time high. Past independent evaluations of the Start Fund and its performance have concluded that it is a successful and unique funding mechanism that has added significant value to, and has great potential to reform, the humanitarian financing system.

The humanitarian funding landscape within countries and at global level is rapidly changing, particularly considering the COVID-19 pandemic. Approaches adopted by larger pooled funding mechanisms such as the UN's Central Emergency Response Fund (CERF) and the International Federation of Red Cross and Red Societies (IFRC) Disaster Relief Emergency Fund (DREF) for Red Cross/Red Crescent National Societies (RCRC NS), are becoming more innovative. Country-based pooled funds (CBPFs) are providing more direct funding to local and national L/NNGOs (L/NNGOs) in response to the localisation agenda. In tandem, the Start Network is transitioning towards a new platform approach, a decentralised model of national and regional hubs, where hubs will manage their own funds, together with a tiered due diligence system which will transform the size and composition of its membership.

Within this changing humanitarian funding environment, the Start Fund has decided to re-evaluate its uniqueness and value and ascertain what its key attributes are, and how these can be optimised across the range of countries in which the Start Fund has financed responses.

02 PURPOSE AND SCOPE

The research has focused on six countries which have been selected by the Start Fund in addition to providing a global overview of humanitarian funding. The countries were chosen to reflect a diverse geographical spread, recent varied responses, and diversity in hub status as follows:

- Pakistan and Democratic Republic of the Congo (DRC) (existing Start Fund hub countries)
- Philippines and Yemen (proposed as hub countries but not selected)
- El Salvador and South Sudan (non-hub countries)

The research focused on the past calendar year (January 2020-December 2020) while considering the information and data collected during the last donor reporting year (April 2019-March 2020). Data from previous years was considered where appropriate and examples from other, non-focus countries, has been referenced where relevant.

03 METHODOLOGY

Both qualitative and quantitative data collection methods were adopted during the research in order to draw from primary and secondary data. The main focus was at country-level but relevant information was also drawn from sources at the global-level. The key research methods used were as follows:

- **Desk Review:** A review of key Start Fund resources as well as other relevant documentation relating to rapid response funding for humanitarian action.¹ This included a review of monitoring data for the period April 2019 – March 2020.
- **Member survey:** Relevant data was extracted from the 2020 Start Network Stakeholder Survey and reviewed in order to complement findings from the primary research.
- **Key Informant Interviews (KII):** KIIs were undertaken in the six focus countries and at global level.² KIIs included Start Network members and other stakeholders within the humanitarian sector. A purposive (non-random) approach was adopted in order to reach most stakeholders. A total of 8 - 22 KIIs were carried out in each country and an additional 15 at global level; 119 in total.

The research has been undertaken by a team of eight independent consultants from Owl RE, evaluation and research consultancy – one consultant in each country studied and two international consultants supporting national level data collection, undertaking global level analysis, and taking responsibility for overall research delivery.

A number of limitations were identified during the inception phase. These limitations did not prove to be major obstacles as detailed in the following table:

TABLE 1: POTENTIAL LIMITATIONS AND MITIGATION MEASURES TAKEN

POTENTIAL LIMITATION	MITIGATION MEASURES
<i>The current situation with COVID-19 is limiting potential in-person interaction with stakeholders and beneficiaries.</i>	The interaction with stakeholders was carried out almost exclusively remotely, with some interviews conducted in-person in DRC and South Sudan. However, it was not possible to interact with beneficiaries which was a limitation of the evaluation.
<i>Access to a wide range of key stakeholders may be compromised due to the relatively short timeframe of the research.</i>	Through the efforts of the Start Fund (and Network) and the research team, a wide range of stakeholders were contacted and interviewed for the research (see annex 3 for a complete list).
<i>The diverse operating environments of the countries studied may limit the potential to identify common challenges and mitigating factors.</i>	Commonalities will be identified between the six countries, in addition context specificities as detailed in the report and the country summaries (see annex 2).
<i>Difficulties in predicting trends in humanitarian funding landscape over the coming years makes precise recommendations challenging.</i>	Recognising this limitation, the recommendations are based on the research findings while taking into account the trends of the humanitarian funding landscape identified both in-country and globally.
<i>Ensuring consistency in the information and data collected across the six focus countries.</i>	Common tools were provided for national consultants. The information and data collected was cross-checked by the team leader and lead consultant and further refined to ensure consistency between countries.

¹ Please see Annex 5 for a list of key documents reviewed.

² Please See Annex 3 for a list of KIIs and Annex 4 for the interview guides used.

04 HUMANITARIAN FUNDING LANDSCAPE



NATURAL DISASTERS: THE PHILIPPINES

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4.1 OVERVIEW

The current humanitarian funding landscape is characterised by a contraction in aid funding; competition between agencies to access increasingly limited funding; and ever-stringent demands to comply with different sets of accountability and due diligence measures.³ More positively, there is an appetite for more innovative forms of humanitarian financing than has been seen traditionally, with the piloting and use of anticipatory funding and not just a triggering of funds at crisis onset.⁴

Humanitarian response is facing an unparalleled range of challenges which have been exacerbated in the last year by the COVID-19 pandemic.⁵ Ongoing and protracted conflicts often taking place in fragile states, climate change impacts, and global population growth have pushed humanitarian needs to a record high. The financial and material resources to address these needs are not able to keep pace and with humanitarian access consistently challenged, in a number of locations the gap between humanitarian need and the ability of aid agencies to meet those needs is growing. There is a growing funding gap for UN appeals – currently estimated to be £15 billion – of more than half the total required. The constant squeezing of the humanitarian funding envelope is not in line with the increase in humanitarian needs.⁶ Stakeholders anticipate a rise in needs in a number of contexts which are not currently considered humanitarian hot spots, and this will be linked to the results of climate-related and natural hazards.

The reliance on a limited number of humanitarian donors for the majority of humanitarian funding is an ongoing concern with the top ten donors globally accounting for 83% of reported funding.⁷ In 2021, it is foreseen that the European Union (EU) will finance nearly 40% of global humanitarian aid.⁸ This pattern was also seen at country level. For example, in South Sudan the top ten donors to the 2020 Humanitarian Response Plan (HRP) provide some 86% of total humanitarian financing each year meaning that there is a lot of concentration with these donors, limiting options to access funding for many L/NGOs.

There are continued questions about the supply-driven humanitarian business model which appears to be shaped around donor preference and political orientations and linked to the mandates of the larger aid agencies.⁹ A 2020 study confirmed what has been understood for years – that donors rely on international organisations, and particularly the UN bodies, as a mechanism through which to pool resources and risks.¹⁰ Although the study found that donors are not satisfied with this approach due to its fragmentation and the speed and cost of getting resources to the frontline, they have not yet found an alternative. The study goes on to highlight that in spite of commitments to more flexible financing, the proportion of earmarked grants has increased in recent years, with some donors using earmarking to align the system to their own priorities. In this respect, stakeholders highlighted that the Start Fund has become an effective way for donors to support interests that align with their own priorities, including anticipation, forecast financing and localisation.

3 OCHA (2021), Global Humanitarian Overview 2021: <https://gho.unocha.org/global-trends/historic-economic-decline-reversing-development-gains>; Development Initiatives (July 2020), How are aid budgets changing due to the Covid-19 crisis? <https://devinit.org/resources/how-are-aid-budgets-changing-due-covid-19-crisis/>

4 ALNAP (2021), Humanitarian innovation: We may fail at this: <https://www.alnap.org/blogs/humanitarian-innovation-we-may-fail-at-this>; CDG (2020), Rethinking Humanitarian Reform: A View from International Actors: <https://www.cgdev.org/blog/rethinking-humanitarian-reform-view-international-actors>

5 European Commission (March 2021), EU's humanitarian action: new challenges, same principles. Communication from the Commission to the European Parliament and the Council: <https://ec.europa.eu/echo/files/aid/hacommunication2021.pdf>

6 For example, UN OCHA's 2021 Humanitarian Needs Overview highlighted that a record 235 million people will need humanitarian assistance and protection in 2021, a near 40 per cent increase on 2020 Global Humanitarian Overview 2021 | OCHA (unocha.org)

7 UN OCHA, Financial Tracking Service, <https://fts.unocha.org/>

8 Ibid

9 CDG (2020), Op. Cit.

10 <https://www.cgdev.org/blog/rethinking-humanitarian-reform-view-international-actors>

COVID-19 had an impact on the humanitarian funding landscape in 2020 and the economic stress caused both in countries already struggling with humanitarian crises as well as donor countries is likely to be felt for some years to come. In Pakistan for example, the International Monetary Fund estimates that poverty will rise from a current 24% to 40% in 2021. More positively, humanitarian donors did attempt to speed up approaches to respond to COVID-19. The Start Fund itself created a specific COVID-19 fund in April 2020 which received a record number of alerts once launched. OCHA developed a COVID-19 Global HRP with countries amending their existing HRPs in parallel (some stakeholders noted that fund release was slow), and CERF provided global agency level funding to WFP and UNICEF (as opposed to the normal CERF approach at country level). A global response was preferred given the urgency and global nature of the pandemic. In addition, CERF funded directly INGOs and L/NNGOs for the first time (via IOM as grant manager), releasing \$USD 25m that was distributed to a total of 24 organisations of which one third were L/NNGOs.¹¹ Donors are also under increasing pressure to respond to national and constituency level demands to focus first on domestic needs. A visible example of this is the UK's recent decision to reduce its overseas aid budget from 0.7% of gross domestic product (GDP) to 0.5%.¹²

As part of the COVID-19 response, millions went to the CERF to fund NGOs in 2020 which may be an indication that there is a search for a global alternative for NGO funding with the UN acting as a buffer between donors and NGOs in terms of grant management and oversight. With the CBPFs looking at regional options this may also affect the humanitarian funding landscape. A 2019 evaluation of CBPFs found that whilst CBPFs are broadly aligned with HRPs, they are also responsive to new needs. CBPFs were also found to promote inclusive and transparent allocations to priority needs and whilst CBPFs were often faster than many other donor funds, there were perhaps trade-offs between speed and quality programming.¹³ There have been question marks over the relevance of the CBPF short implementation timeframes (6 months), particularly in protracted crises.

At the 2016 World Humanitarian Summit, aid agencies, including donors, committed to provide more support and funding tools for local and national responders.¹⁴ The COVID-19 response has accelerated the localisation agenda with the restrictions on international travel, promoting local actors as they are permanently present in crisis locations. The need to ensure that local organisations are better placed to respond to those in need, particularly in places where access and legitimacy of humanitarian actors are challenged, is going to continue to be high on the agenda. The principles of accountability and devolution of decision-making are predicted to continue to be key features of the humanitarian funding landscape in the coming years. However, the risk appetite of primarily donors will continue to limit localisation to an extent. The tension between the ambition to increase local humanitarian action and access to funding and the increased accountability requirements looks set to remain in spite of the fact that they are contradictory in nature.

Stakeholders interviewed for this research indicated that the above trends will oblige pooled and rapid response fund mechanisms to re-think their approaches. These aspects and their implications are taken up further in this report.

¹¹ <https://gho.unocha.org/delivering-better/pooled-funds-and-humanitarian-emergencies>

¹² According to Development Initiatives, in 2020, the former DFID disbursed a total of £9.3 billion – a reduction of £1.1 billion compared with disbursements for 2019 (a drop of 10.3%): Cuts to the UK 2020 aid budget: What IATI data tells us - Development Initiatives (devinit.org)

¹³ 2019 OCHA Evaluation of CBPFs - Synthesis Report.pdf (unocha.org)

¹⁴ This includes the commitment to: "Achieve by 2020 a global, aggregated target of at least 25 per cent of humanitarian funding to local and national responders as directly as possible to improve outcomes for affected people and reduce transactional costs."

4.2 KEY FEATURES OF OTHER HUMANITARIAN POOLED FUNDING MECHANISMS

The table below identifies seven types of pooled funding mechanisms in addition to rapid response mechanisms. The latter were added to the analysis as these were often seen as funding alternatives to the Start Fund and other pooled funds. In total 24 funds were analysed although there are known to be more in existence, for example NGO individual funds and government funds.¹⁵ The full list of funds analysed is found at annex 1. In addition, 13 funds were identified that were country-specific in five of the focus countries (no country-specific funds were identified in El Salvador). These are detailed in the country summaries found at annex 2.

TABLE 2: SELECTED TYPES OF POOLED AND/OR RAPID RESPONSE FUNDS

TYPE OF FUND	ACCESS	SPEED OF DISBURSEMENT	TIMESPAN FOR USE	STAGE	TYPE OF CRISIS	APPROXIMATE GRANT RANGE (£)
OCHA CBPFs: (reserve allocations) ¹⁶	All require prequalified access INGOs, L/NGOs, UN, RCRC NS	On average between 10-20 days	6-12 months	Response (also protracted crises for CPBFs)	Conflict Natural hazard Epidemic	Recommended minimum grant: £72,000 maximum grant: context specific
CERF FUNDS Rapid response; COVID-19; Gender based violence	UN agencies, NGOs (for COVID-19 and via IOM)	Rapid response: 12 days The COVID-19 funds: 24-48 hours	6-9 months	Response	Conflict Natural hazard Epidemic	£435,000 - £1.4million
IFRC POOLED FUND: Disaster Relief Emergency Fund	RCRC NS	14 days	3 months (extendable to 6 months)	Anticipation Response	Natural hazard	£300,000 – £400,000
NGO COALITION POOLED FUNDS: Alliance 2015; Act Alliance; Dutch Relief Alliance (DRA) Fund	Open to prequalified NGOs and/or network members	Not all specified: DRA has pre-positioned funds with members and can be released within 5 days	Between 6 weeks - 6 months	Anticipation Response Recovery	Conflict Natural hazard Epidemic	£35,000 - £6 million
GATES FOUNDATION Rapid Fund	Prequalified INGOs & UNICEF	24-72 hours	12 months	Response	Conflict Natural hazard Epidemic	£140,000 - £350,000
NGO INDIVIDUAL FUNDS: e.g. CARE, Save the Children	Network members	24-48 hours	3 months (for CARE)	Anticipation Response	Conflict Natural hazard Epidemic	£7,000 - £250,000
GOVERNMENT FUNDS: e.g. Canada, Denmark, Ireland, Sweden, UK, USA	Pre-qualified NGOs and CSOs	Often pre-positioned funds; approval between 24 hours - 14 days	3-9 months	Response Recovery	Conflict Natural hazard Epidemic	£60,000 - £425,000

¹⁵ For example, in the Philippines, five INGOs were known to use their own rapid response funds (see below). The 2015 baseline report of the Start Network Transforming Surge Capacity project identifies individual rapid response funds for all 11 participating INGOs: Start Network (2015), Baseline Report, Transforming Surge Capacity Project, p. 34: <https://www.owlre.com/wp-content/uploads/2018/07/Surge-Baseline-Report-2015.pdf>.

¹⁶ CBPFs have both standard allocations (usually twice a year) and reserve allocations launched on an ad-hoc basis to respond to unforeseen emergencies; the latter resembles a rapid response mechanism and is profiled in this report.

Following is an analysis of these other types of funds in comparison with the Start Fund:

ACCESS

All funds reviewed required some type of membership or prequalification.¹⁷ This was a limitation of all funds but interviewees from the funds and donors emphasised that this was needed for accountability and due diligence reasons. Access to some funds was clearly limited by membership, for example, only Red Cross/Crescent National Societies (RCRC NS) could access the IFRC DREF; only national members of the Act Alliance could access their emergency fund (some of their members mentioned that funds were general low in the fund); the CERF Rapid Response and COVID-19 funds are only open to UN agencies (although NGOs could access some funds via IOM). Most of the government funds also restricted their funding to NGOs and CSOs from their own countries. The CBPFs are open to the broadest range of actors: UN, INGOS, L/NNGOs and RC/RC NS. The inclusion of L/NNGOs in allocations has been much promoted by OCHA as part of their commitment to localisation and recent figures can support that this indeed is happening. By October 2020, OCHA's CBPFs had allocated USD \$607m in 18 countries to 14 UN agencies, 148 INGOS, 161 L/NNGOs (USD\$ 236m) and four RCRC NS. The funding provided to L/NNGOs (including the RCRC NS) was an increase of USD \$4m compared to 2019.

By comparison, access to the Start Fund is also membership-based although the global tiered diligence and the creation of hubs were seen by interviewees as positive steps to expand access and a commitment towards localisation, even if still in progress. The Start Fund Bangladesh provides a concrete example of where access has been gradually opened-up: in 2017, the Start Fund in Bangladesh had 20 INGO members and no L/NNGO members; as of May 2021, it has 20 INGO members and 27 L/NNGO members.

SPEED OF DISBURSEMENT

The funding mechanisms vary in their speed of disbursement ranging from 24 hours to 14 days. The most rapid funds are those with pre-qualified members and/or pre-positioned funding. For example, for NGO individual funds, they can sometimes be available immediately or within 24 hours, even if relatively smaller than most other grants. The Bill and Melinda Gates Foundation states it releases funds with 24-48 hours to pre-qualified partners (INGOs and UNICEF). The COVID-19 funds created by CERF and managed by IOM distributed funds within 24-48 hours to UN agencies and NGOs.

The pre-positioning of funds within humanitarian organisations was one means of speeding up disbursement. For example, in DRC, the INGO members of the SAFER consortium (not related to the SAFER Fund in the Philippines), a country-level fund, could access the funds immediately without any donor approval (see further below). The more established funds, such as the CBPF, DREF and the CERF Rapid Response Funds take up to 14 days. By comparison, the Start Fund disburses funds within 72 hours of being alerted and was perceived by interviewees as being one of the fastest funding mechanisms for humanitarian crises globally. This confirms the findings of a 2019 review which highlighted that the Start Fund is a leading enabler of rapid, needs-driven humanitarian response for overlooked crises.¹⁸

Other funds, such as CERF, are in the process of trying to speed up their decision-making processes, such as decreasing the initial consultation process with applicants, allowing agencies to backdate expenditures, and introducing more predictive aspects so that activities can be started more quickly. DEC is also considering allowing members to access a pre-proposal "kick-start" cash injection. Unlike other multilateral funds, the Start Fund does not require new logframes and risk matrices to be developed each time the Fund is triggered, and this is positive when comparing to other similar funds, as highlighted by interviewees in Central America.

¹⁷ Non-prequalified Danish CSOs could apply for a grant from the Danish Emergency Relief Fund although it could take up to three weeks for funding approval.

¹⁸ Iris Aid (March 2019) External Review of the Emergency Response Fund Scheme: <https://www.irishaid.ie/media/irishaid/whatwedo/whoweworkwith/civilsociety/External-Review-of-the-Emergency-Response-Fund-Scheme-ERFS-Review-March-2019.pdf>

IMPLEMENTATION TIMEFRAMES

Implementation timeframes of other funds ranged from six weeks to 12 months, with most at between 3-6 months. Only the Act Alliance Rapid Response Fund had a comparable short-time frame to the Start Fund's 45 days: 45 to 55 days. The short implementation timeframe of the Start Fund was perceived as both positive and negative. Positively, it allows members to kick-start operations which can then be continued when other funding comes in. A number of stakeholders spoken to, highlighted this leveraging advantage (CARE in Yemen for example – see below). Negatively though, for some members it is simply not long enough to ensure promotion of local actors for example, or do much beyond the delivery of in-kind assistance. Other funds, such as the government response funds have timeframes running from 3-12 months which are considered to give a much-needed flexibility when taking into account some of the complex operating environments where implementation delays can be caused due to hindered access; the need for approval from authorities; and the diversity of needs that require addressing according to interviewees.

TYPE AND STAGE OF CRISES

The large majority of funds were focused on the response stage of the crises with only a few focusing on anticipation and recovery (preparedness was largely absent). The availability of funds for early-action and anticipation by the Start Fund was viewed positively by stakeholders although some raised the challenges of carrying out such activities in 45 days. In terms of crises, the funds were mainly focused on sudden-onset conflict or natural hazards (in addition to pandemics with COVID-19) with some funds such as the CPBFs and the Dutch Relief Alliance focusing on protracted crises also. Stakeholders positively highlighted the Start Fund for its focus on small/medium emergencies. In Yemen for example the Start Fund is seen as essential for responding to crises that might otherwise be overlooked, such as flooding, due to the vast levels of humanitarian need. Stakeholders identified that Start Fund financing is most suitable for flood response, cyclones, storms etc. but less so for drought as it is difficult to know when the response should start (the anticipatory financing approach was seen as more appropriate for this).

SECTORS/ACTIVITIES

Most funds aimed to cover the full range of humanitarian activities with the COVID-19 funds focused more on health, WASH and protection. For the Start Fund, more complex interventions, such as protection, were seen as harder to fund within the required timeframe of the Start Fund (45 days). Agencies preferred to keep the focus mostly on in-kind and cash distributions, although as can be seen below, CARE in South Sudan did use Start Fund financing to support recent protection actions. Plan International was also funded for a protection project addressing violence against women during the COVID-19 pandemic in 2020.

GRANT SIZE

The funds assessed distributed grants ranging from £7,000 to £6 million. The smaller grants tended to be from NGO own funds or from their networks. The larger grants tended to be for UN agencies, such as £1-1.5 million from the CERF. The exception was the Dutch Relief Alliance (DRA) Fund whose grants to Dutch INGOs ranged from £3-6 million. These were for coalition-type projects involving multiple INGOs and L/NNGOs that went between 6-12 months.¹⁹ Outside of this exception, the Start Fund was towards the upper range at some £235,000 per grant considering its INGO and L/NNGO membership.

¹⁹ <https://dutchrelief.org/wp-content/uploads/2020/08/DRA-impact-report-2019-spread-digitaal.pdf>

A number of other factors were analysed in addition to those in the table, as follows:

REACH AND COVERAGE

The only fund with a comparable global reach and coverage to the Start Fund was the DREF, which was accessible to all 192 RCRC NS and is active in some 75 countries annually. Further, a UN agency or INGO with an extensive field presence could have a reach and coverage greater than the Start Fund by their combined use of multiple funds. With a shift to country and regional level hubs, with member agencies on the ground in nearly (if not all) humanitarian contexts, the Start Fund has a global reach and coverage that other pooled funds do not (68 countries to date). For example, OCHA CBPFs are only available in 19 countries at the moment. The COVID-19 pandemic impacted CBPFs as it required the funds to respond with greater flexibility through simplified funding arrangements to a larger number of countries. The pandemic saw the OCHA-managed pool allocate \$350 million in 49 humanitarian operations.²⁰ Coverage differed from context to context; in DRC in 2020, the Start Fund has had projects in three provinces whereas the CBPF covered 16 provinces (out of 25 provinces in total).

DECISION-MAKING

The pooled and rapid response funds assessed have different degrees of devolved decision-making. The majority of funds remain top-down in their decision-making processes, with no comparable member-led decision-making process as seen with the Start Network. The Start Network's country level member-led decision-making processes is seen to be unique and a critical added value for the Fund as described further below.

Stakeholders spoken to for this research highlighted the positive nature of the transparency of the Start Fund decision-making process, linking this to the ability to rapidly access funds and begin implementation. The lack of bureaucracy is important for members who noted that other pooled funds, such as the CBPFs, are perceived as bureaucratic and the decision-making processes are not always clear (i.e. decisions on funding allocations not carried out transparently as is done for the Start Fund). Some interviewees at country level did though highlight concerns in relation to potential bias in the decision-making processes, highlighting the risk that "stronger" or more well-known members may try to influence decisions in their favour. This was raised in El Salvador, DRC South Sudan and Pakistan.

DUE DILIGENCE

The Start Network's tiered due diligence framework has been designed to enable more local actors to become members and in turn more easily access financing. Success here has been mixed as the thresholds for Tier 2 (which is more accessible for many local organisations) are lower than the higher tiers (3 and 4) and the funding allocation for each response for members is therefore lower (£30,000 for Tier 2 and £300,000 for Tiers 3 and 4). This has resulted in a number of local actors preferring to remain as partners of INGOs as it provides access to higher levels of funding than they would be able to get if they accessed it directly as a Tier 2 member.²¹

INNOVATION

The pooled and rapid response funds have begun to invest in innovation and innovative financing. The IFRC DREF's forecast-based financing being a frontrunner planning to dedicate 25% of the fund to forecast-based action. The CERF has also recently started investigating innovative approaches to funding in addition to its two existing funding windows for rapid response and underfunded emergencies. This has seen CERF implementing different approaches to funding, including trying to provide a more direct access to NGOs (and not only UN agencies) in its COVID-19 response; forecast based funding; making global level allocations to WFP and UNICEF for COVID-19 responses; and earmarking for gender-based violence in ten countries. The Dutch Relief Alliance has also established an innovation fund for its members. The Start Network has been noted for its innovative

¹⁹ <https://dutchrelief.org/wp-content/uploads/2020/08/DRA-impact-report-2019-spread-digitaal.pdf>

²⁰ <https://www.unocha.org>

²¹ The approaches to risk were not clear for other pooled funds. CERF's 2020 provision of funding for NGOs to respond to the COVID-19 pandemic was managed at country level by IOM, so CERF shifted the risk management in that way, but it is not clear how IOM then ensured compliance.

approaches to financing, particularly with its anticipation and risk financing but also with the Start Fund Bangladesh and the establishment of hubs. The Start Fund has pioneered anticipatory financing and other humanitarian organisations and donors have positively picked up on this lead. The innovative financing approaches of the Start Fund have been critical in attracting some donors including the Dutch MFA who have a specific interest in the early action focus.

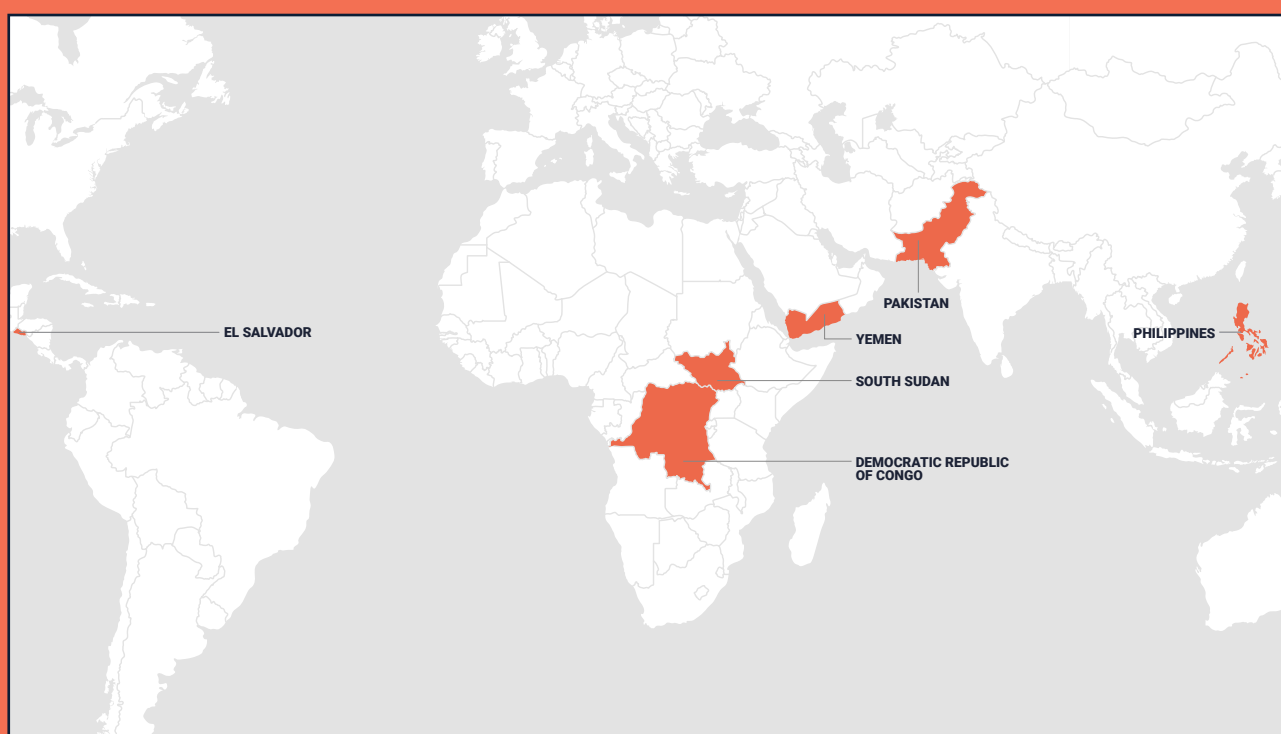
MONITORING AND REPORTING

The Start Fund reporting requirements are more light-touch than other pooled funding mechanisms and this is a clear added value for its members. Some stakeholders did highlight that although the requirements aren't stringent, the reporting templates are not user-friendly particularly as they can only be worked on by one person at a time and are only available online. This has led some members to create off-line versions so that more than one person can simultaneously provide inputs including when internet access is not reliable. Stakeholders in DRC and Pakistan highlighted that they thought monitoring and evaluation could be increased for the Start funded projects. In particular, they suggested increasing the number of spot-checks during implementation and field assessments following completion of funded projects.

22 Total allocations for 2020: 53%- 30 INGOs; 31%-30 L/NGOs and RCRC NS; 17%- 6 UN agencies.
https://www.unocha.org/sites/unocha/files/DRC%20HF%20in%20Brief_FEB2021_2.pdf

4.3 HUMANITARIAN FUNDING OPPORTUNITIES, DECISION-MAKING PROCESSES AND GAPS IN FOCUS COUNTRIES

For each of the six focus countries, an analysis was carried out of the funding opportunities, decision-making processes and gaps in-country. Additional information is found in the country summaries found at annex 2.



DEMOCRATIC REPUBLIC OF THE CONGO (DRC)

DRC continues to face parallel complex and prolonged humanitarian crises. Armed conflict and violence, epidemics, natural disasters, and the socio-economic impact of COVID-19 have considerably exacerbated already existing vulnerabilities. Within the DRC there are a number of rapid response mechanisms available to humanitarian actors including:

- **The DRC Humanitarian Fund**, established in 2006, is the OCHA-managed CBPF. Following the global trend seen with CPBFs, the DRC Humanitarian Fund has increased its outreach and access to L/NNGOs according to stakeholders; in 2020, 31% of allocations were to L/NNGOs.²² Start Network members in DRC, both INGOs and L/NNGOs (also as implementing partners) were accessing CBPF funding but commented it could take up to three months to receive funding.
- **A new UNICEF rapid response mechanism** which functions at a smaller scale than the previous Rapid Response to Movements of Populations (RRMP) which was closed in 2019 due to corruption and misuse of funds. The new mechanism aims to work more closely with L/NNGOs and only supports the provision of in-kind and not cash assistance (no Start Member interviewed mentioned working with the mechanism).
- **The SAFER consortium** which is pre-financed by FCDO and ECHO and consists of five INGOs, led by Mercy Corps.²³ As the fund is pre-positioned, NGO members do not need prior donor approval before using the funds as described above.
- **Other funding possibilities** also exist for humanitarian actors, including those made available by donor governments (including the European Union, Germany, Norway, Sweden, UK, USA), UN agencies and INGOs.²⁴ Both INGO and L/NNGO Start Members reported accessing funds from these sources.



OPPORTUNITIES:

According to stakeholders there are many rapid funding opportunities for rapid response that are increasingly available to L/NNGOs, who traditionally accessed funding as implementing partners of INGOs and UN agencies or through association with international networks (such as the Caritas network and the Act Alliance). L/NNGOs new to the Start Fund through the recently formed Start Hub in DRC were positive about the potential of the Start Fund to support their responses to small-medium crises and had already implemented projects, mostly in relation to COVID-19. The localised decision-making process was also seen as unique in DRC and appreciated by members although several raised the issue of possible bias in project selection.



GAPS:

Despite the multiple funding mechanisms available in DRC, the predominant feedback of stakeholders was that funding was insufficient to meet the many humanitarian needs of the country. At the same time, stakeholders were mixed as to whether the Start Fund should aim to meet more of these gaps; some thought that the funding modality was not adapted to the context given its short timeframe, small-scale and focus on sudden onset (rather than protracted crises); others thought that the Start Fund should increase its funding available to DRC to contribute to the many needs, with the anticipation area mentioned.

²² Total allocations for 2020: 53%- 30 INGOs; 31%-30 L/NNGOs and RCRC NS; 17%- 6 UN agencies.

https://www.unocha.org/sites/unocha/files/DRC%20HF%20in%20Brief_FEB2021_2.pdf

²³ Consortium members are: ACTED, Concern Worldwide, Mercy Corps, Norwegian Refugee Council and Solidarites International.

²⁴ Funds were mentioned as being available for humanitarian actors from UN agencies/entities (WFP, UNESCO, WHO, UNPD) and INGOs (Oxfam, CAFOD, Christian Aid, Action Aid).



EL SALVADOR

El Salvador is extremely vulnerable to climate shocks such as tropical storms (most recently in May-June and November 2020) which cause floods and landslides as well as drought and earthquakes. Some 95% of the population live in high-risk areas.²⁵ Exponentially high levels of gang-related violence have caused internal displacement and this, together with the climate shocks, has produced high levels of forced migration. Humanitarian actors in El Salvador have access to rapid response funds although most have access limitations, such as the CERF Rapid Response Funds (accessible for UN agencies only with the exception of the COVID-19 funds), the ACT Alliance fund and the IFRC

DREF. Stakeholders interviewed mentioned that both INGOs and L/NNGOs received most of their humanitarian funding either directly or indirectly from the EU and donor governments (e.g. Canada, Spain, Italy, Norway, UK and US): In 2020 USAID provided 63% of humanitarian financing tracked by the UN Financial Tracking Service.²⁶ Some L/NNGOs also received funding from the government of El Salvador.

Start Fund members with a high profile in-country are Oxfam, World Vision, Plan International, Save the Children and Catholic Relief Service (CRS). For these agencies, the Start Fund financing represents less than 15% of their 2020 humanitarian budgets. CRS highlighted that the Start grant for Tropical storm Amanda that hit El Salvador in May 2020 allowed them to start their response activities while larger funding was secured from USAID. Pro-Vida is an L/NNGO member in El Salvador and the Start Fund rapid response grants represent some 50% of its humanitarian response in 2019-20 budget. Oxfam works with other L/NNGOs as implementing partners, such as FUMA, APRODENIH, and Comandos de Salvamento, all of which are also members of the national Disaster Risk Reduction Network.



OPPORTUNITIES:

Start members and partners were positive about the collaboration and coordination between them and the funding opportunities it had created. There were potential funding opportunities within national systems, such as the Civil Protection National System. There were also opportunities for L/NNGOs to partner further with INGOs and UN agencies.

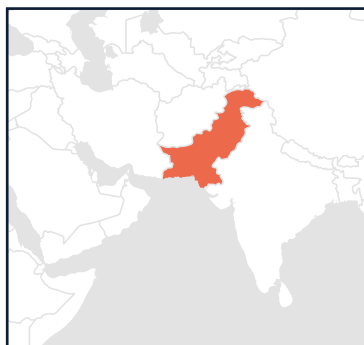


GAPS:

According to the stakeholders in El Salvador, there are key funding gaps including: mental health and psychosocial support; protection (linked to endemic, often gang-related, violence); nutrition; migration and internal displacement. There was also a need to support digital and remote working and the COVID-19 pandemic has highlighted a lack of technical capacity in terms of data management. A lack of institutional support to enhance the country's national response system – which aims to help organisations improve the quality of response was also noted. Stakeholders also commented that they felt humanitarian funding for Central America was overshadowed by more visible crises elsewhere in the world.

²⁵ <https://www.unfpa.org/data/emergencies/el-salvador-humanitarian-emergency>

²⁶ <https://fts.unocha.org/countries/67/summary/2020>



PAKISTAN

Pakistan is one of the top ten countries that are most vulnerable to disaster in Asia.²⁷ Recurring floods, droughts, earthquakes and epidemics all make the humanitarian context of the country a challenging one, exacerbated by ongoing unrest and conflict. Humanitarian financing in Pakistan has not followed a regular pattern in the last decade and stakeholders indicated that there is a downward trend in humanitarian financing in the country: for the 2020 UN Consolidated Appeal for humanitarian activities in Pakistan only 61% (USD \$89.3m) was secured.²⁸ The Pakistan Humanitarian Pooled Fund (CBPF) has been accessed by Start members. A comparable funding source

to the Start Fund accessed by both Start INGO and L/NNGO members was the RAPID Fund program supported by USAID and managed by the INGO Concern Worldwide. Grants of 3-6 months are provided ranging from £28,000 to £280,000. However, both funds were slower in their decision-making process compared to the Start Fund according to stakeholders.

Start members estimated that the Start Network funds some 4% to 5% of their humanitarian budget in 2020. In addition to the CBPF and the Rapid Fund, Start members mentioned they received funds from different sources including their own internal funds (for INGOs), ECHO, CERF (via UN partners), Act Alliance Rapid Response Fund, FCDO and core and emergency funding from their own organisations e.g., Qatar Charity and Welthungerhilfe. L/NNGOs members reported struggling to receive humanitarian funding and did receive limited funds from local authorities. The early action focus of the Start Network in Pakistan was noted as a good example of the analysis of heat waves which has been fed into the country's disaster risk systems.



OPPORTUNITIES:

A number of stakeholders mentioned that government funding is underutilised for humanitarian response, such as the National Disaster Risk Management Fund.²⁹ However, this Fund was considered difficult to access and also requires a 30% contribution from organisations according to stakeholders. Possibilities for funding from the private sector was also mentioned (under their Corporate Social Responsibility programmes) and diaspora was also a potential source with a L/NNGO, Fast Rural Development Program mentioned that they secured funding from several diaspora organisations.



GAPS:

In addition to difficulties to meet all humanitarian needs in the country, funding gaps highlighted were for protection, the most vulnerable (disabled, ethnic minorities, single women mentioned), gender-based violence, mitigating the effects of climate change and capacity building of organisations and state mechanisms. Although L/NNGOs were positive about the funding opportunities provided by the Start Fund, they generally were excluded from most funding streams (the RAPID Fund was an exception, or they relied on locally sourced funds from national/provincial authorities or access funds through INGO and UN partners). Similarly to DRC, some stakeholders were uncertain as to the suitability of the Start Fund model for protracted crises that Pakistan faces (thus the interest in the alternative financing models).

²⁷ 27 ADPC, UNDRR (2019), Disaster Risk Reduction in Pakistan, Status Report 2019: https://www.preventionweb.net/files/68260_682307pakistandrmstatusreport.pdf

²⁸ <https://fts.unocha.org/appeals/991/summary>

²⁹ <https://www.ndrmf.pk/>



THE PHILIPPINES

The Philippines suffers from the impact of frequent tropical cyclones which lead to storm surges, flooding and landslides, as well as other crises such as conflict, drought, earthquakes, and volcanic eruptions causing ash fall and mudslides. The COVID-19 has also been a major crisis for the Philippines with its full socio-economic implications still to be seen. The bulk of humanitarian funding available in the country is with the national government and the Local Government Units in the provincial, municipal/city, and barangay (village) levels. The government can utilise 30% of its Disaster Risk Reduction and Management Fund as a quick response fund for pre-disaster activities and to

quickly assist communities affected by crises and disasters. On average, this amounted to £100 million in the last three years (2018-2020).³⁰ Although the government does have funds for quick response, their mobilisation often takes time and as a consequence these funds are not fully utilised according to stakeholders. This is also why NGOs, and other actors, such as the private sector play an important role in providing immediate response whilst the government is in the process of mobilising its emergency funds

Start Network members in the Philippines are all INGOs and their funding primarily comes through their own internal rapid response funds³¹ and donors such as the EU, Canada and USA. L/NNGOs obtain most of their funds from INGOs by acting as implementing partners although a small number do access grants directly from donor governments according to stakeholders. The private sector and donations from the public are also important funding sources, in addition to the Filipino diaspora for L/NNGOs. An example cited of small-scale rapid funding by an L/NNGO Start partner, the Leyte Center for Development was the Humanitarian Partnership Platform set up by their INGO partner CARE that automatically distributed to them £1,500 when a typhoon struck for a rapid needs assessment..



OPPORTUNITIES:

Stakeholders mentioned that the main funding opportunities were through further utilisation of their existing funding sources (such as donor governments and their own internal response funds for INGOs). L/NNGOs were seeking to optimise their existing relations with INGOs, UN agencies, donor governments where accessible, private sector and diaspora.



GAPS:

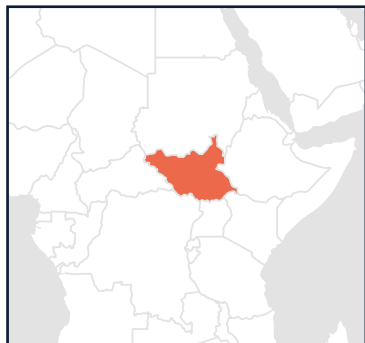
Given the funding available to the government bodies, the authorities can tend to consider that all response needs are covered and not seek support from humanitarian actors according to stakeholders.³² Reported gaps include funds for anticipatory actions, preparedness, and mitigation at community level. Sector related funding gaps include protection, gender, WASH, health, climate change mitigation, capacity building for local response structures, agricultural interventions for slow onset disasters such as the impacts of El Niño.

³⁰ Status of the National Disaster Risk Reduction Fund:

<https://www.dbm.gov.ph/index.php/programs-projects/status-of-national-disaster-risk-reduction-and-management-fund>

³¹ INGO rapid response funds mentioned having been accessed in the Philippines include: Oxfam, Caritas, CARE, ADRA, Relief International.

³² An example provided was where the national government stated that it could handle a drought crisis which prevented NGOs from getting support and access to funds like the Start Fund.



SOUTH SUDAN

Years of conflict, natural disasters and chronic underdevelopment have left the people of South Sudan, with over 1.6 million internally displaced, in ongoing need of humanitarian assistance. South Sudan has seen a reduction in humanitarian funding: the 2020 HRP sought contributions of USD\$ 1.9b and was 65% (USD\$1.2b) funded.³³ INGOs tend to rely on their national governments and ECHO in addition to their own internal funds. The South Sudan Humanitarian Fund (SSHF) (a CBPF) has become an important funding source for L/NNGOs according to stakeholders. In 2020, 33% of funds were disbursed to L/NNGOs, 43% to INGOs and 24% to UN agencies.³⁴ As for other

countries, the decision-making process was reported as slow, up to two months according to one recent recipient. The SSHF has extended the implementation timeframe from six months to 12 months in recognition that short implementation timeframes in South Sudan, particularly for L/NNGOs, do not allow agencies to achieve intended results.

L/NNGOs also rely on their partnerships with UN agencies and INGOs to receive funding and can also access funds from the IOM-managed Rapid Response Facility (funded by USAID). Although not a rapid funding mechanism, the South Sudan Health Pooled Fund (HPF) is currently in its third phase. Managed by Crown Agents with funding from FCDO, SIDA, USAID, the EU and Canada, the HPF is focused on the provision of health and nutrition support at community, health facility and hospital levels.



OPPORTUNITIES:

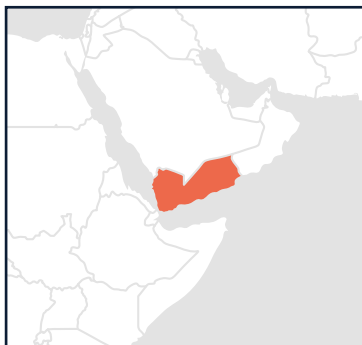
Funding opportunities were currently seen as limited in South Sudan. Both INGOs and L/NNGOs were actively seeking new funding opportunities to meet the gaps described below. A positive example in one underfunded area, protection was provided by CARE who used Start Fund funding for protection and the establishment of women-friendly spaces at locations hosting the internally displaced.



GAPS:

Funding gaps in specific sectors have been observed in South Sudan with persistent shortfalls noted by stakeholders in WASH (particularly longer-term actions), gender and protection as well as medical and nutrition supplies. For many L/NNGOs funding is received on a project-by-project basis which limits any form of consistency, sustainability and often impact.

³⁴ <https://reliefweb.int/report/south-sudan/south-sudan-humanitarian-fund-2020-glance>



YEMEN

Yemen has been described as facing the worst humanitarian crisis in the world. Against a backdrop of escalating conflict, COVID-19, torrential rains and flooding, disease outbreaks, locust plague and economic collapse, the 2020 HRP response was under-funded and key programmes were forced to reduce or close entirely. By the end of January 2021, the previous year's HRP remained only 56% funded (USD\$ 1.9b of a total ask of USD\$3.38b). The UK government's recent announcement of a drastic near 60% reduction in its humanitarian aid funding to Yemen has been widely criticised within the sector. UK's FCDO does fund an NGO consortium³⁵ with a large-scale cash programme in Yemen (£20m

for one year) and this does include a 2% emergency funding line for spikes in the crisis. This allows FCDO to rapidly authorise a consortium partner with the use of the emergency funds. In 2020 when CARE received Start Fund funding to respond to flash flooding, they also successfully approached FCDO to use the emergency funding line from the cash transfer budget.³⁶ CARE was able to initiate its response with the Start Fund grant and then some two weeks later FCDO was able to provide further funding to continue and expand the response. The Start Network Members in Yemen are all INGOs and similar to other contexts rely on their own internal response funds, donor governments and UN funding (e.g. CBPF). The Yemen Humanitarian Fund is the largest CBPF in the world, with a target of nearly USD \$100m. This fund is commonly used by INGOs including Start Fund members and, although not as rapid as the Start Fund, is reported to have certain levels of flexibility in terms of use of funds (e.g. if funds are provided for a specific health-related intervention there is a flexibility to cover new crisis such as measles outbreaks should they occur during the funding timeframe).

L/NGOs reported huge difficulty in accessing humanitarian funding in spite of INGOs facing access problems to areas of high need. They also stated that their ability to access rapid funding is extremely limited, with money often taking months to come through – and without their own funds to kick-start operations they are not able to support those in need in a timely manner. L/NGOS stated that a disadvantage of being funded by “small” donors is that the funds are limited and do not cover operational costs or help build their sustainability. However, they also mentioned that working with non-UN donors allows for more flexibility. Donors mentioned by the L/NGOs spoken to were GIZ; OCHA CBPF; INGOs; and UN agencies. The four L/NGOs spoken to in Yemen were not aware of the Start Fund. Building the capacity of L/NGOs is critical in Yemen and this will take time and their ability to meet due diligence requirements is challenging as seen in other contexts (e.g. El Salvador, DRC and Pakistan). Stakeholders reported that many INGO-L/NGO partnerships in Yemen are project-based with local partners working with a number of different INGOs, each of which has slightly different systems. L/NGOs are forced to work with all these systems which is incoherent with the development of longer-term partnerships which could build capacity and facilitate their direct receipt of funding.



OPPORTUNITIES:

Given funding shortages described above, funding opportunities were limited in Yemen. INGOs sought to maintain their current funding sources and L/NGOs had to accept many different partnerships to continue their activities.



GAPS:

As noted above, funding to Yemen's HRP has a shortfall of over 40%. There are serious funding gaps in all sectors with some stakeholders highlighting the need for an integrated response which covers food security; WASH; health and nutrition; and protection. Education was frequently mentioned as being under-funded with the caveat that donors are more focused on critical life-saving action. Additionally, stakeholders reported that calls for funding in Yemen tend to focus either on humanitarian action or development action and less from a nexus perspective.

³⁵ CARE UK, Save the Children, Oxfam, NRC, ACF

³⁶ The cash programme is in its fourth year and it is not yet clear what the recent UK aid cuts will mean when the current grant comes to an end in June 2021.

05 VALUE AND UNIQUENESS OF THE START FUND

VOLCANIC ACTIVITY: EL SALVADOR

© Pixabay


Out of the 114 stakeholders interviewed, 79 (69%) were able to provide feedback on what they saw as the value and uniqueness of the Start Fund. The remaining 35 stakeholders (31%) did not feel it was appropriate (i.e., the working for another funding mechanism and felt it was not fair for them to make such an assessment) or were not aware of the Start Fund, usually L/NNGOs and UN agencies. For example, none of the four L/NNGOs interviewed that were active in humanitarian response in Yemen knew of the Start Fund.

In defining the value and uniqueness of the Start Fund, the research team used the following definitions, based on existing documentation and existing interviews with the Start Fund team, in the highlight box below.

DEFINING VALUE AND UNIQUENESS OF THE START FUND


VALUE:

Key values of the Start Fund include the speed and agility with which funding decisions are made and funds for humanitarian responses are released, and the Fund's mechanism for providing financing in advance of a crisis. These values support pre-emptive, rapid, and early humanitarian interventions.



UNIQUENESS:

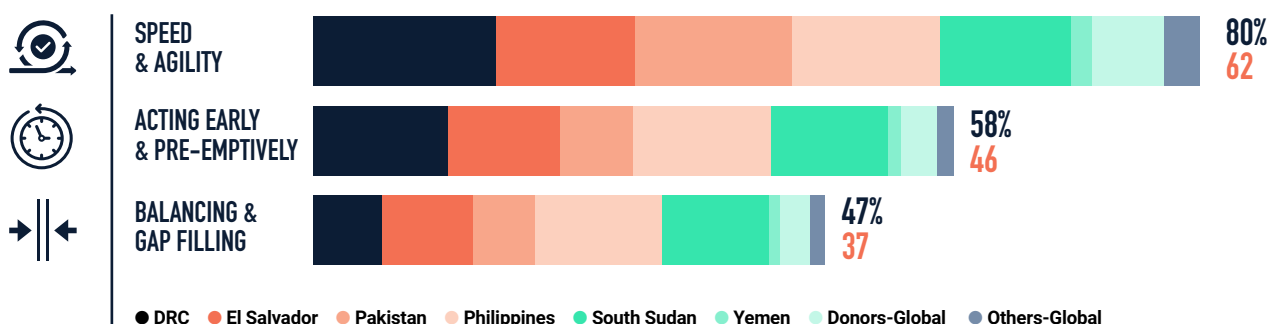
Unique features of the Start Fund include the key decision-making role played by members in relation to the strategic direction of the fund as well as funding decisions. The global nature of the fund which is inextricably linked with its local structures ensuring that local knowledge is given a priority in the decisions made. The varied and innovative financing solutions provided by the Fund differ to those of other humanitarian funding mechanisms, and the four-tiered due diligence system which takes account of the challenges that many smaller organisations have in meeting compliance requirements ensures that the Fund is inclusive in nature.



5.1. ASSESSMENT OF VALUE

The characteristic mentioned the most by interviewees across all countries and globally in relation to the value of the Start Fund was “Speed and agility”, followed by “Acting early and pre-emptively” and thirdly “Balancing and gap filling” as seen in chart below.³⁷ There were no major differences between countries in that all followed this hierarchy of values; there were some differences in additional values as described below.

FIGURE 1: THREE KEY CHARACTERISTICS OF VALUE OF THE START FUND (79 interviewees – multiple responses)



³⁷ Researchers asked interviewees to identify what they saw as the value and uniqueness of the Start Fund. Their responses were then sorted and matched to the categories drawn from the above definitions, in addition to other categories that were indicated by interviewees.



SPEED AND AGILITY

The speed and agility of the Start Fund in being able to take decisions, transfer allocated funds and for members to start implementing a response within seven days was seen as a leading value by stakeholders in all contexts (members and non-members). This confirmed the findings of the 2020 Stakeholder Survey where rapidity was mentioned as the top impact factor.³⁸ Rapidity was seen as essential to respond to crises as they arose, as this member in Yemen explained:

"It saves lives. If it is launched within a week you can access the funds and that is important. Immediate needs of food and water can be met."

INGO MEMBER, YEMEN

The members interviewed largely endorsed the appropriateness of the 48-hour application deadline and the 72-hour allocation and selection decision. The 45-day project completion timeline was less supported as described below. The short deadlines were however potential obstacles for some members, notably L/NNGOs who did not have the capacity yet to be able to put together a proposal quickly, as mentioned in DRC, El Salvador, South Sudan, and Yemen. A solution in this respect had been found by the HelpAge International regional office in Africa, which provides technical support to its members in DRC, South Sudan, and other countries in preparing proposals rapidly. As mentioned above, only some pre-positioned funds and members own funds were more rapidly available than the Start Fund.

Several INGO members mentioned that they needed to adapt their own internal procedures to meet the 48-hour application deadline and this has had a positive overflow in relation to other funding applications (i.e., they are now quickly able to put together funding applications for other funds). Several members in El Salvador mentioned that funds arrived late but this was due to their own internal system (HQs to field) and not the Start Fund.



ACTING EARLY AND PRE-EMPTIVELY

The value of acting early and pre-emptively had two distinct features based on stakeholder feedback. Firstly, the speed with which members receive funds allowing them to respond quickly, also linked to the value of "gap-filling" before other funding is secured as described below. Secondly, the value of acting early was seen in the anticipation alerts and grants as this donor explained:

"The Start Fund's anticipation grants have helped to prevent humanitarian needs becoming acute; for example, the project on risk mapping in Mongolia for the extreme winter and drought triggered the provision of livestock feed and some cash assistance, preventing an escalation of humanitarian needs"

DONOR REPRESENTATIVE

Although the anticipation alerts have accounted for less than 10% of all alerts,³⁹ they were highly valued by the members and partners in countries that had used them, such as El Salvador, Pakistan and South Sudan. Acting pre-emptively was also mentioned in relation to the financial forecasting work of the Start Fund, mainly in Pakistan where a pilot has occurred (see below).

³⁸ The 2020 members survey asked "what was the greatest impact of the Start Fund?": 70 members provided a response with approximately one third mentioning rapidity of response, the highest factor found (all other factors had less than one third) (based on analysis by this research team of their interview text responses).

³⁹ 8% of all alerts to date have been for anticipation: 38 anticipation alerts out of 492 alerts in total as of April 2021: <https://startnetwork.org/start-fund>



BALANCING AND GAP-FILLING

The value of the Start Fund in balancing and gap-filling was mainly related to its niche in supporting small and medium scale crises, as this member explained:

“The Start Fund has been very good especially in response to emergencies that are out of attention of other donors”.

INGO MEMBER, SOUTH SUDAN.

This was seen as an important value to address under-reported and under-funded crises according to stakeholders, with the cholera response in South Sudan and flooding in Yemen cited, particularly as they are overshadowed by the larger crises in these countries. Further, the Start Fund could support members in extending their reach:

“the Start Fund allowed us to work in new regions with different populations”

INGO MEMBER, EL SALVADOR

There was little desire of members interviewed to extend the Start Fund to larger crises, although in all six countries, members were critical that the Start Fund was not able to respond to all small and medium scale crises raised as alerts (see Challenges below).

Related to gap-filling was the value seen in receiving a Start grant while other funds were secured. Members in all six countries could provide examples of where this did happen, as this member explained in DRC:

“Through our presence on the ground, we continue to secure solid funds from other donors to provide water and assistance to the displaced”

INGO MEMBER, DRC⁴⁰

TABLE 3: NO. OF START FUND GRANTS AND SECONDARY FUNDING SECURED (six countries: April 2014-October 2020)

COUNTRY	NO. OF START FUND GRANTS RECEIVED	NO. SECURING SECONDARY FUNDING	%
DRC	54	18	33%
EL SALVADOR	14	8	57%
PAKISTAN	14	5	36%
THE PHILIPPINES	14	9	64%
SOUTH SUDAN	18	10	56%
YEMEN	14	7	50%
TOTAL:	128	57	45%

An analysis of the grants received in the six countries for the past five years⁴¹ confirms that the 45% did secure secondary funding as expanded in this table 3 (right).

The success in securing secondary funding varied widely; lower success in DRC and Pakistan was possibly explained by the limited humanitarian funding opportunities in these countries, according to stakeholders. Of interest, is the source of this secondary funding; some half of the funding secured was from members' own internal sources as discussed below (see Challenges).

⁴⁰ Translated from French: « Grâce à notre présence sur le terrain, nous continuons à acquérir des fonds solides des autres bailleurs pour faire de l'eau et assistance des familles des déplacés »

⁴¹ Precisely: 1- April 2014 to 5 October 2020 for all six countries (source: Alert and grant data provided by the Start Fund). This information may be incomplete as additional funding could have been secured after the data was collected.



OTHER CHARACTERISTICS OF VALUE

In addition to these above values, the following values were mentioned spontaneously by the stakeholders:

- **Collaboration with other members:** collaboration was mentioned by members in all countries, with the exception of Yemen (where only one member was interviewed), as an added value for members, as this L/NNGO member in the Philippines explained:

“As an organisation, we definitely grew with them because of our experiences with the consortium. Somehow our network expanded, particularly our alliance with other NGOs. Because of the partnership, we are being referred to other NGOs who do not have prior knowledge of us. Through this, we develop partnerships with other NGOs.”

L/NNGO MEMBER, THE PHILIPPINES

- **Accessibility of Start Fund team:** Members saw the accessibility and responsiveness to queries and questions by the Start Fund team as an added value, particularly compared to other funding sources. This was highlighted by members in DRC, El Salvador, Pakistan, the Philippines, and Yemen.
- **Focus on localisation:** The Start Fund's greater engagement with L/NNGOs was highlighted by stakeholders in DRC, Pakistan, the Philippines, and South Sudan.

The four donors interviewed (Germany, Jersey, UK, the Netherlands) endorsed the above values of the Start Fund but also highlighted other aspects from their perspective as described in the highlighted box below.

VALUE OF THE START FUND FOR DONORS

THE START FUND DONORS HAVE IDENTIFIED DIFFERENT ADDED VALUES THAT THE FUND PRESENTS:



For small donors with no operational presence, through its NGO members, the Start Fund provides an understanding of emergencies and complex humanitarian crises as they unfold.



Again, for those donors with no presence on the ground, funding the Start Fund and its members is an important way to ensure that appropriate standards are complied with and reported on, ensuring that donors can meet accountability expectations.



Financing the Start Fund helps to avoid increased fragmentation of aid. Channelling a lump sum into the Start Fund instead of multiple smaller grants to individual agencies is more cost-effective for all, particularly as many donors are aiming to reduce the number of contracts they are managing.

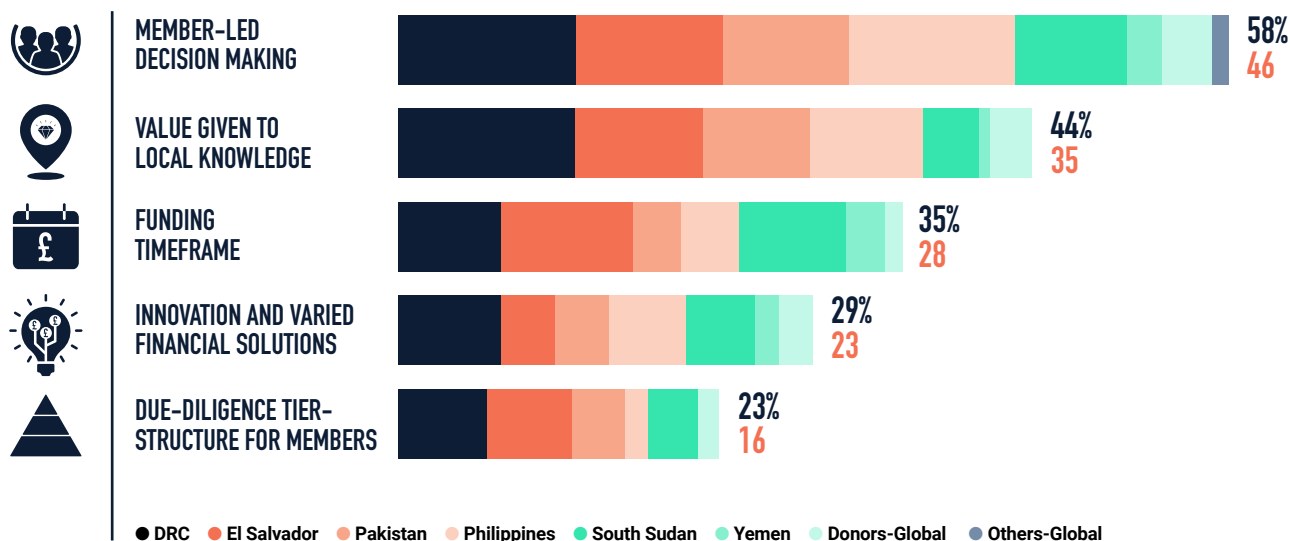


The Start Fund supported donor governments in reaching their localisation goals as they had observed and supported the increase allocation of grants to L/NNGOs and investing in outreach and structures such as the regional hubs.

5.2 ASSESSMENT OF UNIQUENESS

For the uniqueness of the Start Fund, across all countries and globally, the characteristic mentioned the most by interviewees was “Member-led decision-making” followed by “Value given to local knowledge” and “Funding timeframe” as seen in the chart below.

FIGURE 2: FIVE KEY CHARACTERISTICS OF UNIQUENESS OF THE START FUND (79 interviewees – multiple responses)



MEMBER-LED DECISION-MAKING

The decision-making process being led by members was seen as unique to the Start Fund as this donor representative confirmed:

“There is value of its [local] governance and how it operates and there is a lot to be said for that. Keeping these robust processes in place whilst also being flexible is important.”

DONOR REPRESENTATIVE

Stakeholders interviewed highlighted that many other funding sources are HQ and/or donor driven and far less transparent than the Start Fund in their decision-making processes. A concern expressed in several countries (El Salvador, DRC, South Sudan and Pakistan), was the potential bias in the project selection processes, as described above. At the same time, stakeholders also highlighted that participating in the decision-making process was a valuable learning exercise to understand the emerging priorities and the ways of working of other members.



VALUE GIVEN TO LOCAL KNOWLEDGE

Stakeholders were positive about the value given to local knowledge; mostly illustrated by the alerts being raised by members and in “flipping” the approach used by many other funding sources, i.e. HQ alerts that are then sent to the field and applications asked for. In all countries, there was a recognition that the Start Fund (and Start Network) was placing increasing priority on engaging with L/NNGOs and this could be seen concretely in the growing number of L/NNGO members. This did also create some challenges as INGOs did ponder what their future in the Start Fund was (see “Challenges” below).



FUNDING TIMEFRAME

The 45-day implementation timeframe was seen as unique to the Start Fund although stakeholders had mixed views on it. Stakeholders also referred to the overall funding timeframe, with the positive views on decision-making and allocation timings as described above. In all countries, there were members who were in favour of putting in place a longer implementation time frame as these members explained:

“In our Baluchistan project, because of time limitation (45 days) we were not able to reach to the disadvantage communities, as it takes extra efforts and time to reach to communities living in hard-to-reach areas.”

NGO MEMBER, PAKISTAN

“During the Taal Volcano eruption in January 2020 we were hesitant to apply for the Start Fund because of the 45 day timeframe. The window is too short and logistically wise; our partners in the area may experience difficulties in delivering within this period.”

INGO MEMBER, THE PHILIPPINES

Some members were in favour of maintaining the 45-day timeframe, mainly as it matched the type of humanitarian response being implemented; rapid and short-term. This humanitarian actor who had worked alongside Start Fund members observed:

“Having a short deadline makes members be faster and agile in the implementation between peers”

HUMANITARIAN ACTOR, EL SALVADOR

The 45-day timeframe was also seen to have introduced some default preferences into the type of activities proposed, such as cash programming and distribution of water, food and non-food items according to stakeholders. These preferences were confirmed in an analysis of activities funded (although protection and health are also funded often).⁴² It was not seen as suitable for activities requiring a longer-term approach, notably protection. This is discussed further below under “Challenges”.



INNOVATION AND VARIED FINANCIAL SOLUTIONS

In general, stakeholders did perceive that the Start Fund to be innovative and offering varied financial solutions, but this was less emphasised compared to the above unique characteristics. This was possibly due to the fact that many stakeholders were mainly interacting with the Start Fund through the response grants. In this regard, the innovative elements often commented on were the decision-making process and the speed and agility, although there was a general recognition of the innovative approach of the Start Network:

“It is not unique for a donor to ask for an innovative approach to delivering disaster response solutions but it is unique because the Start Network puts a value on it where it encourages creative thinking and outside the box approach solutions when it comes to disaster response”.

NGO MEMBER, PAKISTAN

There was less awareness about the financial forecasting initiative of the Start Network with the exceptions of Pakistan where members had been involved in a pilot, in addition to the donors and the Philippines (where the Start FOREWARN forecasting project had been active). There was a general interest in these initiatives, also considering the desire of members to complement the short-term response grants with other options (thus also the interest in anticipation grants). However, members were unclear as to their exact role in any future financial forecasting initiative they would be involved with.

⁴² An analysis of intervention type globally (budget line expenditures from January 2020 to May 2021) indicates the following activities funded by sector: WASH-283; Other – 164; Cash-126; Health-95; Protection-95; Shelter and non-food items-94; Food security and livelihoods-32; Education-14; Nutrition -10; Camp management - 1. However, activities could also be cross-cutting (thus the large “Other” category).



DUE-DILIGENCE TIER-STRUCTURE FOR MEMBERS

The tier-structure was cited less as a unique value, although members interviewed did see it as progress towards localisation. On one hand, those at the entry point of the tier-structure were concerned about their limited access to funding (such as in the DRC) and those on top end, mostly INGOs, were concerned about the structure eventually implying less funding for them. Some existing implementing partners of Start members in El Salvador, Pakistan and the Philippines commented that they preferred to remain as partners rather than transiting to membership due to the cost associated with membership and the perceived challenges in meeting the due diligence requirements.

5.3 CHALLENGES FOR THE START FUND

A number of current and potential challenges were identified at country and global levels for the Start Fund in a changing humanitarian funding environment.

Different challenges were identified within each of the countries studied although some common challenges were identified in all or most countries. Some of these challenges have been largely described above including the **risks and perceptions of bias** during the decision-making process, the **geographical coverage** that the Start Fund finances allowed agencies to cover, the **45-day implementation timeframe** and the **limited capacity of national partners and some L/NGO members** to support implementation within the required timeframes and/or implement directly.

Several other key challenges were identified:



OVERALL

- **Innovative leadership:** Whilst the Start Fund has showed its ability to lead in terms of innovation, this has been a double-edged sword. Other agencies have for example learned from the Start Fund approach to anticipatory financing and have positively taken action in the same direction. This in turn has potentially limited the Start Fund's space in the humanitarian funding landscape as some donors may prefer to channel such funding into one pot, the UN for example.

- **Ambition versus consolidation:** The Start Fund (and Start Network) was seen by stakeholders as ambitious, innovative and creative. However, some stakeholders identified a risk that the Start Fund (and Network) adopts so many different approaches and products that fragmentation and lack of clarity sets in as these two donor representatives commented:

"Before they develop new ways of working, they should consolidate; they shouldn't make it difficult for us to know what they are doing."

DONOR REPRESENTATIVE

"They need to consolidate their initiatives – and go slow enough to harvest all their results. And to get systems in place."

DONOR REPRESENTATIVE



NATURE OF HUMANITARIAN CRISES AND RESPONSES

- **Evolution of humanitarian crises:** The nature of crises which are increasingly becoming protracted is a challenge for the Start Fund with its short implementation timeframe, as highlighted by stakeholders globally and in DRC and Pakistan. Similarly, the need to focus on resilience is challenging in the short timeframes allowed by the Fund. With a current sector focus on the humanitarian-development nexus, the Start Fund is challenged to identify how and where its funding can best support this focus.

● **The move towards localisation:** The Start Fund's focus on localisation was largely favoured by stakeholders interviewed and was the highest suggested change for the Start Fund in the 2020 Start Network Stakeholder Survey.⁴³ The increased focus on integrating L/NNGOs was positively seen by stakeholders. However, there was a concern of some stakeholders that L/NNGOs in some contexts, such as DRC and South Sudan did not yet all have the capacity to manage/implement a rapid response and the Start Fund had not taken this fully into account. Further, for some INGO members, localisation was a challenge as they saw their role and access to funding potentially diminishing.

● **Compatibility with the latest humanitarian directions:** Whilst other humanitarian donors are increasingly considering multi-year funding, investing in capacity strengthening and longer-term programmes, the Start Fund is focused on short-term rapid response funding. Some stakeholders questioned this focus:

"The Start Fund is focused on short-term quick responses – their impact is questionable...why is a flood victim more of a priority than an IDP of six months?"

HUMANITARIAN ACTOR

At the same time, other stakeholders defended the short-term approach as still needed and saw it as complementary to the longer-term approaches, in addition to the Start Fund's anticipation and forecasting funding.

Suitability of Start funding for certain humanitarian activities and transiting to longer-term responses: Start Fund responses favoured activities that could be carried out in 45 days such as cash programming, food, water and non-food distributions. Protection, WASH, shelter and health were less suited as was the transition to longer-term programming as this member explained:

"Members really target sectors that can be easily served in 45 days. Providing cash and hygiene kits are quick to deliver but the longer-term emergency response solutions that can transform or transition into a more development solution, is difficult to pursue under the Start Fund. For example, repairs of water sources definitely would take more than 45 days. Cross-cutting thematic areas like protection, focus on women, girls and children are also overlooked in project implementation because the focus is more on quick and easy to deliver solutions."

INGO MEMBER, THE PHILIPPINES

● **Meeting the new humanitarian needs:** COVID-19 had created a range of needs that in some contexts were new to humanitarian actors and the Start Fund, such as supporting vulnerable populations with digital access for education as this member explained:

"The digital gap has grown as everything has moved remotely. Schools, municipalities, communities working with the vulnerable need devices and connectivity. Digitisation and protection are linked and are key for the vulnerable population."

INGO MEMBER, EL SALVADOR

Establishing new ways of working in order to adapt to changing humanitarian needs is a challenge for the Start Fund, particularly within the specified timeframes.

⁴³ The 2020 members survey asked "What changes be made to improve impact of the Start Fund?": Of 52 responses, the highest category (15 responses) was on localisation and the second highest category (12 responses) was concerned with funding (based on analysis by this research team of their interview text responses).



FUNDING

● **Diversified donor base:** A key challenge for the Start Fund identified at global level, which is also an opportunity, is the diversification of its donor base. There may be difficulties with some donors wanting to focus on specific regions or areas of work which do not fit with the Fund's approach according to stakeholders.

● **Availability of Start funding:** Availability of funds was also raised as a challenge as members have been alerted to a decrease in available funding from the Start Fund and a simultaneous increase in Start Fund members. This was also raised as an issue in the 2020 Start Network Stakeholder Survey.⁴⁴ This led to a perception that the chance of being allocated funding was reduced (and possibly continuing to reduce) although the Start Fund confirmed that on average three proposals were received and two selected for each alert raised in 2020 and this has remained stable over time. Further, in 2020, two-thirds of alerts were activated.

● **INGOs need for Start funding:** Given the options available to INGOs for other rapid response funding, some stakeholders questioned whether INGOs really needed the grants from the Start Fund as this member commented:

"I see in many cases that the Start Fund is used by large INGOs that you would suspect have their own emergency funds available for response. I guess for many responses they would have otherwise allocated these funds. For this reason, I believe the Start Fund should focus much more on L/NNGOs accessing funding."

INGO MEMBER.

An analysis of the six countries funded responses (April 2014-October 2020) indicated that for those who secured secondary funding, 49% was from their own internal funds; 29% from the UN (mainly CBPF, UNICEF and UNHCR) and 22% from donor governments.⁴⁵ Given that some half of secondary funding was internal, it implies that this could also be available in the first instance.

● **Complex application procedures:** A number of members highlighted that their field offices find the Start Fund application process quite heavy and that it has required the provision of training and support in order to access what they consider as relatively small grants. This is another potential challenge that may act as a barrier for L/NNGOs in accessing the fund. As noted above, the application procedures were though seen as much less bureaucratic than other funds, such as the CBPF.



OPERATIONAL ASPECTS

● **Outside humanitarian coordination systems:** In DRC and Pakistan, some humanitarian actors thought that the Start Fund was largely disconnected from the rest of the humanitarian system, working in parallel to an extent. This humanitarian actor in DRC explained further:

"The Start Fund seems a bit disconnected from the system; working in parallel with little oversight. Their alerts and responses are outside of the coordinated approach here."

HUMANITARIAN ACTOR, DRC.

⁴⁴ Ibid.

⁴⁵ This information may be incomplete as additional funding could have been secured after the data was collected.

Some stakeholders in these contexts thought that the Start Network members could better coordinate their responses (funded by the Start Fund) further with the coordination system in place (i.e. OCHA and/or government). For example, they were concerned that the members were raising alerts without consulting what the coordination systems in place were planning, which could possibly lead to duplications in responses.

● **The Start Hubs as work in progress:** Both in DRC and Pakistan where Start Hubs have been established the feedback from members was that Hubs have been successful in recruiting a new range of L/NNGOs and encouraging collaboration between members. However, members in both DRC and Pakistan thought that development of the Hubs needed to accelerate as this member commented:

“We have invested in the discussion on the Hub, but it seems it needs a little more momentum and push”

INGO MEMBER, PAKISTAN.

Members also thought more resources needed to be dedicated, such as a small secretariat in-country.

● **Monitoring, evaluation and learning:** The learning aspect of the Start Fund grants was appreciated by Members who had participated in the lessons learnt exercise. As stated above, stakeholders in DRC and Pakistan thought monitoring and evaluation could be increased for the Start funded projects. While stakeholders appreciated the streamlined approach to monitoring and evaluation, concern on possible diversion of Start Fund’s grants was highlighted by the majority of members in DRC, INGOs and L/NNGOs.

● **Lack of awareness:** As has been noted above, beyond Start Network members there was mixed knowledge of the existence of the Start Fund at country level. A number of those spoken to were not aware of the Fund at all (often UN agencies or L/NNGOs) and those that were aware were familiar with the Fund often due to a pre-existing knowledge (for example having seen the Start Network or Fund active in another context) and not linked to Start Fund resourcing of recent emergency response.

5.4 FACTORS FACILITATING/HINDERING START FUND RESPONSES

There were a number of factors identified that facilitated the number of Start Fund responses in-country:

● **Quantity of small-medium size crises:** A factor that was seen to be linked to the number of Start Fund financed responses was the quantity of small-medium size crises occurring in a country. The example often cited by stakeholders was the DRC which was seen as having a high number of crises and this was consequently reflected in the high number of Start funded responses. None of the other five countries experienced as many small-medium size crises as DRC, so it was difficult to compare whether an equal number of responses were being implemented. More so, in Yemen for example, it was that the ongoing large-scale needs were outside of the scope of the Start Fund and linked to the ongoing major conflict in the country.

● **Availability of other funding:** Some feedback indicated that the availability of other funding could influence whether an application to the Start Fund was made or not. For some countries, such as Pakistan, stakeholders commented on the reduction of funding sources and thus their reliance on the Start Fund; the Philippines in comparison seemed to have more funding options according to stakeholders. For example, the Philippines had a local-led pooled fund SAFER (no relation to the SAFER fund in DRC) for L/NNGOs and funded from local sources that was created during a previous Start Network programme.⁴⁶ Availability of funding was also not only contextual but also organisational; an INGO in most cases had greater funding options than a L/NNGO. For example, an INGO often had several funding choices for rapid funding aside from the Start Fund, some of which could be quicker to access: pre-positioned funds from their government (or quick access to funds as a pre-approved partner); funds from another pooled fund (e.g. DRA pooled fund or the SAFER fund in DRC) or their own rapid response fund. A L/NNGO that was a member of global network, such as Caritas or the Act Alliance could also access their network's emergency funds (or ask support from other network members). Members mentioned that there was a perception of more competition for Start funding than with these alternative sources, particularly those that were pre-positioned.

● **Capacity of members:** Those members with sufficient capacity to be able to prepare a proposal within 48 hours were more likely to apply for funding according to stakeholders. As described above, members such as HelpAge International had set-up support for their in-country partners for drafting applications. Equally, those members with limited capacity were less likely to apply, mostly L/NNGOs, as members in DRC and Pakistan.

● **In-country structure:** The setting up of Start Hubs as seen in DRC and Pakistan to date did not necessarily facilitate the number of Start Fund responses compared to countries without Hubs as described below. More so, in a country outside of the six focus countries, Bangladesh, the setting up of the Start Fund Bangladesh has shown how this has accelerated localisation, efficiency and rapidity.⁴⁷

In addition, the characteristics identified above as the value of the Start Fund also encouraged members to apply for Start funding, such as the rapidity of decision-making and funding allocations, the collaborative nature of the responses and the support of the Start Fund team.

A number of factors were identified that were found to have hindered the number of Start Fund responses in- country:

● **Administrative work:** Although the Start Fund was seen as far less bureaucratic than other funding sources, there was still some members who thought that the application process was too burdensome for the level of funding obtained compared to other sources (e.g. pre-positioned funds) as described above. For example, for some INGOs to obtain internal emergency funds they could simply send an email request to their HQs. For some L/NNGOs, they could also have a simpler process with existing INGO partners or if accessing a NGO pooled fund, such as the Action membership emergency fund, such as the ACT Alliance Rapid Response Fund.

● **Size of funding:** Although the grants available, an average of some £235,000, was on the upper range of most rapid grants available to INGOs and L/NNGOs, they were smaller for the members (mostly INGOs) that had access to other sources, such as direct donor or CBPF funding. In these cases, members may decide to access the other larger funding available.

● **Type of crises:** In some countries such as Pakistan, members were less inclined to apply for Start funding as the type of crises they were facing, such as protracted crises, droughts, or recovery responses, were not

⁴⁷ <https://startnetwork.org/news-and-blogs/start-fund-bangladesh-makes-progress-localisation>

suitable for the Start Fund model. This did prompt the interest in the anticipation grants and the financial forecasting as described above. Further, in complex crises such as DRC and Yemen it was sometimes difficult for members to separate needs created by short-medium size crises from the larger crises. Therefore, there was the perception that alerts would be declined on the “too big” basis.

- **Language issues:** The limited availability of the Start Fund materials in French and Spanish was commented on by stakeholders in DRC and El Salvador respectively. This could potentially deter members, mostly L/NN-GOs from applying given their inability to understand all of the support materials. Positively members in El Salvador mentioned that now application templates were available in Spanish.

A number of factors were identified that were found to have neither facilitated nor hindered the number of Start Fund responses in-country:

- **Number of members:** The size of the Start Fund membership was thought by some stakeholders interviewed to lead to a corresponding level of alerts and consequent allocation of grants, i.e. the larger the membership the larger the number of alerts and responses. However, the membership numbers in relation to the Start funded responses did not show a strong relation. For example, El Salvador has eight members and has received 14 grants as have the Philippines and Pakistan who have 16 and 20 members respectively.

- **Presence of a Start Hub:** In countries with a Start Hub, DRC and Pakistan, there was no direct relation seen with the number of Start Fund responses. The Hub was seen as positive for integrating new members and encouraging collaboration amongst them, but no links were seen with facilitating more responses (collaboration between members could have led to this indirectly).

06 FORWARD LOOKING



YEMEN

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This research confirmed the continued value of the Start Fund in relation to speed and filling the current rapid response funding gap for small-medium size crises; some half of grants led to secondary funding showing its value as initial seed funding (as described above, it could have been greater due to not all secondary funding being known when the data was collected). The member-led decision making was seen as unique and the focus placed on localisation seen as the way forward.

Whilst many donors look towards longer-term, multi-year funding and investing in capacity building, the Start Fund has retained a focus on short-term quick responses. This has benefits in that the Fund is filling a niche gap, but there are also other funds that are potentially filling this gap, notably INGOs own rapid response funds. The relevance of small-scale rapid grants in the current humanitarian crises was questioned by some whereas others have praised the Start Fund for filling this space. The Start Fund's move into early action was seen as complementary to its short-term funding.

Based on the analysis of the Start Fund's value and uniqueness in a changing humanitarian funding environment, a set of recommendations are proposed:

RECOMMENDATIONS

A. COMPLEMENTARITY OF FUNDING MECHANISMS

In order to ensure the availability of varied humanitarian financing to fit with the diversity of humanitarian crises and needs, there is a need to develop and maintain a range of financing options. Under the umbrella of the Start Financing Facility, the Start Network is already working to develop and strengthen these complementary funds with the anticipation grants and initiatives, the rapid response funds and the additional forecast based financing and disaster risk financing mechanisms. This approach is supported by donors⁴⁸ and members and this expanded funding portfolio will become even more crucial as other funding options exist or emerge for the short-term responses. However, there is a need for the Start Fund and Network to provide greater clarity about the modus operandi of the different funding mechanisms and if and how they can work together, as part of a continuum of financing. In order to achieve this, the Start Fund (and Network) need to:

- **Short term:** *Develop a strategy to increase the use of anticipation grants by members and systematically gather learning to feed into any necessary adaptation of the approach.*
- **Medium term:** *Develop clear communication messages and materials to explain how the Start Financing Facility and the different tools that it encompasses functions in order to further position itself as a leader of innovative approaches to humanitarian funding; illustrating its relevance also for slow-onset and protracted crises.*
- **Medium term:** *Accelerate the financial forecasting initiative and consider its roll-out from the perspective of members (i.e. "what will it look like for me?").*

⁴⁸ Of note, a May 2021 FCDO G7 policy paper focused on scaling up anticipatory action and mentions specifically the Start Fund: "There is compelling evidence that anticipating shocks and releasing pre-agreed funds in advance for activities to mitigate their impact...we, therefore commit to... seek to grow support to the Disaster Relief Emergency Fund and the Start Fund to ensure local, including women-led, organisations can access finance to act ahead of shocks" <https://www.gov.uk/government/publications/g7-foreign-and-development-ministers-meeting-may-2021-communique/g7-famine-prevention-and-humanitarian-crises-compact#iv-scale-up-anticipatory-action>

B. START FUND FIELD STRUCTURES

Whilst the Start Hubs in DRC and Pakistan have brought members together and increased collaboration, without dedicated resources to maintain continued engagement and momentum, member collaboration is dependent upon the will and capacity of members. The Start Fund Bangladesh has shown with a structure in place it can support progress in localisation, rapidity and efficiency. Such a set-up would be appropriate for contexts with similarly strong civil society structures (i.e. where L/NNGOs have existing capacity to manage rapid response), such as the Philippines, but it would not necessarily be appropriate for DRC where civil society is still developing. In this respect, consideration should be given to the development of different Start Fund structures and support for countries bearing in mind the associated cost implications:

- **Medium term:** *In countries suitable for Start hubs (or where they already exist), a set-up should be introduced with dedicated resources, for example, such as a 30% staff post hosted by a member.*
- **Medium term:** *In countries without the above in-country structures, support could be provided by regional Start Fund focal points hosted by members or other support alternatives sought (as according to the Start Fund, unsuccessful attempts have already been made with regional support).*
- **Long term:** *In countries with a strong civil society and a similar crisis-risk scenario as Bangladesh, a country-level Start fund could be set-up, considering funding availability and context.⁴⁹*

C. ACCELERATING LOCALISATION

Considering the greater options that INGOs have to accessing funding compared to L/NNGOs, allocating grants to L/NNGOs could be accelerated. At the same time, L/NNGOs in many contexts need capacity building and support in managing rapid response which may be outside of the mandate of the Start Fund but needs to be considered. Several actions in this direction should include:

- **Short term:** *Raising awareness of the Start Fund at country level in order to attract new L/NNGO membership in high-crisis contexts where L/NNGO membership is lacking, i.e. Yemen and South Sudan.*
- **Medium term:** *Partnering with other organisations with a specialisation in organisational development for local organisations to build capacity of L/NNGO members in strategic contexts*
- **Medium term:** *Encouraging L/NNGO led applications with INGOs in supporting roles.*
- **Medium term:** *Setting realistic targets of allocations to L/NNGOs, both globally and context-specific.*

⁴⁹ This study does not advocate setting up national funds in such crisis-risk countries without giving in-depth consideration to the funding landscape. For example, in the Philippines, it may be better for the Start Fund to collaborate with the existing L/NNGO led SAFER fund and the government-led funds rather than setting up another fund.

D. FURTHER MEETING MEMBERS' OPERATIONAL NEEDS

Overall, the grant management process was praised and appreciated positively in comparison with other funds that members are accessing. There were a number of areas where members suggested improvements to the process and the implementation of the funded projects. These are as follows:

- **Short term:** *Extending the implementation timeframe from 45 to 60 days.*
- **Medium term:** *Addressing the perceived bias in selection committees, possibly by introducing an "appeals" mechanism where members can raise any concerns anonymously about unfairness or abuse of process.*
- **Medium term:** *Strengthening the monitoring and evaluation aspect of funded projects by increasing the number of spot-checks and field assessments by the Start Fund (or independent consultants/bodies) in high-risk contexts such as DRC.*
- **Medium term:** *Ensuring that coordination bodies/mechanisms in-country are informed of alerts and funded projects by members.*

E. TIERED DUE DILIGENCE

The tiered due diligence system has been successful in bringing on board more members, notably in Hub countries, but is perceived as complex (and for some costly) by potential members. In order to ensure that the Start Network's efforts to increase membership of L/NNGOs are successful, consideration needs to be given as to how the conditions of the due diligence system can be met. To support existing efforts, the following actions are suggested:

- **Medium term:** *Develop a fast-track scheme for L/NNGOs that have worked as implementing partners for existing Start Fund members (this approach needs to be directly linked to supporting the capacity-building of L/NNGOs described above).*
- **Medium term:** *For L/NNGO candidates whose applications are unsuccessful but are of high potential, consider a supporting/partnering scheme with another L/NNGO to work further on their weaknesses.*
- **Medium term:** *For L/NNGO candidates where the cost of applying is clearly a barrier to membership, consider the possibility of deferred cost-recovery for payment (i.e. deducted from overheads of successful grants) or help to identify a donor to "sponsor" such L/NNGOs.*

F. INCREASING THE FUNDING AND EXPANDING THE DONOR BASE

As the Start Fund continues its efforts to increase its membership and funding portfolio there is a parallel need to increase the size of the Fund. The current donor base consists of dedicated supporters of the Start Fund and this should be built on further to expand the donor base:

- **Short term:** *Strengthen global communication at capital level with existing and potential donors.*
- **Short term:** *Hold consultations with existing donors to see how they can support in reaching out to and attracting additional government and other donors and acting as ambassadors for the Start Fund.*
- **Medium term:** *Expand communication to ensure that those existing and potential donors who are not devolved to local level, and those based outside Europe, are aware of the crises which are being supported by the Start Fund.*

ANNEXES



ANNEX 1: ANALYSIS OF GLOBAL POOLED AND/OR RAPID RESPONSE FUNDS

FUND	ACCESS	RELEASE OF FUNDS	TIMESPAN FOR USE	STAGE	TYPE OF CRISIS	SECTOR/ ACTIVITY	GRANT RANGE AVERAGE (£)	CONTACT/ WEBSITE
OCHA CBPF								
COUNTRY LEVEL CBPF (RESERVE ALLOCATION)	Prequalified INGOs, L/NGOs, UN agencies, Red Cross/Crescent National Societies	Decision whether to accept allocations within 48 hours. Funds can be disbursed within 10 days of agreement signature	12 months although extensions seen in some contexts ⁵⁰	Response (also protracted crises)	Conflict Natural hazard Epidemic	All	Grant ceilings are set by context Minimum recommended grant size is £72,000 Average grants range from £285,000 (Pakistan) to £1 million (Yemen)	David Throp thropi@un.org
UN CERF								
RAPID RESPONSE FUND	UN agencies	12 days (average)	Six months	Response	Conflict Natural hazard Epidemic	All	Approximately £700,000 to £1.4 million ⁵¹	Michael Jensen Chief, CERF secretariat Jensen7@un.org
COVID-19 FUND GLOBAL	WFP and UNICEF at global level	24-48 hours	Nine months	Response	Epidemic	WASH Health Protection	Approximately £1.4 million	
COVID-19 FUND FOR NGOS	NGOs (accessed via IOM)	24-48 hours	Nine months	Response	Epidemic	WASH Health Protection	£720,000 – INGOs £435,000 – L/NGOs	
COVID-19 GENDER-BASED VIOLENCE	UNFPA UN Women	Not specified	Not specified	Response	Epidemic	WASH Health Protection	Not specified	
RED CROSS AND RED CRESCENT MOVEMENT								
EMERGENCY RESPONSE (DREF)	Red Cross/Crescent National Societies	14 days	Three months (extendable to six months)	Response	Natural hazard	All	£ 300,000 – £400,000	Florent Del Pinto Emergency Operations Center manager Florent.delpinto@ifrc.org

⁵⁰ In 2019 the Somalia Humanitarian Fund considered proposals for resilience for implementation timeframes of more than 12 months.

⁵¹ <https://aidstream.org/who-is-using/NO-BRC-977538319/34911>

FUND	ACCESS	RELEASE OF FUNDS	TIMESPAN FOR USE	STAGE	TYPE OF CRISIS	SECTOR/ACTIVITY	GRANT RANGE AVERAGE (€)	CONTACT/WEBSITE
NGO COALITION								
ALLIANCE 2015	8 European NGOs	Not specified	Not specified	Response	Conflict Natural hazard Epidemic	All	Not specified	Alliance (alliance2015.org) info@alliance2015.org
ACT ALLIANCE RAPID RESPONSE FUND	ACT Alliance national members	Not specified	6-8 weeks	Early action Response	Conflict Natural hazard Epidemic	All	€36,000 average (Maximum €110,000 to be reimbursed through funding appeals)	https://actalliance.org/appeals-rapid-response-funds/
DUTCH RELIEF ALLIANCE (DRA) EMERGENCY & INNOVATION FUNDS (supported by the Dutch Ministry of Foreign Affairs)	DRA members; Prequalified Dutch NGOs (14 currently)	Funds are pre-positioned with members; application and approval within 5 days	6-12 months	Early action / anticipation Response Recovery and reconstruction (also protracted crises)	Conflict Natural hazard Epidemic	All	€3- 6 million €85,000 -€68,000 (for innovative fund projects)	office@dutchrelief.org Dutch Relief Alliance An alliance to enhance humanitarian aid
NGO INDIVIDUAL (INTERNAL) FUNDS								
CARE EMERGENCY RESPONSE FUND	CARE International members	24-48 hours	3 months	Early action Response	Conflict Natural hazard Epidemic	All	€15,000 – 110,000 Applications to a max. of € 220,000 may be considered	CARE's emergency response fund mechanisms – Care Toolkit careemergencytoolkit.org
SAVE THE CHILDREN EMERGENCY FUND	Save the Children members	Within 24 hours	Not specified	Response	Conflict Natural hazard Epidemic	All	€10,000 - €250,000 ⁵²	
HUMANITY AND INCLUSION - HANDICAP INTERNATIONAL	HI members and partners	6 days	11 days	Response	Conflict Natural hazard Epidemic	Cash Shelter/NFI Food security & livelihoods	€30,000	
ADRA NETWORK FUNDS	Members	Within 24 hours	5 days	Response	Conflict Natural hazard Epidemic	Food security & livelihoods Cash WASH	€10,000-€72,000	
OXFAM CATASTROPHE FUND ⁵³	Members	Within 24-48 hours	Depends on the complexity of the crisis	Response	Conflict Natural hazard Epidemic	Cash Shelter/ NFI Food security & livelihoods Health WASH Protection	€50,000 - €100,000	
RELIEF INTERNATIONAL INTERNAL FUNDS	Members	Within 24 hours	1-5 months depending on the type of crises	Response	Conflict Natural hazard Epidemic	Cash Shelter/NFI Food security & livelihoods	€7,000-€34,000	

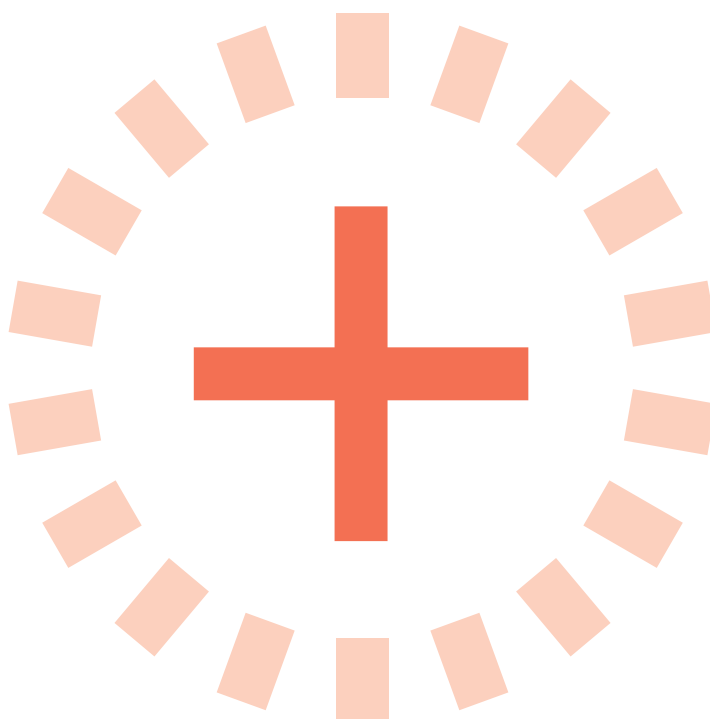
52 2015 data.

53 An Oxfam America Emergency Response Fund was also available to local partners in Asia-Pacific and Central America from 2014-2020:
(see: <https://reliefweb.int/sites/reliefweb.int/files/resources/rr-emergency-response-fund-090421-en.pdf>)

FUND	ACCESS	RELEASE OF FUNDS	TIMESPAN FOR USE	STAGE	TYPE OF CRISIS	SECTOR/ ACTIVITY	GRANT RANGE AVERAGE (£)	CONTACT/ WEBSITE
OTHER UN FUNDS								
WHO CONTINGENCY FUND FOR EMERGENCIES	WHO offices	Within 24h ⁵⁴ for requests of £360,000 or less 48h for larger requests	Unspecified	Early action Response	Conflict Natural hazard Epidemic	Health	£360,000 but larger grants are accepted	Contingency Fund for Emergencies (who.int)
GOVERNMENT EMERGENCY RESPONSE FUNDS								
FCDO RAPID RESPONSE FACILITY	Pre-qualified NGOs	Within 2 weeks	3 months Bilateral arrangements can provide early recovery funds for 12 months	Response Early recovery	Conflict Natural hazard Epidemic	All	£425,000	Humanitarian Response Funding Guidelines for NGOs - GOV. UK (www.gov.uk)
IRISH AID ERFS	Pre-qualified (mostly) Irish NGOs	Pre-positioned with partners. Released within 2 weeks	3 months (on average)	Response	Conflict Natural hazard Epidemic	All	£85,000	Emergency and Recovery Funding - Department of Foreign Affairs (irishaid.ie)
DANISH EMERGENCY RELIEF FUND	Prequalified Danish CSOs (and non-prequalified CSOs)	7 days for prequalified CSOs; 3 weeks for non-prequalified	Nine months (3 months extension possible)	Response	Conflict Natural hazard Epidemic	All	£170,000	About DREF (cisu.dk)
SWEDISH RAPID RESPONSE MECHANISM	Pre-qualified NGOs	Funds are pre-positioned with members; application and approval within 24 hours	Six months (extension of six months possible)	Response	Conflict Natural hazard Epidemic	All	£425,000	https://www.sida.se/en
CANADIAN HUMANITARIAN ASSISTANCE FUND	Pre-qualified Canadian NGOs	2 weeks	4-6 months	Response		All	£60,000-£200,000	https://www.international.gc.ca/world-monde/issues_developpement/enjeux_developpement/response_conflict-reponse_conflits/canadian_humanitarian-canadien_humainitaire.aspx?lang=eng
USAID / BHA EMERGENCY FUNDS	Pre-qualified NGOs	Up to 2 months	12 months or less	Response	Smaller-scale, rapid-onset crises	All	£86,000-£170,000 ⁵⁵	https://www.usaid.gov/humanitarian-assistance/partner-with-us/bha-emergency-guidelines

55 Based on funding information from USAID grants in the Philippines.

FUND	ACCESS	RELEASE OF FUNDS	TIMESPAN FOR USE	STAGE	TYPE OF CRISIS	SECTOR/ ACTIVITY	GRANT RANGE AVERAGE (£)	CONTACT/ WEBSITE
OTHER FUNDS								
BILL AND MELINDA GATES FOUNDATION	Pre-vetted partners (INGOs/UNICEF)	Funding approval within 24 – 72 hours	12 months	Response	Conflict Natural hazard Epidemic	All	£140,000 - £350,000	Emergency Response - Bill & Melinda Gates Foundation valerie.bemo@gatesfoundation.org
ECHO EMERGENCY TOOL BOX - SMALL SCALE TOOL	UN agencies and European-based INGOs	24-48 hours	Not specified	Response	Conflict Natural hazard Epidemic	All	Up to £430,000	https://ec.europa.eu/echo/files/aid/countries/factsheets/thematic/emergency_toolbox_en.pdf



ANNEX 2: COUNTRY SUMMARIES

DEMOCRATIC REPUBLIC OF THE CONGO (DRC)

CRISES FACED	Parallel and prolonged crises, including: armed conflict and violence (resulting in displacement), epidemics (outbreaks of cholera, measles and Ebola), natural disasters (floods and fires), in addition to socio-economic impact of COVID-19.
HUMANITARIAN FUNDING LANDSCAPE	Despite funding limitations seen (the 2020 HRP was only 39% funded ⁵⁶), there are a number of funding sources available for DRC, including donor governments (e.g. European Union, Germany, Ireland, the Netherlands, Norway, Sweden, Switzerland, UK, USA), UN agencies and INGOs. Pooled-based funds specific to DRC include the UNICEF rapid response mechanism, the SAFER consortium for pre-selected INGOs and the DRC Humanitarian Fund (OCHA CBPF). The national government also has some funds available for humanitarian action for L/NNGOs.
FUNDING PROFILE OF START NETWORK MEMBERS	All members mentioned challenges in funding all humanitarian needs identified in DRC. INGO members source funding from Start Fund grants, the country-specific pooled funds, donor funding and their own internal funds. Those L/NNGOs interviewed who had accessed Start Funds, estimated that it accounted for some 10% of humanitarian funding. All L/NNGO members mentioned having access to other sources of humanitarian funding, such as the DRC Humanitarian Fund, funding from UN agencies (e.g. WFP, UNESCO, WHO, UNPD) and INGO partners (e.g. Oxfam, CAFOD, Christian Aid, Action Aid) and donor governments (Germany, Norway and Sweden mentioned).
FUNDING PROFILE OF NON-MEMBERS	L/NNGOs interviewed faced challenges in securing humanitarian funding. Most relied on funding from INGO partners and in some cases received direct funding from donor governments or from the DRC Humanitarian Fund (either directly or as an implementing partner of a UN agency or INGO).
HUMANITARIAN FUNDING GAPS IDENTIFIED	In general, DRC faces humanitarian funding gaps in almost all areas. Stakeholders indicated that the following areas are underfunded: natural disaster response, COVID-19 response, early warning and preparedness in conflict areas, protection and shelter and other responses linked to displacement.

VALUE AND UNIQUENESS OF THE START FUND IN DRC



VALUE:

- Rapid mechanism to respond to the needs of the vulnerable.
- Funds are flexible and allow for upstream action.
- Easily accessible and quickly released.
- Acts early and preventively.
- Allows members to intervene early while waiting for other funds.
- Strengthens solidarity/exchanges between INGOs & L/NNGOs.
- Promotes teamwork in INGOs and L/NNGO consortiums.



UNIQUENESS:

- Rapid response fund accessible to L/NNGOs.
- Member-led decision-making.
- Very short implementation time without delays.
- Value given to local knowledge.
- Know-how learnt through Start Fund and capacity building.
- Speed in processing applications and disbursement of funds.

MAIN CHALLENGES FOR START FUND

- The challenge of expanding coverage as only funding interventions in three provinces out of 26 in DRC.
- Risk of funds being misappropriated and/or not allocated to intended project activities (need for further field evaluation or monitoring).
- The project selection committee that could provoke bias in project selection.
- Lack of visibility of the Start Fund in the DRC among L/NNGOs.
- Fund information available in French.
- Suitability of Start Fund grants for prolonged nature of some crises in DRC.
- Lack of mechanisms to promote solidarity and cooperation between Start members (i.e. more partnerships between L/NNGO and INGO members).

OPPORTUNITIES FOR START FUND

- Potential of the Start Hub in DRC to support even more joint responses and collaboration between INGOs and L/NNGOs.
- Promotion of localisation through integration of further L/NNGO members.
- Strengthen the mechanisms for verification, monitoring & evaluation of Start Fund projects.
- Increased coordination with OCHA and other fora for launching of alerts to avoid duplication.

RAPID HUMANITARIAN FUNDING SOURCES IN DRC

Global rapid response funds available in DRC include those from donor governments, the UN CERF, IFRC DREF, ECHO emergency funds, USAID funds and Act Alliance Rapid Response Fund. Specific country-based funds identified are listed below.

NAME OF FUND CONTACT/WEBSITE	WHO CAN ACCESS IT	RELEASE OF FUNDS	TIMESPAN FOR USE	STAGE OF CRISIS	TYPES OF CRISIS FOR THIS FUNDING	SECTORS SUPPORTED	AVERAGE GRANT SIZE (£)
SAFER fmonnier@mercycorps.org	ACTED, Concern Worldwide, Mercy Corps, NRC and Solidarites International	Immediate (as pre-positioned funds)	6 months	Response	All	Food security & livelihoods; WASH; Shelter and NFI; health	£1-4,000,000
UNICEF RAPID RESPONSE (UNIRR) https://www.unicef.org/drcngo/en	UNICEF, INGOs and L/NNGOs (e.g. DRC Red Cross, ARPS and PPSSP)	Less than a week	3 months	Response	Population displacement	Food security & livelihoods; health; Shelter and NFI	Not specified
DRC HUMANITARIAN FUND https://www.unocha.org/democratic-republic-congo-drc/about-drc-humanitarian-fund	Prequalified INGOs, L/NNGOs, UN agencies, DRC Red Cross	Up to one month	3 - 12 months	Response (also protracted crises)	All	All	£530,000 ⁵⁷

⁵⁶ <https://reliefweb.int/report/democratic-republic-congo/democratic-republic-congo-deepening-humanitarian-crisis-dg-echo-un>

⁵⁷ https://www.unocha.org/sites/unocha/files/HF_Dashboard%202020_5.pdf

EL SALVADOR

CRISES FACED

Earthquakes, tropical storms (causing floods and landslides), droughts, internal displacement due to violence (gangs), forced migration, volcanic eruptions, impact of COVID-19.

HUMANITARIAN FUNDING LANDSCAPE

In general other more visible crises globally overshadow crises in El Salvador and Central America, limiting funding available. Humanitarian actors in El Salvador have access to rapid response funds although most have access limitations, such as the CERF Rapid Response Funds (accessible for UN agencies only with the exception of the COVID-19 funds) and members-based funds such as the ACT Alliance fund and the IFRC DREF. Stakeholders interviewed mentioned that both INGOs and L/NNGOs received most of their humanitarian funding either directly or indirectly from the European Union (ECHO) and donor governments (e.g. Canada, Spain, Italy, Norway, UK and US). In 2020, USAID provided 63% of humanitarian financing tracked by the UN Financial Tracking Service.⁵⁸ Some L/NNGOs also received funding from the government of El Salvador.

FUNDING PROFILE OF START NETWORK MEMBERS

Start Network members with a high humanitarian profile are Oxfam, World Vision, Plan International, Save the Children, and Catholic Relief Services. Start Network funds represented less than 15% of their humanitarian rapid response budget in 2020. They receive funds from different sources, such as ECHO, Spanish government (AECID) and USAID. In the PRO-VIDA case, an L/NNGO member, Start Fund represents 50% of its humanitarian rapid response budget in 2019/20. PRO-VIDA and Oxfam work with L/NNGO and Start Fund implementing partners, such as FUMA, APRODENIH, and Comandos de Salvamento, all members of a national Disaster Risk Reduction network.

VALUE AND UNIQUENESS OF THE START FUND IN EL SALVADOR



VALUE:

- Speed and agility.
- Availability of funds.
- Working through a national L/NNGOs network.
- Flexibility, accompaniment with members, with communication with members.
- The anticipatory windows.
- Respond to a specific and concrete situation in the country since the small to medium emergencies
- Promote joint work amongst members in the country, with solidarity, to have a big impact.
- The cash transfer gives new opportunities to fill the community and personal needs of the affected population.
- Provision of seed fund for members for early response.
- Recognize small and medium emergencies, filling the gap that other donors and even the government do not recognize.



UNIQUENESS:

- Member-led decision making: It is unique because the other sources have centralized decision-making. No other funds take fully into account the response country.
- Working through local L/NNGOs roundtable such as MPGR (civil society national network on disaster risk reduction).
- Organise members in a transparent way.
- Reporting requirements and flexible funding.
- Preventive funds that supported the proposed impacts of gender-based violence generated by COVID-19.
- Taking into account needs of L/NNGOs.
- Funds and not pre-assigned as per other donors.

**FUNDING
PROFILE OF
NON-MEMBERS**

Lutheran World Federation and EDUCO are not members. LWF obtained its humanitarian resources from its world network (Act Alliance Rapid Response Fund). EDUCO, a Spanish NGO, is working with funding from ECHO, Spanish national government (AECID) and Spanish regional funds.

**HUMANITARIAN
FUNDING GAPS
IDENTIFIED**

According to the interviewers, there is a lack of support for mental health care in emergencies, protection funds to the most vulnerable population amid the violent environment, additional support to nutrition, and support migration and internal displacement. Also support the digital and virtual work. There is a considerable lack of data management and technical support; the COVID-19 pandemic showed this gap. For the National Civil Protection System, there is a lack of institutional support to enhance the national response system.

**MAIN
CHALLENGES
FOR START
FUND**

- Maintaining sufficient funds for responses (members perceive a decrease in the availability of funds while the membership increases).
- Communications and meetings in Spanish, to achieve greater inclusion of NGOs, especially national ones.
- Improve the project approval mechanism, make it more transparent, and avoid the same members being both assessed and party to the decision-making.
- More openness for L/NGOs.
- Increased visibility before the national civil protection authorities do not know this financial source, although they know the member institutions.

**OPPORTUNITIES
FOR START
FUND**

- Opportunities for further coordination and joint responses between members.
- There is good coordination with the Humanitarian Country Team, which allows the Start Fund and its cooperation to be made visible. Still, it needs to be more visible towards the national civil protection system, the national government body.
- At least two members (INGO Oxfam and NNGO PROVIDA) have worked closely with L/NGOs, strengthening the localization agenda and an excellent example for other countries.

RAPID HUMANITARIAN FUNDING SOURCES IN DRC

Global rapid response funds available in El Salvador include from donor governments, INGO internal funds UN CERF, IFRC DREF, ECHO emergency funds, USAID funds and Act Alliance Rapid Response Fund. No specific country-based funds identified.

PAKISTAN

CRISES FACED

Multiple including Afghan refugee influx, internal displacement, natural disasters (floods and drought – protracted crisis); impact of COVID-19.

HUMANITARIAN FUNDING LANDSCAPE

Humanitarian funding for Pakistan has not followed a regular pattern in the last decade and stakeholders indicated that there is a downward trend in humanitarian financing in the country: for the 2020 UN Consolidated Appeal for humanitarian activities in Pakistan only 61% (USD \$89.3m) was secured.⁵⁹ Contrary to the global trend where 2019 appeals received 75% or more of funding requested, the funding situation in Pakistan was down by 33%.⁶⁰ The bilateral and multinational donors are increasingly limiting the number of contracts/grants to achieve economy of scales by channelling the funding through big consortiums and alliances, such as the large international development contractors. Although funding needs are not being met, humanitarian actors receive funding from donor government, their own internal funding and pooled funds as described below. Some government funding (national and provincial) is also available to L/NNGOs.

FUNDING PROFILE OF START NETWORK MEMBERS

Start members estimated that the Start Network funds some 4% to 5% of their humanitarian budget in 2020. In addition to the CBPF and the RAPID Fund of Concern (see below), Start members mentioned they received funds from different sources including their own internal funds (for INGOs), ECHO, CERF (via UN partners), Act Alliance Rapid Response Fund, FCDO and core and emergency funding from their own organisations e.g., Qatar Charity and Welthungerhilfe(WHH). L/NNGOs members reported struggling to receive humanitarian funding and did receive limited funds from local (provincial) authorities. The National Disaster Risk Management Fund was challenging to access.

FUNDING PROFILE OF NON-MEMBERS

Most L/NNGOs are outside of the humanitarian funding stream and struggling to access funding. Sources include diaspora organisations, donor governments, national and provincial government funding and through some INGOs and UN agencies as implementing partners, in addition the RAPID Fund.

VALUE AND UNIQUENESS OF THE START FUND IN DRC

VALUE:

- Rapidity of funding available and timeliness.
- Focus on small-scale emergencies.
- A platform where NGOs collaborate, coordinate and synergize. Collaboration and coordination's spirit is visible here.
- Its coordination mechanism & coordination approach are unique.
- Timely alerts and the decision are made quickly.
- Unlike other donors, Start Fund does not ask for detailed assessments rather it relies on first-hand information and validation.
- Availability and support from the Start Fund team.

UNIQUENESS:

- Localised member-led decision making.
 - Easy-to-use templates and procedures
 - Value given to local knowledge
 - Start Network's work on risk financing.
- Unique model: INGOs are collaborating instead of competing.
- It brings a lot of stakeholders and organisation together to find ways of working together.
 - Due diligence and multi-tier-structure for members
 - Voice to advocate for the localization agenda

⁵⁹ <https://fts.unocha.org/appeals/991/summary>

⁶⁰ Global Humanitarian Assistance (GHA) Report 2020

HUMANITARIAN FUNDING GAPS IDENTIFIED

In addition to difficulties to meet all humanitarian needs in the country, funding gaps highlighted were for protection, the most vulnerable (disabled, ethnic minorities, single women mentioned), gender-based violence, mitigating the effects of climate change and capacity building of organisations and state mechanisms. Although L/NNGOs were positive about the funding opportunities provided by the Start Fund, they generally were excluded from most funding streams. Some stakeholders were uncertain as to the suitability of the Start Fund model for protracted crises that Pakistan faces.

MAIN CHALLENGES FOR START FUND

- Increasing small scale disasters and less funding available with limited time for implementation (considering access issues in Pakistan).
- Potential bias in project selection committees and lack of transparency on allocation of funds (perception that larger members receive most grants).
- Challenges in preparing applications for smaller members; difficulties seen in membership procedures for some L/NNGOs.
- Shrinking humanitarian space in Pakistan impacts ability of members' responses.
- Clearer communication needed on the localisation agenda.
- Need for capacity building of members and greater visibility for Start Fund in Pakistan.

OPPORTUNITIES FOR START FUND

- Opportunities to build on the Start Hub for more joint projects between members and increase L/NNGO membership.
- Focusing further on localisation and providing greater visibility for the Start Fund in Pakistan.
- The Start Fund could possibly have a great reach and impact with a longer timeframe for implementation.

RAPID HUMANITARIAN FUNDING SOURCES IN PAKISTAN

Global rapid response funds available in Pakistan include those from donor governments, the UN CERF, IFRC DREF, INGO internal funds, ECHO emergency funds, USAID funds and Act Alliance Rapid Response Fund. Specific country-based funds identified are listed below.

NAME OF FUND CONTACT/WEBSITE	WHO CAN ACCESS IT	RELEASE OF FUNDS	TIMESPAN FOR USE	STAGE OF CRISIS	TYPES OF CRISIS FOR THIS FUNDING	SECTORS SUPPORTED	AVERAGE GRANT SIZE (£)
PAKISTAN HUMANITARIAN POOLED FUND https://www.unocha.org/pakistan/about-phpf	Prequalified INGOs, L/NNGOs, UN agencies, Pakistan Red Crescent	Up to one month	3 to 12 months	Response (also protracted crises)	All	All	£285,000 ⁶¹
RAPID FUND (CONCERN) https://www.concern.net/where-we-work/pakistan/rapid-fund	INGOs, L/NNGOs, local authorities	Up to one month	3 - 6 months	Response	All	All	Range of £28,000 to £280,000

61 Average of 2019 grants: <https://www.unocha.org/sites/unocha/files/Pakistan%20Humanitarian%20Report%202019%2020200625.pdf>

THE PHILIPPINES

CRISES FACED

Frequent tropical cyclones leading to storm surges, flooding and landslides; drought, earthquakes, and volcanic eruptions (causing ash-fall and mudflows) Covid-19 pandemic; conflict and violence in some regions.

HUMANITARIAN FUNDING LANDSCAPE

In the Philippines, the government plays a central role in humanitarian response; both the national government and the local government units (LGUs) in the provincial, municipal/ city, and barangay⁶² levels have responsibility and access to humanitarian funding. The government can utilise 30% of its Disaster Risk Reduction and Management Fund (DRRMF) as a Quick Response Fund (QRF) for pre-disaster activities and to quickly assist affected communities. On average, this amounted to £100 million⁶³ in the last three years (2018-2020) Other funding exists. Firstly, those of the UN (CERF), and donor governments including EU (ECHO), Canada (CHAF) and USA (USAID/OFDA). During recent disasters – Typhoons Goni, Vamco, and Molave, and the Taal Volcano Eruption in 2020 – some £3.3 million⁶⁴ was disbursed through these donors to UN agencies, INGOs and L/NNGOs. Secondly, response funds of INGOs and faith-based organisations along with their local partners. Thirdly, funding from private individual donors and corporations, mobilized mostly through L/NNGOs. Based on available data, the primary source of funding for humanitarian response comes from the national government followed by international donors. According to some of the humanitarian actors interviewed, funding from private donors is also quite significant, but no data is available for validation

FUNDING PROFILE OF START NETWORK MEMBERS

The Start Network members in the Philippines are all INGOs. They have their own internal funds; funds coming from their counterparts/network in other countries; and from fundraising activities usually done outside the Philippines through their networks. The bulk of their funds are from external sources most of which are foreign aid from ECHO and national governments such as USA and Canada.

VALUE AND UNIQUENESS OF THE START FUND IN THE PHILIPPINES:



VALUE:

- Speed or quick mobilisation of funds
- Allows NGOs to get to the ground quickly for emergency response
- Allows for the provision of immediate relief while waiting for other funds
- Enables knowledge sharing among members and complementary of expertise
- Provides additional funding to fill in the gaps
- Strengthens L/NNGO and INGO network and partnership
- Inspires the government to pursue anticipation and innovative projects
- Activation process is simple



UNIQUENESS:

- L/NNGO partners are consulted throughout process
- Decisions and actions are taken by members
- Targets underfunded communities, underreported and small-medium scale disasters
- Provides a knowledge and learning platform that enables organisations to dig deeper into the crisis and learn from it
- Impartiality, neutrality and transparency of responses

⁶² A unit of administration in Philippine society consisting of 50 to 100 families.

⁶³ Status of the National Disaster Risk Reduction Fund:

<https://www.dbm.gov.ph/index.php/programs-projects/status-of-national-disaster-risk-reduction-and-management-fund>

**FUNDING
PROFILE OF
NON-MEMBERS**

The bulk of the funds for L/NNGOs come from INGOs. Some of them, especially those with an established track record, are also able to get direct grants from foreign aid. They also get funding from the private sector/corporations and also from the public depending on the scale of the crisis. Some L/NNGOs are also supported by diaspora in other countries especially in the USA.

**HUMANITARIAN
FUNDING GAPS
IDENTIFIED**

The humanitarian sector is still largely reactive; 80-90% of funds are focused on relief as opposed to more sustainable actions. Funding for recovery is lacking especially recovery assistance for recurring emergencies. Funding is usually held by INGOs and there is less funding available for L/NNGOs. In some instances, there is lack of coordination among humanitarian actors resulting in duplication. Inclusion is also sometimes overlooked. Specifically, some of the underfunded sectors/areas of intervention in the Philippines are the provision of assistance to vulnerable or marginalised groups (women, children, and persons with disabilities), protection and safeguarding of girls, gender mainstreaming, food, WASH, health, shelter. Infrastructure repair also receives insufficient funding as do rehabilitation, anticipatory action/forecast-based financing; training of LGUs; support for livelihoods; climate change mitigation; agricultural interventions for immediate production recovery needs of farmers, and support for livestock, and interventions for micro/small/medium enterprises affected by disasters, including slow onset disasters such as the impacts of El Niño.

**MAIN
CHALLENGES
FOR START
FUND**

- Actions under the Start Fund are mostly still reactive and not funding for anticipatory action.
- Conflicts may arise in NGO consortia due to the priority differences of members.
- L/NNGOs are dependent on the INGO network members for access to the funds.
- Interventions are sometimes duplicated due to the lack of coordination.
- Certain LGUs dictate the beneficiaries instead of the organisation's assessment.
- Members tend to choose easy to deliver services/goods to complete the response within the 45-day period instead of interventions that can transition to longer-term solutions.
- The short time for proposal submission (and implementation of response) is a challenge for some members.

**OPPORTUNITIES
FOR START
FUND**

- Perception that available Start funding is decreasing with fewer appeals being granted, although crises are increasing. Disapproval of activation is sometimes due to government statements that they have the capacity to act (but support is still needed at the LGU level).
- Criteria for activation of funds is unclear for some.
- Open up membership to L/NNGOs.
- Provide more funding for anticipatory actions.
- Continued support to innovations and studies that may inspire the government and stakeholders to follow more anticipatory actions.
- Link humanitarian response and emergency relief with development.
- Collaborate with the private sector and maximize their facilities such as PDRF's operation centre in Clark City.
- Communicate what is being done by the Start Fund to secure more funding and build more community feedback and accountability.

RAPID HUMANITARIAN FUNDING SOURCES IN THE PHILIPPINES

Global rapid response funds available in the Philippines include those from donor governments, INGO internal funds, the UN CERF, IFRC DREF, ECHO emergency funds, USAID funds and Act Alliance Rapid Response Fund.

NAME OF FUND CONTACT/WEBSITE	WHO CAN ACCESS IT	RELEASE OF FUNDS	TIMESPAN FOR USE	STAGE OF CRISIS	TYPES OF CRISIS FOR THIS FUNDING	SECTORS SUPPORTED	AVERAGE GRANT SIZE (£)
QUICK RESPONSE FUND (QRF) FROM THE NATIONAL GOVERNMENT DISASTER RISK REDUCTION AND MANAGEMENT (NDRRM) FUND	Selected government line agencies: Departments of Public Works and Highways, National Defense, Education, Social Welfare and Development, and Agriculture)	Standby funds – available immediately (within 24 hours)	1 year	Anticipation/ early action (depending on the scale), response, recovery and reconstruction	Conflict Natural hazard	Food security & livelihoods; Shelter and NFI; health	30% of the NDRRM Fund (2018-2020 average: approximately £ 100 million)
QUICK RESPONSE FUND (QRF) FROM THE LOCAL GOVERNMENT DISASTER RISK REDUCTION AND MANAGEMENT (LDRMM) FUND	LGUs	Standby funds – available immediately (within 24 hours)	1 year	Anticipation/ early action (depending on the scale), response, recovery and reconstruction	Conflict Natural hazard	Food security & livelihoods; health; Shelter and NFI	30% of the LDRRM Fund (5% of the LGUs' Internal Revenue Allotment (IRA)
CARITAS ALAY KAPWA FUND	Internal/dioceses	24-48 hours	3 months to 1 year	Response	Conflict Natural hazard	Food security & livelihoods; health; Shelter and NFI	£150-210,000 for big emergencies; £70,000 for small scale quick response
SAFER https://www.safer.org.ph	L/NGO members	1 month	2 months	Response	Conflict Natural hazard	Food security & livelihoods ; shelter and NFI; health; WASH; camp management	£1,500-5,000

SOUTH SUDAN

CRISES FACED

Decades of conflict and inter-communal violence, floods and recurring drought; significant displacement and high levels of food insecurity. Gender-based violence is widespread; impact of COVID-19.

HUMANITARIAN FUNDING LANDSCAPE

Humanitarian funding gaps were reported as significant in South Sudan; the 2020 HRP was underfunded by 35%. INGOs tend to rely on their national governments and ECHO in addition to their own internal funds. USAID covers some 70% of the HRP (partly due to contributions to WFP which makes up the largest share of the appeal) with other key institutional donors being the governments of the UK, Germany, Norway, the Netherlands and Canada as well as ECHO. The South Sudan Humanitarian Fund (SSHF) (a CBPF) has become an important funding source for L/NNGOs according to stakeholders. In 2020, 33% of funds were disbursed to L/NNGOs, 43% to INGOs and 24% to UN agencies. L/NNGOs also rely on their partnerships with UN agencies and INGOs to receive funding and can also access funds from the IOM-managed Rapid Response Facility (funded by USAID). Although not a rapid funding mechanism, the South Sudan Health Pooled Fund (HPF) is currently in its third phase. Managed by Crown Agents with funding from UK, USA, Sweden, Canada and the EU, the HPF is focused on the provision of health and nutrition support at community, health facility and hospital levels.

FUNDING PROFILE OF START NETWORK MEMBERS

As all members in South Sudan are INGOs, they relied mainly on donor funding, own internal funding, the CBPF and the Start Fund.

FUNDING PROFILE OF NON-MEMBERS

The humanitarian ecosystem in South Sudan is dominated by the UN agencies. L/NNGOs primarily rely on UN agencies such as UNHCR, UNICEF, FAO, and WFP for their financing (as implementing partners). UNHCR and UNICEF adjusted their contracts with L/NGOs cutting out some overhead costs such as security costs, financially impacting L/NNGOs – if UN agencies are financially squeezed this has knock-on effects on their partners.

VALUE AND UNIQUENESS OF THE START FUND IN SOUTH SUDAN:



VALUE:

- Geographical coverage and quick response.
- Rapid access to funding for sudden onset emergencies.
- Potential to act early and pre-emptively.
- Collaborative responses by members.



UNIQUENESS:

- Three-tiered due diligence structure
- Member-led decision-making process
- Rapid access to funding

HUMANITARIAN FUNDING GAPS IDENTIFIED

- Persistent funding shortfalls for WASH
- Protection and gender (which are not well covered through mainstreaming efforts)
- Funding for sudden onset crisis and the needs they generate (e.g. flooding; spikes in violence)
- Funding for the high logistics and security costs associated with humanitarian interventions in the country
- Only project-based funding for L/NNGOs limiting consistency, sustainability and often impact

MAIN CHALLENGES FOR START FUND

- Short implementation timeframe (which could impact transparency and accountability).
- Lack of visibility / presence
- Poor infrastructure and insecurity: inaccessibility and insecurity can create challenges for implementation of Start Fund projects.
- Lack of monitoring and oversight. - Insufficient funds in the Start Fund pool to support the scope and scale of required humanitarian interventions.
- Perceptions of bias by some members who dominate decision-making for grant applications.

OPPORTUNITIES FOR START FUND

- Open up membership to L/NNGOs.
- Create greater visibility of the Start Fund in South Sudan.
- Ability to respond to crises faster than any other donor.
- Underfunding of most activities provides the opportunity to cover gaps.

RAPID HUMANITARIAN FUNDING SOURCES IN SOUTH SUDAN

Global rapid response funds available in South Sudan include those from donor governments, INGO internal funds, the UN CERF, IFRC DREF, ECHO emergency funds, USAID funds and Act Alliance Rapid Response Fund.

NAME OF FUND CONTACT/WEBSITE	WHO CAN ACCESS IT	RELEASE OF FUNDS	TIMESPAN FOR USE	STAGE OF CRISIS	TYPES OF CRISIS FOR THIS FUNDING	SECTORS SUPPORTED	AVERAGE GRANT SIZE (£)
IOM RAPID RESPONSE FUND SOUTH SUDAN (FUNDED BY USA) https://southsudan.iom.int/programmes/rapid-response-fund	Prequalified INGOs, L/NNGOs, UN agencies, Pakistan Red Crescent	1st tranche within 2 weeks of grant signature	4 months maximum (extensions possible)	Response	Conflict Natural hazard	Food security & livelihoods; shelter and NFI; WASH; health; protection; coordination and information management	£176,000
SOUTH SUDAN HUMANITARIAN FUND OCHA CBPF https://www.unocha.org/south-sudan/about-ss-hf	Prequalified INGOs, L/NNGOs, UN agencies, South Sudan Red Cross		12 months	Response	Conflict Natural hazard	All	£414,000 ⁶⁵

65 <https://reliefweb.int/report/south-sudan/south-sudan-humanitarian-fund-2020-glance>

YEMEN

CRISES FACED

Yemen is often described as the world's worst and largest humanitarian crisis; massive displacement; conflict-related famine and associated malnutrition are an ever-

HUMANITARIAN FUNDING LANDSCAPE

Despite the severity of the crisis, funding for Yemen appears to be shrinking. The 2020 HRP was only 56% funded (USD\$ 1.9b of a total ask of USD\$3.38b), with key donors including the US, UK, German, Ireland, Finland, Norway, Lithuania, Italy, UAE, Qatar, Saudi Arabia and Kuwait. The UK government's 2021 announcement of some 60% reduction in its humanitarian aid funding to Yemen has been widely criticised within the sector. In 2020, the US stopped funding humanitarian action in the Yemen Humanitarian Fund (YHF), the OCHA CBPF is the largest in the world; in 2020 the YHF received USD \$85m. In 2021 a Famine Prevention Foundation focusing on Yemen was created by a US private equity investor with contributions from Gulf states but the details of the Foundation, and which agencies will be able to access its funding, are not yet clear.

FUNDING PROFILE OF START NETWORK MEMBERS

The Start Network Members in Yemen are all INGOs and similar to other contexts rely on their own internal response funds, national donor governments, ECHO, and UN funding (e.g. CBPF and as implementing partners of UN agencies). Some Start Network members are part of a consortium in Yemen, through which they receive UK (FCDO) funding for cash transfer programming.

FUNDING PROFILE OF NON-MEMBERS

L/NNGOs have difficulty in accessing humanitarian funding in spite of INGOs facing access problems to areas of high need where L/NNGOs could possibly access. Their ability to access rapid funding is extremely limited, with money often taking months to come through – and without their own funds to kick-start operations they are not able to support those in need in a timely manner. L/NNGOs are disadvantaged in that funds often do not cover operational costs or help build their sustainability. L/NNGOs have received funding from some donor governments (Germany (GIZ) mentioned), the YHA and through INGOs and UN agencies as implementing partners. INGO-L/NNGO partnerships in Yemen are project-based with local partners working with a number of different INGOs each of which have different systems, creating challenges in implementation and the development of longer-term partnerships which could build capacity and facilitate their direct receipt of funding.

VALUE AND UNIQUENESS OF THE START FUND IN YEMEN



VALUE:

- Peer to peer learning between members
- Speed and agility
- Early activation of funds
- Allows for leveraging of funds from other donors
- Allows for response to smaller crises (e.g. flooding) within the larger overall crisis



UNIQUENESS:

- Funding timeframe (quick decision-making)
- Innovative and varied financial solutions
- Transparency of decision-making
- Flexibility of funds (possibility to adapt response)
- Immediate availability of funds

HUMANITARIAN FUNDING GAPS IDENTIFIED

All sectors, but also integrated programming, are underfunded. Stakeholders highlighted the need for an integrated response which covers food security; WASH; health and nutrition; and protection. Education was frequently mentioned as being under-funded with the caveat that donors are more focused on critical life-saving action. Additionally, stakeholders reported that calls for funding in Yemen tend to focus either on humanitarian action or development action and less from a nexus perspective.

MAIN CHALLENGES FOR START FUND

- The limitations of the 45 day implementation timeframe.
- Challenging reporting processes for those in-country (the online element).
- Drafting proposals within 48 hours for members can be difficult, especially for those who have not raised the alert.
- Insufficient funds available from the Start Fund to meet all needs.
- Capacity of L/NNGOs to work as implementing partners for Start Fund projects.

OPPORTUNITIES FOR START FUND

- -Open up membership to L/NNGOs.
- Focus on anticipation grants, particularly for local and national NGOs
- Consideration of climate change adaptation and resilience for funding.

RAPID HUMANITARIAN FUNDING SOURCES IN YEMEN

Global rapid response funds available in South Sudan include those from donor governments, INGO internal funds, the UN CERF, IFRC DREF, ECHO emergency funds, USAID funds and Act Alliance Rapid Response Fund.

NAME OF FUND CONTACT/WEBSITE	WHO CAN ACCESS IT	RELEASE OF FUNDS	TIMESPAN FOR USE	STAGE OF CRISIS	TYPES OF CRISIS FOR THIS FUNDING	SECTORS SUPPORTED	AVERAGE GRANT SIZE (£)
RAPID RESPONSE MECHANISM (MANAGED BY UNFPA IN PARTNERSHIP WITH WFP AND UNICEF) https://yemen.unfpa.org/sites/default/files/pub-pdf/unfpa_yemen_-_monthly_sitrep_05_may_2020.pdf	UN agencies and partners	Not specified	Not specified	Response	Conflict	Health, food security & livelihoods; shelter and NFI	Not specified
YEMEN HUMANITARIAN FUND https://www.unocha.org/yemen/about-yhf	Prequalified INGOs, L/NNGOs, UN agencies, Yemeni Red Crescent	18 days (for the reserve allocation)	12 months	Response	Conflict Natural hazard	All	£1 million ⁶⁶

66 https://www.unocha.org/sites/unocha/files/YHF_Annual_Report%202019_V8.pdf

ANNEX 3: LIST OF STAKEHOLDERS INTERVIEWED

BY COUNTRY	NO.	BY STAKEHOLDER GROUP	NO.
GLOBAL	15	START MEMBER – COUNTRY-LEVEL	35
EL SALVADOR	22	L/NGOS	20
SOUTH SUDAN	21	START PARTNERS	15
PHILIPPINES	20	INGOS	11
DR CONGO	18	NATIONAL GOVERNMENTS	6
PAKISTAN	15	UN AGENCIES	6
YEMEN	8	DONORS – GLOBAL	5
		FUNDING MECHANISM – GLOBAL	4
		START NETWORK / FUND STAFF	4
		OTHER	3
		PRIVATE SECTOR	3
		RED CROSS RED CRESCENT AGENCY	3
		START MEMBER – GLOBAL	2
		COORDINATION MECHANISM	1
		DONORS – COUNTRY-LEVEL	1
TOTAL	119	TOTAL	119

NAME	TITLE	ORGANISATION	STAKEHOLDER GROUP
GLOBAL			
1 Alastair Burnett	Regional Humanitarian Advisor for Asia, Caribbean and Overseas Territories.	FCDO	Donor
2 Christina Bennett	CEO	Start Network	Start Network / Fund staff
3 Emilie Montier	Financing Facility	Start Network	Start Network / Fund staff
4 Florent Delpinto	Emergency Operations Center manager Disasters, Climate and Crises (Prevention, Response & Recovery)	IFRC	Funding mechanism
5 Huw Owen	Coordinator Emergency Fund	Scottish Humanitarian	Funding mechanism
6 Inge Leuvenink	Advisor Humanitarian assistance	Cordaid	Start members (global HQ)
7 Lars Faber	Senior Programme Officer - Humanitarian Department	Ministry of Foreign Affairs, the Netherlands	Donor
8 Lucile Brethes	Head of Start Fund	Start Network	Start Network / Fund staff
9 Madara Hettiarachchi	Director of Programmes & Accountability	DEC	Funding mechanism
10 Matthias Amling	Division for Humanitarian Assistance, Policy, International Organisations, Multilateral Coordination	Ministry of Foreign Affairs, Germany	Donor
11 Michael Jensen	Chief, CERF secretariat	UN OCHA	Funding mechanism
12 Sajid Raihan	Head of Start Fund Bangladesh	Start Fund Bangladesh	Start Network / Fund staff
13 Sarah Murphy	Humanitarian Partnerships Advisor	Trocaire	Start members (global HQ)
14 Simon Boas	Director	Jersey Overseas Aid	Donor
15 Tim Palmer	Programme Manager	FCDO	Donor

NAME	TITLE	ORGANISATION	STAKEHOLDER GROUP
DR CONGO			
16 Anatole Landu	Représentant HELPAGE Zone francophone (RDC, Congo Brazza, Ouest de l'Uganda, Centre Afrique, le Gabon, Sud – Ouest de l'Angola) et Directeur pays RDC.	HelpAge	Start member
17 Blaise Kabwende	Coordinator	APED	L/NNGO
18 Christian Zihindula	National Coordinator	AFDEM	Start member
19 Desiré Balekage	Program Coordinator	ActionAid	Start member
20 Espoir Lukoo	Federal Coordinator East/DRC	SOPROP	L/NNGO
21 Fred Wandera	Regional Humanitarian Programme manager	HelpAge	Start member
22 Frederic Cyiza	Humanitarian Program Coordinator	CARE International	Start member
23 Giovanni S. Sciolto	Rapid Response Working Group Coordinator	NRC	Coord. mechanism
24 Isidore Kalimira	National Coordinator	MIDFEHOPS	Start member
25 Jean Mudekereza	Program Coordinator	AFPDE	Start member
26 Jean-Marie Vienne Kana	Programme Manager	Caritas Goma	Start member
27. Julien Mulliez	Humanitarian Advisor in the FCDO DRC	FCDO	Donor
28 Louis Dorvilier	Country Director	Welthungerhilfe	Start member
29 Meschac Nakanywenge	Coordinator	UPDDHE	L/NNGO
30 Mireille Kafele	Project Manager	JAD/ DFJ	L/NNGO
31 Nestor Musumba	Coordinator	Bureau OEcuménique d'appui au Développement	Start member
32 Olivia Omwenge	Emergency Response Officer	CAFOD	Start member
33 Tharsis Balikwisha	Executive Secretary	FOPAC/NK	L/NNGO
EL SALVADOR			
34 Alexander Valle	Project officer	GOAL	Start partner
35 Alfonso Alvarez	Grants Acquisition & Management Manager	World Vision International	Start partner
36 Blain Cerney	Head of Programs	Catholic Relief Services	Start member
37 Carlos Arenas	Representante	Cruz Roja Española en El Salvador	RC RC agency
38 Cristina Perez	Asesor Nacional de Agua, Saneamiento y RRD	Plan International	Start member
39 Damaris Guardado	Coordinadora de gestión	PRO-VIDA	Start member
40 Daniel Lemus	Capacity coordinator	Protección Civil	Government
41 Fermín Pérez	Capacity coordinator	Protección Civil	Government
42 Gil Pintín	Director	APRODEHNI	Start partner
43 Jaime Hernández	Preparedness and emergency response coordinator	WFP	UN agency
44 Keneth Rivera	Humanitarian Emergency Officer	World Vision International	Start partner
45 Laura Solórzano	Humanitarian Affairs Officer	UN OCHA	UN agency
46 Lorena Graciela Cornejo De Fuentes	Bank agency director	BANCO DE AMERICA CENTRAL	Private sector
47 Ludin Caballero Chávez	Programmes Director	Save the Children	Start member
48 Magdalena Cortez	Director	Fundación Maquilishuatl	Start partner
49 Marta Benavides	Manager	Catholic Relief Services	Start member
50 Martín Peña Segovia	Humanitarian adviser	EDUCO	INGO
51 Mercedes García	Humanitarian Coordinator	Oxfam	Start member
52 Mercedes Palacios	coordinadora humanitaria	Lutheran World Federation	INGO

NAME	TITLE	ORGANISATION	STAKEHOLDER GROUP
EL SALVADOR (Cont.)			
53 Roberto Cortes	Director	Comandos de Salvamento	Start partner
54 Tania Grande	Programme Officer	Christian Aid	Start member
55 Yanina Gavidia	Capacity coordinator	Protección Civil	Government
SOUTH SUDAN			
56 Abdou Sebushishe	EVD Technical Coordinator	International Medical Corps	Start member
57 Amir Manghali	Acting Country Director	Islamic Relief	Start member
58 Bashir James	Program Manager	Cordaid	Start member
59 David Loweda Lado	Acting General for General Education	Ministry of General Education	Government
60 Dr. Conde	Country Director	Alliancne International Medical Action	Start partner
61 Georgios Alexandratos	Head of Humanitarian Fund	UN OCHA	UN agency
62 James Keah	Executive Director	UNIDOR	Start partner
63 James Okony Dau	Executive Director	NRDC	Other
64 James Wani	Country Director	Christian Aid	Start member
65 John Lobor	Deputy Secretary General	South Sudan Red Cross	RC RC agency
66 Jurgita Baceviciute	Acting Country Director	Acted	INGO
67 Koma Jude	LOT officer	Health Link	INGO
68 John Peter Malish	Deputy County Director	Care International	INGO
69 Mike Soro	Executive Director	South Sudan Peace and Education Programme SPEDP	Start partner
70 Nava Raj Adhikari	Country Director	Support for Peace and Development Program [SPEDP]	L/NNGO
71 Peter Buot	Programs Director	Health Care Foundation	L/NNGO
72 Riing Garwech Kuol	National Director	Child's Destiny & Development organisation (CHIDDO)	L/NNGO
73 Stephen O'Malley	Head of Office	UN OCHA	UN agency
74 Ting Mayai	Research Director	The SUDD Institute	Other
75 Tomos Bokor	Country Director, South Sudan Mission	Solidarites International	Start member
76 Waran Jimmy Guo	WASH Advisor	Tearfund	INGO
PAKISTAN			
77 Dr. Farah Naureen	Country Director	Mercy Corps	Start member
78 Ahmed Hussain	Deputy Director Programs	IRC	L/NNGO
79 Ali Hassan Mehr	Excutive Director	VDO	Start partner
80 Ayesha Fareedullah	Director Programs	IDEA	L/NNGO
81 Baber Ali	Humanitarian Programme Manager	Muslim Aid	L/NNGO
82 Batool Akhtar	Regional Accountability Advisor	WHH	INGO
83 Hamza Tariq	Project Manager	Help in Need	L/NNGO
84 Mir Ahmed	Program Officer	BRDS-Balochistan Rural Development Society	Start partner
85 Muhab Ulliah	WASH Specialist	Qatar Charity	INGO
86 Narjis Ashfaq	Director Programs	Sangtani	Start partner
87 Rabia Sabri	Associate Director	CWSA	Start member
88 Safraz Laldin	Country Director	ACTED	Start member
89. Shahid Ali	Chief Excutive	FRDP	L/NNGO
90. Shahida Asar	Ex- employee Start Network	Network for empowered Aid Response	INGO

NAME	TITLE	ORGANISATION	STAKEHOLDER GROUP
THE PHILIPPINES			
92. Annetita Abion	Officer-in-Charge	Simon of Cyrene Community Rehabilitation & Development Foundation, Inc.	Start partner
93. Carissa C. Galla	DRRM Technical Advisor	Humanity and Inclusion	Start member
94. Carl Vincent C. Caro	former PDRF OIC-Operations Director	Philippine Disaster Resilience Foundation	Private sector
95. Charmaine Marinas	Program Officer - Humanitarian Action	AWO International	INGO
96. Damien Riquet	Fbf Project Manager	German Red Cross	RC RC agency
97. Dr. Cedric Daep	Department Head	Albay Public Safety & Emergency Management Office (APSEMO)	Government
98. Esteban Masagca	Coordinator	Humanitarian Response Consortium	Start partner
99. Esteban Masagca	Executive Director	People's Disaster Risk Reduction Network	L/NNGO
100. Francelline Jimenez	Program Manager	CARE Philippines	Start member
101. Hazel Tanchuling	Executive Director	Rice Watch Action Network Inc.	Other
102. Jeanie Curiano	Humanitarian Head	NASSA/CARITAS	L/NNGO
103. Joan Odena	Program Associate for FBF	WFP	UN agency
104. Joy Banares	Former Executive Director	Coalition for Bicol Development	Start partner
105. Minet Jerusalem	Executive Director	Leyte Center for Development	L/NNGO
106. Norma Constantino	Program Manager	Relief International	Start member
107. Rene S. Meily	President	Philippine Disaster Resilience Foundation	Private sector
108. Rhoda V. Avila	Humanitarian Manager	Oxfam Philippines	Start member
109. Susana E. Quiambao	Chief, Response and Operational Coordination Division	Office of Civil Defense (OCD)	Government
110. Tom Pignon	Country Director	Adventist Development & Relief Agency (ADRA) Philippines	INGO
111. Vrinda Dar	Interim Country Director	Relief International	Start member
YEMEN			
112. Claas Beecken	Programme Management Coordinator	Care International	Start member
113. Crispen Rushaka	Deputy Head of Office	UN OCHA	UN agency
114. Dalia Qasem Fare'a Mohammed	Head	Social Development Hodeidah Girls Foundation	L/NNGO
115. Elham Jameel Hadi Awad	Executive Director Association-Aden	Health for All	L/NNGO
116. Helen Hynes	Project Manager	Save the Children	Start member
117. Layla Al-Faqih	Executive Manager	Generations without Qat	L/NNGO
118. Micheal Mboowa	Deputy Director, Program Development and Coordination	CARE International in Yemen	Start member
119. Nabila Al-Kumaim	Executive Manager	Life Makers Meeting Place Organisation (LMMPO)	L/NNGO

ANNEX 4: INTERVIEW GUIDES

COUNTRY-LEVEL INTERVIEW GUIDE

The following questions will be adapted based on the profile of the interview. Text in [square bracket] are guidance for the interviewers:

Name:

Position:

Organisation:

Country:

☐ Start Network member ☐ Start Network national partner

Stakeholder group:

☐ INGO ☐ National/local NGO ☐ UN agency ☐ Government agency ☐ Donor government ☐ Other.....

INTERVIEWER:

INTRODUCTION

1. Please explain your role in your organisation:

2. How have you been involved with the Start Network and Start Fund?

[If no involvement then skip this question]

HUMANITARIAN FUNDING LANDSCAPE

3. What are the main trends and developments of the humanitarian funding landscape globally?

[focus on rapid response]

4. What are the main funding sources available in this country that you would compare to the Start Fund?

[add any details to complete the funding sources table in the country summary]

5. What are the main funding gaps in this county; what is not being funded that should be funded in your opinion?

6. What are the opportunities for funding; what funding sources exist that are not being used optimally in your opinion?

Next questions for Start Network members or partners only

7. Have you accessed funding from the Start Fund?
If yes, please provide some details about the funding (when, approximate amount, for what activities):

8. For humanitarian response of your organisation over a one year period (January 2020-December 2020), what have been the main sources of funding? [ask for approximate percentages, e.g. Start-Fund-10%, own emergency fund – 20%; special appeal; 20%; UN pooled fund; 20%, etc.]

9. Do any of these funding sources have distinct advantages over the Start Fund?

End this part of the interview by checking you have enough details on any additional funding sources to complete the funding sources table in the country summary

THE START FUND

10. What is the added value of Start Fund for you? [note what the interviewee says unprompted]
[Then prompt the interviewee on the following if not mentioned: speed and agility; Acting early and pre-emptively; balancing and gap-filling]

11. What is unique about the Start Fund for you? [note what the interviewee says unprompted]
[Then prompt the interviewee on the following if not mentioned: Member-led decision making and value given to local knowledge; funding timeframe; tier-structure for members; global; innovative and varied financial solutions]

12. In your opinion, what are the challenges faced by the Start Fund?

13. In your opinion, what are the major humanitarian trends and development that will impact on the Start Fund?

Next questions for Start Network members or partners only

14. How has been your overall experience of working with the Start Fund?
[If in Pakistan and DRC where there is a Hub ask what difference has the Hub made for them]

15. How does your experience working with the Start Fund compare to other funders/sources?

16. How easy is it for you to access funding from the Start Fund – what encourages you to do so?

17. What stops you from accessing funding from the Start Fund – what obstacles are there?

FORWARD LOOKING

18. What do you think the Start Fund needs to do to maintain their added value and uniqueness?
[For Start Network members and partners]

19. What do you think the Start Fund needs to change to better meet the humanitarian needs in your country?

20. Do you have any further comments or feedback?

GLOBAL-LEVEL INTERVIEW GUIDE

The following questions will be adapted based on the profile of the interview. Text in [square bracket] are guidance for the interviewers:

Name:

Position:

Organisation:

Country:

☐ Start Network member ☐ Start Network national partner

Stakeholder group:

☐ INGO ☐ National/local NGO ☐ UN agency ☐ Government agency

☐ Donor government ☐ Funding mechanism ☐ Other.....

INTERVIEWER:

INTRODUCTION

1. Please explain your role in your organisation:

2. How have you been involved with the Start Network and Start Fund?

[If no involvement then skip this question]

HUMANITARIAN FUNDING LANDSCAPE

3. What are the main trends and developments of the humanitarian funding landscape globally?

[focus on rapid response]

4. What are the main funding sources available in this country that you would compare to the Start Fund?

5. Do any of these funding sources/mechanisms have distinct advantages over the Start Fund?

6. What are the main funding gaps globally; what is not being funded that should be funded in your opinion?

7. What are the opportunities for funding; what funding sources exist globally that are not being used optimally in your opinion?

Next questions are for Start Network members only

8. Have you accessed funding from the Start Fund?
If yes, please provide some details about the funding (when, approximate amount, for what activities):

9. For humanitarian response of your organisation over a one year period (January 2020-December 2020), what have been the main sources of funding? [ask for approximate percentages, e.g. Start-Fund-10%, own emergency fund – 20%; special appeal; 20%; UN pooled fund; 20%, etc.]

The following questions are for funding sources/mechanisms only

10. Could you please explain the characteristics of your fund?
[the criteria of the funding type table can be used to guide the different characteristics]

11. In your opinion, what distinguishes your fund from the Start Fund?

THE START FUND

12. What is the added value of Start Fund for you? [note what the interviewee says unprompted]
[Then prompt the interviewee on the following if not mentioned: speed and agility; Acting early and pre-emptively; balancing and gap-filling]

13. What is unique about the Start Fund for you? [note what the interviewee says unprompted]
[Then prompt the interviewee on the following if not mentioned: Member-led decision making and value given to local knowledge; funding timeframe; tier-structure for members; global; innovative and varied financial solutions]

14. In your opinion, what are the challenges faced by the Start Fund?

15. In your opinion, what are the major humanitarian trends and development that will impact on the Start Fund?

Next questions for Start Network members or partners only

16. How has been your overall experience of working with the Start Fund?
[If in Pakistan and DRC where there is a Hub ask what difference has the Hub made for them]

17. How does your experience working with the Start Fund compare to other funders/sources?

18. How easy is it for you to access funding from the Start Fund – what encourages you to do so?

19. What stops you from accessing funding from the Start Fund – what obstacles are there?

FORWARD LOOKING

20. What do you think the Start Fund needs to do to maintain their added value and uniqueness?
[For Start Network members and partners]

19. What do you think the Start Fund needs to change to better meet the humanitarian needs in your country?

20. Do you have any further comments or feedback?

ANNEX 5: DOCUMENTS CONSULTED

START FUND AND START NETWORK DOCUMENTS

- Learning exchanges and crisis response summaries from focus countries
- November 2019 External Evaluation of the Start Fund Preparedness to Scale-Up
- 2018 Review of Start Fund Learning from Partnerships
- November 2017 External Evaluation of the Start Fund Progress, Performance and Future Plans
- Start Network Annual Report 2019
- Start Fund Annual Report 2018
- Start Fund Annual Report 2017 – Crisis Anticipation Window
- Crisis Anticipation evaluation 2016-2019
- The 2017 Start Fund, Start Network and Localisation Report
- Start Fund Learning Product on Cash Programming
- Start Fund Handbook
- Start Network – 10 Lessons in Three Years
- Start Network / ODI (September 2019), Mapping financial flows to Humanitarian Crises, Papers 1 & 2

EXTERNAL DOCUMENTS

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- *Charter for Change: Localisation lobby brief 080420-c4c-covid-cbpf-localization-lobby-brief-final.pdf (wordpress.com)*
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START NETWORK

Start Network is made up of more than 40 aid agencies across five continents, ranging from large international organisations to national NGOs. Together, our aim is to transform humanitarian action through innovation, fast funding, early action, and localisation.

We're tackling what we believe are the biggest systemic problems that the sector faces - problems including slow and reactive funding, centralised decision-making, and an aversion to change, means that people affected by crises around the world, do not receive the best help fast enough, and needless suffering results.

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