START FUND

Draft Handbook
25th March 2014

Start Fund Handbook, London, 25 March, 2014

This handbook details the procedures which govern the use and allocation of the Start Fund. The detailed agreements of the Start Fund can be found in the Start Fund Agreement, Appendix XII[1] of this handbook. Start Fund is one pillar of the Start Network model, and all Member agencies agree to the terms of the Start Network under the Start Network Consortium Agreement. Start Fund grants have the purpose of providing predictable, flexible seed money in the first 72 hours of an emergency, for agencies to have the resources and capacity to mount field operations in the immediate aftermath of a disaster or other crisis, in advance of other emergency funding becoming available.

Note: this handbook will be continuously reviewed and updated at the instruction of the Executive Board.

Handbook Chapters

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[1] The Start Fund Agreement will be added as an Appendix once all hard copies have been received and consolidated.

List of Abbreviations

ACAPS	Assessment Capacities Project
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
CBHA	Consortium of British Humanitarian Agencies
CERF	Central Emergency Response Fund
DEC	Disasters Emergency Committee (UK)
DFID	Department for International Development (UK)
ERF	Emergency Response Fund
GHA	Global Humanitarian Assistance (at Development Initiatives)
HQ	Head Quarters
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
OECD DAC	Organisation for Economic Cooperation and Development, Development Assistance Committee
RRF	Rapid Response Facility, DFID's emergency response fund facility
ToR	Terms of Reference
UN	United Nations
WASH	Water, Sanitation and Hygiene

1. Start Fund Theory of Change

1.1 Headline Theory of Change

1.1.1 *Enabling NGOs to manage their own emergency response fund will enable the best placed organisations to respond to more emergencies, more rapidly, which will strengthen their responsive capacity to provide live-saving humanitarian assistance to reduce the suffering, mortality and morbidity of affected populations.*

1.1.2 The different components of the theory of change (inputs, process, outputs, outcomes and the results chain) are included in Appendix I.

1.2 Context & current state of the problem

1.2.1 The NGO business model has favoured a reactive way of working to respond to humanitarian crises. NGOs are responsible for the majority of front line work during a crisis, but the business model (in which privately raised resources are leveraged into service delivery contracts provided by governmental donors) mitigates the responsive capacity of NGOs. Media attention is highly important for triggering humanitarian funding, but this media attention is largely biased toward a few larger-scale (sudden onset and chronic) crises. A great proportion of human suffering and loss occurs in small-scale events at the local level, where NGOs are present, and these crises are expected to increase. This changing world requires a stronger, more responsive and strategic NGO sector to reduce the suffering caused by crises.

1.3 Baseline

1.3.1 The current financial architecture for humanitarian crises leaves a gap for NGOs. Especially local and national NGOs struggle to access international sources of funding. Large multilateral pooled funds and public fundraising efforts, such as agencies' individual appeals and the efforts of the Disasters Emergency Committee, often leave a large number of small to medium scale disasters unaddressed, neglected or forgotten. Some pooled funds are directly accessible by NGOs, and money from the CERF reaches NGOs through sub-contracts, but the speed of funding is slow, and this inhibits NGO capacity to respond to crises of all sizes and scales.

1.3.2 This situation could be improved by:
- Funding for under-served emergencies (whether they are small, cyclical or neglected/forgotten)
- Funding is needs-based and allocated through peer-review to the agency that is best placed to respond
- Direct, fast funding for NGOs (within 72 hours)

1.3.3 Fast and early funding is important for several reasons:
1. The period immediately after a crisis has occurred is when most lives can be saved.
2. The first days are about stabilisation, but decisions made in the first days can change the evolution of a crisis.

3. Fast and early funding will favour organisations with a pre-established presence on the ground, which will incentivise a shift in funding toward local organisations.

4. It is in the first few days where humanitarian organisations have a window to create either a trustful and respectful relationship with an affected population or a negative one.

5. Early funding saves money (through cheaper procurement for example, and the agency costs saved on fundraising and communications).

1.4   Reach

1.4.1   The Emergency Response Fund pilot of the Consortium of British Humanitarian Agencies (CBHA), on which the Start Fund is based, responded to twelve crises (of which the majority was low profile) with £4 million in funding. Based on the absorptive capacity of the global network and the fact that emergencies are unpredictable, it is estimated that the Start Fund (with £20 Million capacity) will be able to respond to approximately 40 crises per year, to save the lives, alleviate suffering and protect the dignity of 10-15 million people affected by these currently under-supported disasters. The Start Network currently consists of 19 international NGOs with formal implementation and accountability relationships with close to 7,000 organisations in 200 countries and territories.

1.5   Long-term change

1.5.1   Stronger NGOs with more responsive capacity will have a role to play in the humanitarian system of the future. To create this change, NGOs need to responsibly manage and allocate resources to enable timely, fast and effective responses to crises.

2. Start Fund Governance and Management Model

2.0   The Start Fund is managed by the Start Network on behalf of larger civil society. Hence the membership is actively engaged in the Start Fund beyond participation in committees, for example through raising crisis alerts, applying for emergency response funds and submitting learning reports. The governance of the Start Fund can be divided in two different areas, namely the long term governance and evolution of the Start Fund and the management of the Start Fund operations.

2.1   Management (see figure 1 on p. 5)

2.1.1   The management of the Start Fund will consist of:

2.1.2   Start Network Executive Board: The Executive Board implements the strategic direction set by the Board (on which all members are represented). The Executive Board will oversee the day-to-day management of the Network, including the Start Fund. The Executive Board will consider and implement suggestions by the Start Fund Advisory Committee on the strategic direction and performance of the Fund.

2.1.3   Start Fund Advisory Committee: This committee consists of donor representatives as well as independent advisors who will provide the Start Fund with strategic advice. The function of the committee is also to allow donors to review their investment in the Start Fund and review relevant performance information, such as the annual State of the Start Fund report. This Advisory Committee will meet at least once every three months during the first year.

2.1.4   The Start Fund is operated through the Start Fund team and three committees: Allocation Committee, Project Selection Committee and Learning and Evaluation Committee. Membership rotates regularly, and every committee is chaired by a Board or deputy board member. Only board, deputy (possible for each agency to have up to two deputies) are able to represent member agencies on these three committees.

2.1.4.1   Start Fund Allocation Committee (see ToR in Appendix II): This committee consist of a representative group of 12 Start Network members to decide when the Start Fund is activated (following the alert process, see section 6). For these decisions, this committee has independent information and analysis from ACAPS at its disposal. When the committee decides to activate the fund it will also allocate a maximum disbursement amount to the response. Some committee members will have an initial 6 month term while others will have a 12 month term to allow for rotation and sustainability of knowledge.

2.1.4.2   Start Fund Project Selection Committee (see ToR in Appendix III): This committee consists of five Start Network members who use peer-review methodology to decide from the total pool of Start Fund applicants which network members are best placed to respond, see section 7. Depending on the workload, multiple project selection committees may be established rotating per crisis. Some committee members have to initially stay on the committee for at least 1 year, while others will have a term of 18 months.

2.1.4.3   Start Fund Learning and Evaluation Committee (see ToR in Appendix IV): This committee consists of four Start Network members who guarantee that Start Fund responses are adequately reviewed and that learning is collected. The committee will review the crisis-response summary sheets which will be produced by the Monitoring & Evaluation (M&E) team, and will review the learning of each response. This learning will be fed back to the Allocation and Project Selection Committee to create an effective feedback loop. Half of the committee members have to stay on the committee for at least 1 year, while the other half will have a term of 18 months to allow for rotation.

2.1.5   Start Fund Team[2]: This unit is responsible for the coordination and management of the process. It will involve the various committees and procedures as agreed and report back to the Executive Board and Start Fund Advisory Committee.

2.1.6   Start Fund Monitoring and Evaluation team: This unit is responsible for data collection and performance analysis in line with the Start Fund Learning Framework, see section 9. This unit will sit within the member agency that wins the tender. This team reports to the Start Fund Team and provides information (such as crisis-response summary sheets and collated learning) to the Learning and Evaluation Committee. In collaboration with the Start Fund Programme Management Unit, the M&E team manages regular external evaluations of the Start Fund and is responsible for compiling the annual State of the Start Fund report.

2.1.7   Start Fund host agency: The agency that hosts the Start Fund is responsible for all the financial and risk management aspects of the Start Fund. The agency will ensure that all Start Fund grants are sub-granted and transferred according to the agreed procedures and timelines.
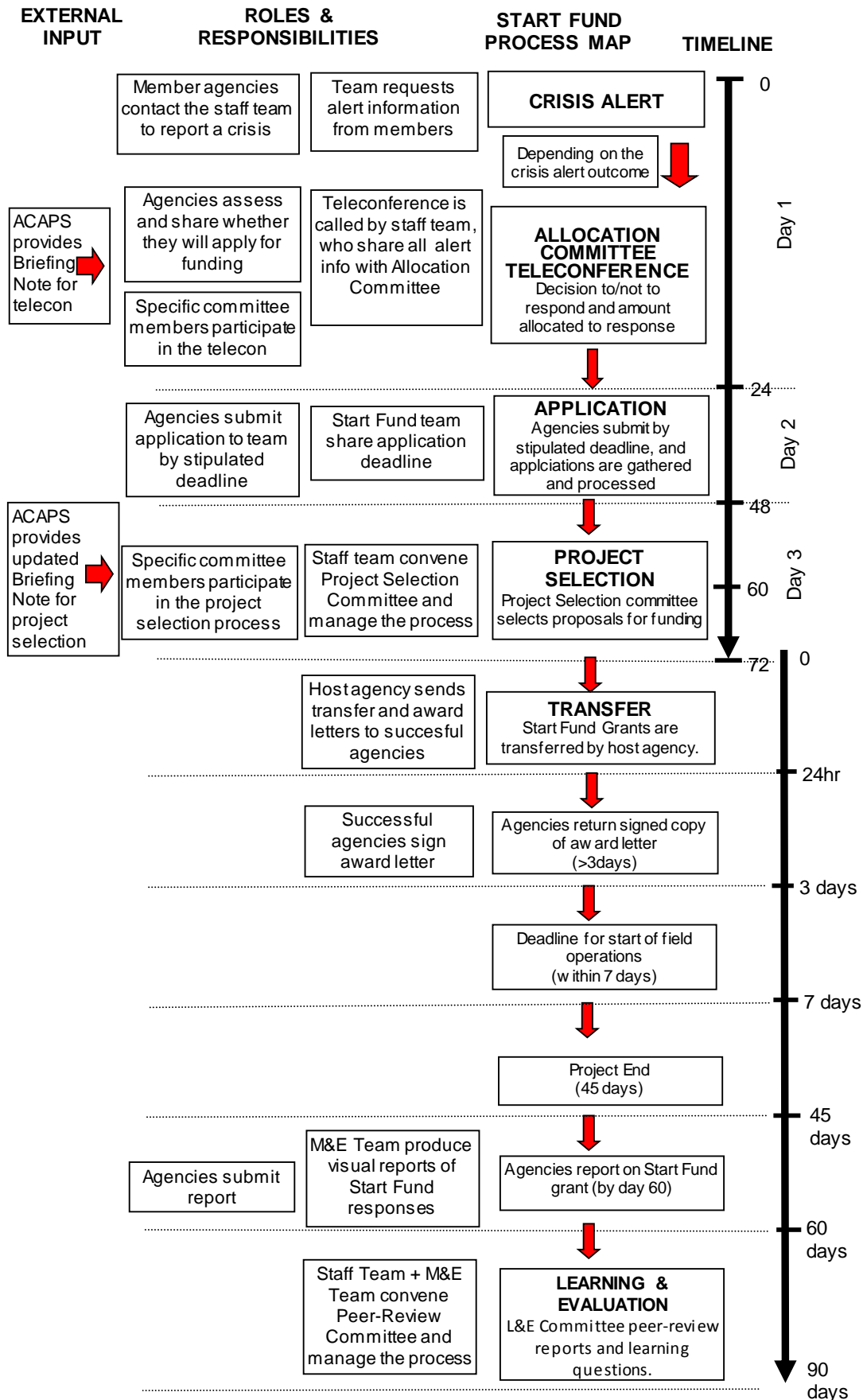
2.1.8 Start Fund Management Structure: *Figure 1*

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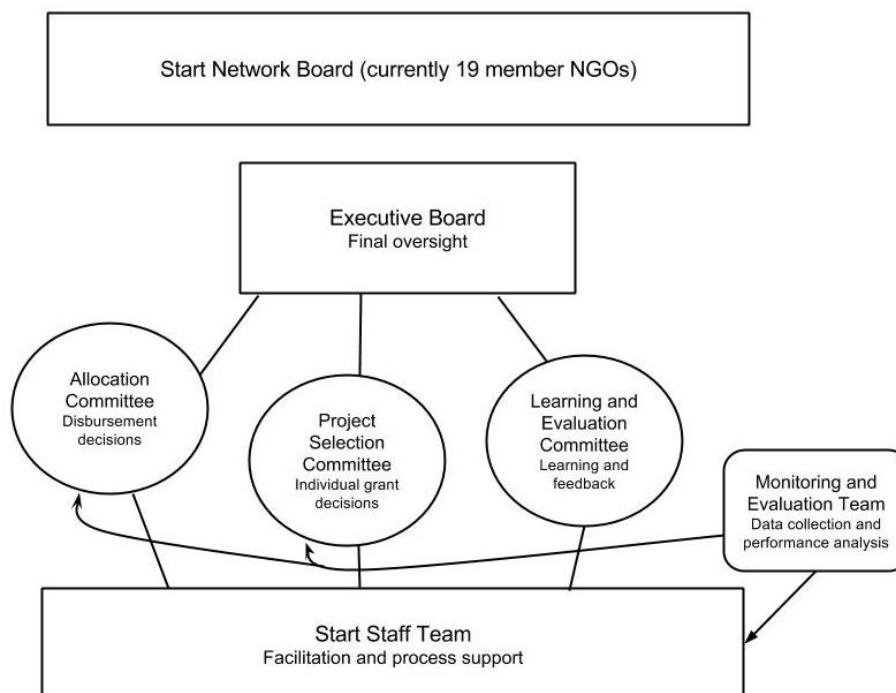
[2] At the time of writing (March 2014) this is a mix of current and new staff.

3. Start Fund posts & Obligations of Start Fund members

3.1   The Start Fund management model will build in capacity for agencies to collectively manage the Start Fund and engage in the various operational functions (such as the above described committees). This aspect of the management model ensures that leadership and participation is distributed and that each agency helps to maximise the potential of the fund. This model will be developed over the six month design period and this Handbook will be updated accordingly.

3.2   Regardless of the capacity model, each member commits to:

3.3.1   Participate in the committees as per membership allocation (which will rotate)

3.3.2   Prioritise the needs of the Start Fund over single organisational priorities to ensure that the fund performs to the highest standard

3.3.3   Opt to undertake an additional variable task for the Start Fund in a specific area of expertise for which the Start staff team will provide a job description. The task will be granted through a competitive process. The agency can apply, if required, for additional funding to fulfil this task.

3.3.3   Accept that failure to attend committee meetings, fulfil additional tasks, or insufficient engagement can lead to sanctions, to be determined by the Executive Board, including loss of membership. The Start staff team is empowered to monitor agencies' contribution and report their performance back to the Executive Board. Agencies will receive advance warning before sanctions are pursued.

3.4   It is important for each member agency to familiarise their senior representative, deputies and other key humanitarian or funding staff (including overseas staff or partner agency staff) with the procedures listed in this chapter and summarised in the Start Fund Diagram (see section 4 below). This work will be supported by communications materials that the agencies can use to promote the Start Fund within their organisations.

3.5   An emergency contact list will be put together by the Start Fund Team and will be available to all. It is the responsibility of each agency to ensure that their emergency contacts are up to date and that a contact is always available including out of office hours and holiday periods.

3.6   Agencies must sign and adhere to the Start Fund Consortium Agreement and the learning and evaluation requirements of the Start Fund.

4. Start Fund Diagram

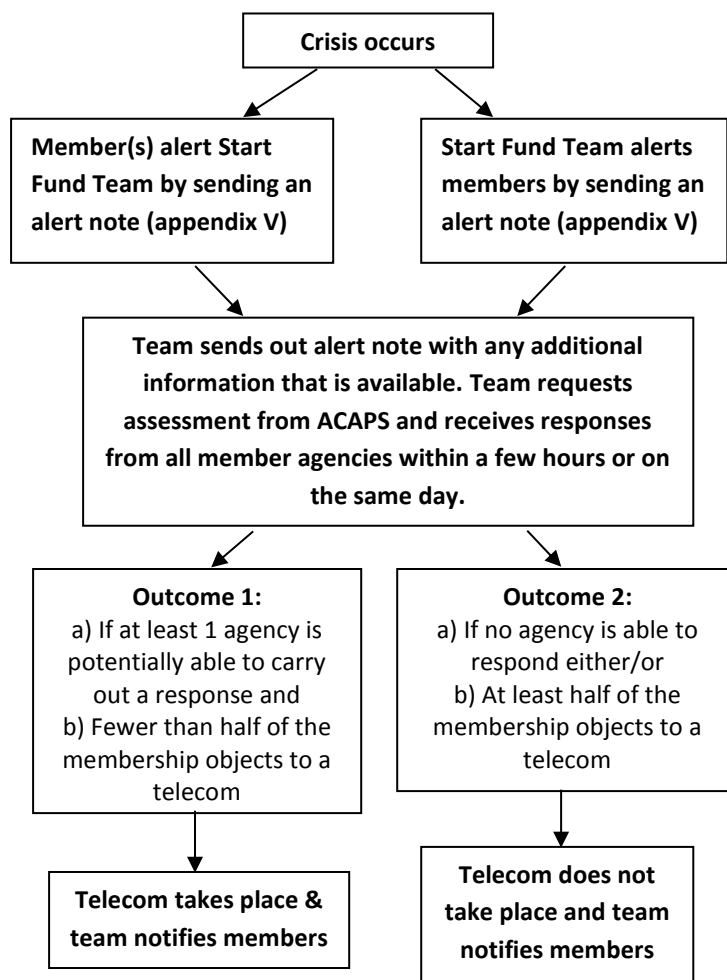| EXTERNAL INPUT	ROLES & RESPONSIBILITIES	START FUND PROCESS MAP	TIMELINE
	Member agencies contact the staff team to report a crisis / Team requests alert information from members	**CRISIS ALERT**	0
		Depending on the crisis alert outcome	
ACAPS provides Briefing Note for telecon	Agencies assess and share whether they will apply for funding / Teleconference is called by staff team, who share all alert info with Allocation Committee / Specific committee members participate in the telecon	**ALLOCATION COMMITTEE TELECONFERENCE** Decision to/not to respond and amount allocated to response	Day 1
			24
	Agencies submit application to team by stipulated deadline / Start Fund team share application deadline	**APPLICATION** Agencies submit by stipulated deadline, and applciations are gathered and processed	Day 2
			48
ACAPS provides updated Briefing Note for project selection	Specific committee members participate in the project selection process / Staff team convene Project Selection Committee and manage the process	**PROJECT SELECTION** Project Selection committee selects proposals for funding	Day 3 / 60
			72 / 0
	Host agency sends transfer and award letters to succesful agencies	**TRANSFER** Start Fund Grants are transferred by host agency.	
			24hr
	Successful agencies sign award letter	Agencies return signed copy of award letter (>3days)	
			3 days
		Deadline for start of field operations (within 7 days)	
			7 days
		Project End (45 days)	
			45 days
Agencies submit report	M&E Team produce visual reports of Start Fund responses	Agencies report on Start Fund grant (by day 60)	60 days
	Staff Team + M&E Team convene Peer-Review Committee and manage the process	**LEARNING & EVALUATION** L&E Committee peer-review reports and learning questions.	90 days

5. Activating the Start Fund

5.0.1 In the event of an emergency any Start Network Member can alert the Start Fund Team and request the Allocation Committee (see section 5.2) to hold a teleconference. The process is outlined in the diagram below (5.1).

5.0.2 Members should be proactive in alerting the team quickly when they hear of disasters which the Start Fund may be used for.

5.0.3 The team will utilise an emergency contact list and send an emergency alert note to all member agencies by sms text and email. Each agency must reply to the alert note.

5.0.4 The alert note is included in Appendix V.

5.1 Diagram of Start Fund Alert Process

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                          ┌─────────────────┐
                          │  Crisis occurs  │
                          └─────────────────┘
                           ↙               ↘
        ┌──────────────────────┐   ┌──────────────────────┐
        │ Member(s) alert Start │   │ Start Fund Team alerts│
        │ Fund Team by sending  │   │ members by sending an │
        │ an alert note         │   │ alert note            │
        │ (appendix V)          │   │ (appendix V)          │
        └──────────────────────┘   └──────────────────────┘
                           ↘               ↙
        ┌────────────────────────────────────────────┐
        │ Team sends out alert note with any additional│
        │ information that is available. Team requests │
        │ assessment from ACAPS and receives responses │
        │ from all member agencies within a few hours  │
        │ or on the same day.                          │
        └────────────────────────────────────────────┘
              ↙                              ↘
   ┌──────────────────────┐      ┌──────────────────────┐
   │ Outcome 1:           │      │ Outcome 2:           │
   │ a) If at least 1     │      │ a) If no agency is   │
   │ agency is potentially│      │ able to respond      │
   │ able to carry out a  │      │ either/or            │
   │ response and         │      │ b) At least half of  │
   │ b) Fewer than half   │      │ the membership       │
   │ of the membership    │      │ objects to a telecom │
   │ objects to a telecom │      │                      │
   └──────────────────────┘      └──────────────────────┘
              ↓                              ↓
   ┌──────────────────────┐      ┌──────────────────────┐
   │ Telecom takes place &│      │ Telecom does not     │
   │ team notifies members│      │ take place and team  │
   │                      │      │ notifies members     │
   └──────────────────────┘      └──────────────────────┘
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5.2 The Allocation Committee Teleconference

5.2.1 Depending on the outcome of the alert process, the Start Fund Team will convene a teleconference with the members of the Allocation Committee. This teleconference will need

to be held within 24 hours of the alert and should include all committee members. For meetings on funding decisions, eight out of twelve committee members need to be present. Contacts will be notified of the time and should join the teleconference via the method detailed below:

TELECONFERENCE DIAL IN DETAILS
The number below is a UK number. See Appendix VI for complete list of countries in case you wish to dial in from outside the UK. If the country you find yourself in is not on the list, then you should use the UK number.
DIAL IN NUMBER: +44 (0) 2033645867
CODE: 819189#

5.2.2   The teleconference will follow a standard agenda format (see section 5.3 below) and will be chaired by the Allocation Committee Chair. In the event of the Chair's absence the meeting will be chaired by the Allocation Committee Vice-Chair.

5.2.3   The teleconference will discuss whether the situation warrants a Start Fund response or not. This will be based on, but not limited to, criteria such as scale of disaster, numbers of and vulnerability of people affected, the anticipated needs and risks to the population, the capacity of the local response system, access to affected communities, security, and openness of the national government to international assistance etc. The teleconference will decide to respond by a majority vote from a quorate committee – one vote per committee member. The meeting is considered quorate if at least two thirds of the committee participate. Members should vote based on whether the emergency situation requires a particular response rather than based on their individual agency interests.

5.2.4   After a decision to respond has been made the teleconference shall decide the total amount of funds to be allocated to the specific crisis. As a guide not more than £2 Million will be allocated to any one emergency.

5.2.5   The Start Fund will *not* be activated if,
   a)   Available analysis and situation reports conclude that the local government or other existing indigenous actors can adequately respond to the situation, requiring no additional support or funding.
   b)   The crisis occurs in a country or territory which is not listed on the DAC list of ODA recipients.
   c)   If, before the Start Fund disbursement decision is made (within 24 hrs), the SoS activates the RRF or other funding sources are likely to become available (i.e. due to full scale media attention).

5.2.6   A Start Network member must meet the following criteria in order to be eligible to receive funds. It must:

   a)   have existing programmes or local partners (with previous programmatic relationship) within the same country and in close proximity to the disaster zone and which have the experience and capacity to respond *immediately* to those in need or,

b) if point a) does not apply, have (or partners have) the ability to mount a surge operation for providing specialist expertise (medical, public health, WASH, nutrition, temporary shelter, protection for particularly vulnerable groups etc). Surge should only be to meet urgent needs which cannot be met locally,

c) have access to the affected population,

d) be able to commence the project within 7 days of the telecom funding decision point and complete within 45 days,

e) coordinate on behalf of their agency with and support the network of other response actors, including local government, United Nations organisations and other relevant disaster management bodies,

f) have submitted relevant learning and evaluation data for its previous grant, exceptions apply in the case where a) agencies apply to the fund for the first time; b) agencies have received second tranche funding.

5.3 Standard format for teleconference agenda:

> **Start Fund Allocation Committee Teleconference Agenda:**
>
> 1. Situation Report – by Chair. All committee members have read the ACAPS assessment.
> 2. The Start Fund team provides the committee with the following information:
>   a. Which agencies are considering a response?
>   b. What needs/sectors will these responses focus on and why?
>   c. In what locations?
>   d. What amount are agencies estimating to request?
> 2. Will the consortium respond to this emergency with the Start Fund? Using criteria such as – but not limited to – the scale and needs presented by the disaster, capacity in country, actions of the relevant national government, major gaps in emergency services and provisions, consortium members' capacity to respond, access to affected population, security, possible actions by other actors (UN, donors, Red Cross) etc.
> 3. Option to discuss any Start Fund guidelines concerning sectors or locations.
> 4. What amount of the Fund will be allocated?
> 5. Deadline for applications for funding.
> 6. Start Network communications/media

5.4 Selection by the Start Team

In cases where the Allocation Committee allocates less than £250K in total to a crisis the Start Team will run the selection process instead of the project selection committee. This is to reduce transaction costs. Furthermore, it is expected that smaller allocations will have less agencies applying for a grant as well, which would ease the project selection process. The Start Team will apply the same criteria as the project selection committee, which are further laid out in section 7 below.

5.5 Start Fund second tranches

In exceptional circumstances the Start Fund will create the opportunity for second tranche funding for the same crisis. These second tranches are mainly reserved for cases where the emergency situation is ongoing (and a transition to recovery not in sight) and alternative sources of funding are not available. In these circumstances members can request the Executive Board to instigate a second tranche.

6. Applying for Start Fund grants

6.0   Only Start Network members can apply for funding from the Start Fund. Applications for the Start Fund will only be accepted when the Allocation Committee has taken the decision to allocate funding to a particular emergency.

6.1   Start Fund Application

6.1.1   Qualifying agencies have the option to submit an application to the Start Fund team for a proportion of the overall Start Fund allocation. They have 24 hours from the start of the initial teleconference to submit a full Start Fund Application by e-mail to the team.

6.1.2   The maximum amount requested by any member is £300,000 or the maximum amount allocated by the Allocation Committee if this number is less than £300,000.

6.1.3   Agencies should apply by using the standard Start Fund application form found in the Start Fund consortium agreement and attached separately here in Appendix VII. The application will only be accepted in this format. There are guidelines in place on what type of costs are eligible to be included, and can be found in Appendix VIII.

7. Start Fund Project Selection

7.0   Once an activation of more than £250K is agreed, the Project Selection Committee will peer-review proposals submitted by members within 24 hours following the receipt of applications.

7.1   **Start Fund Project Selection Committee**

7.1.1   The Project Selection Committee consists of 5 voting members from 5 different agencies within the consortium membership. They are requested to represent the consortium and not the individual agency which they come from. In addition, the staff team will participate in the Project Selection Committee as non-voting members. The terms of reference for this subcommittee can be found in appendix III.

7.1.2   The committee agree which applications to support based on the following criteria (based on OECD DAC principals for humanitarian action):

Relevance – Is the proposal relevant to the Start Network policies, goals and strategies. Is the activity relevant in relation to the needs and priorities of the intended beneficiaries?
Effectiveness – Does the planned project match the most significant identified/or anticipated needs in this situation? Is the project achievable within the 45 days project time limit?
Efficiency – What is the reviewer's confidence in the agency's speed of access and delivery of assistance to beneficiaries on the ground? How economically have resources/inputs (funds, expertise, time, etc.) been estimated (based on the narrative)? Are the budgets costs justified? Can the same results be achieved with fewer resources?
Impact – What are the likely positive and negative, primary and secondary long-term effects towards helping the Start Fund achieve the best outcomes in line with the theory of change? How will impact be demonstrated?
Sustainability – What are the post-intervention benefits? Will the intended benefits continue when the 45 day project ends? Is local ownership/beneficiary participation part of the process?

7.1.3   The Project Selection Committee will, in addition to the proposals from the network, have independent analysis from ACAPS at its disposal, tailored to the criteria above to help contextualise the decision making process.

7.1.4   There is no guarantee that all qualifying applications will receive funding. Due to the availability of funding some prioritisation will have to be made based on needs and therefore only some applications may receive funding.

7.1.5   The decision of the Start Fund subcommittee is final. The reasons for the subcommittee funding decision will be circulated to the Start Network along with the decision within 3 hours of the end of the meeting.

8. Start Fund grant transfers

8.0   The Start Fund Team will initiate transfer of the awarded funds within 24 hours from the receipt of the Project Selection Committee's decision. However if the 24 hour period includes a weekend or public holiday, the remainder of the period will carry into the next Business Day. Agencies can back-date expenditure to the beginning of the emergency.

8.0.1   The receipt of the signed Start Fund award letter from the member agency is not required to initiate a transfer. The transfer will be made on the basis of the Start Fund Project Selection Committee's decision. However, the Start Fund award letter must be signed and returned within 3 days or the agency will be required to return the funds to the host agency.

8.0.2   The award letter from the team is a guarantee of the funding allocated and the amount documented will be honoured. The award letter template can be found in Appendix IX.

8.1   Obligations of implementing agencies receiving funds under the Start Fund

8.1.1   Each Agency receiving funding from the Start Fund must:
- have an operational project up and running within 7 days of the funding decision being made;
- respond based on needs and involve beneficiaries in decision making and project implementation processes;
- concentrate activities on providing life sustaining services and support to affected populations;
- actively participate in relevant cluster groups, and/or other local co-ordination mechanisms;
- complete an accountable project within 45 days of the date of the funding decision (in terms of actual spend and completion of activities);
- not use Start Funds to set up a new operation in a country where the member agency or their affiliates/partners are not present, unless approval to do so is given and noted in the minutes of either the initial teleconference or Start Fund Subcommittee meeting for funds;
- not use Start Funds to purchase any items of operational equipment according to the definition set out in the Start Fund consortium agreement;
- commit to informing the host agency of any change of bank account details
- ensure partners meet the criteria and obligations specified.

Agencies can apply for second tranche funding which can result in a second grant (another 45 days) which will follow the same procedures outlined above.

8.2   Sub granting Start Fund grants to partners

8.2.1   Only the Consortium Members which are Qualifying Agencies are permitted to submit applications for funding under the Start Fund but they may do so on behalf of Partners. Funding is limited to £300,000 per member agency (this amount is subject to revision and

any changes must be voted by the Start Network Executive Board) for any given emergency regardless of the number of partners that are sub granted to.

8.2.2 Partners receiving Start Funds through a sub grant from any Implementing Agency should have:
- previous programmatic relationships with the member agency and the ability to undertake an emergency response programme;
- a commitment to working in line with the Humanitarian Charter (Sphere, Red Cross Code of Conduct); and
- a commitment to the principles of accountability to beneficiaries

8.2.3 It is the member agency's responsibility to check the names of each partner it intends to make a (Start Fund) sub grant to, against the United Kingdom Treasury and the United States OFAC prohibited lists. Should any prospective Partner name appear on any of the aforementioned lists, the Implementing Agency will inform the team and not enter into a sub grant agreement or transfer any funds to this partner.

8.2.4 Member agencies who sub grant part or all of the funds under this agreement can use their individual agency sub grant agreement templates, however they must incorporate either in the main body of the agreement or as an addendum, the obligations outlined in section 9.

8.3 Amendments to Start Fund funded projects

8.3.1 Due to the short period of funding there will be no amendments permitted to the Start Fund grant duration (and the agency needs to start implementation within 7 days). Agencies can apply for second tranche funding. However amendments can be made to the actions taken, if based on needs of the affected population or based on coordinating work with other agencies, which will need to be reflected in the report form & budget.

8.3.2 Implementing Agencies will:
- in the case of an over spend, use their own agency funding sources to cover this amount. The host agency or any other Start Network member has no obligation to transfer amounts in excess of the Start Fund Funds awarded; or
- in the case of an under spend, transfer the balance of funds as reported in the Final Report) to the host agency within 14 days of the Final Report deadline.
- in the case of their proposed project no longer being required (e.g. due to the work being carried out by others, assessment of needs changing, etc) agencies should consider alternative appropriate actions or return the money plus any interest gained to the consortium.

8.4 Procurement, equipment and inventory requirements

8.4.1 All Consortium Members receiving funds through the Start Fund will comply with standard procurement guidelines from donors such as DFID.

8.4.2 Evidence of compliance with these guidelines should be retained by the implementing agency and made available for inspection by the host agency when required.

8.4.3   Each agency must clearly state on their application form any single items with a purchase value over £1,000.

8.4.4   Any non-consumable items of programme equipment purchased under the grant with an initial value of more than £1,000 and a useful life of more than one year may remain the property of the donor and must not be disposed of except as the Start Fund directs. Member agencies must compile an inventory of such assets (see Appendix X) and submit it to the team together with a proposal for the future use of each asset post the end of the project.

8.4.5   Start Funds may be used to replenish stocks which have been used in an emergency response, provided that the expenditure is within the 45 day response timeframe and based on the original purchase price.

8.5   Financial reporting requirements for Start Fund grants

8.5.1   All member agencies receiving Start Funds must submit a final report, in the defined format (see section 9 and Appendix XI) to the team no later than 60 days following the start of the response. Within this 60 day period any trade creditors and accruals must be fully settled and there can be no further new expenditure.

8.5.2   Each Implementing Agency must sign the Start Fund Consortium agreement which lays out the requirements for each grant received.

8.5.3   On request from the host agency, member agencies should make available within a reasonable time any supporting information showing how they have evidenced the compliance.

8.6   Start Fund replenishment

8.6.1   The fund is not intended as a self-financing or revolving fund whereby Consortium Members replace funds which have been allocated. However every effort should be made by all Consortium Members to include all or part of the allocation from the Start Fund in any bilateral application to donors for additional funds during the 45 day period of this funding. If other donors (than the Start Fund) provide funding, then agencies are encouraged to replenish the Start Fund grant.

8.6.2   If only a part of the original Start Fund allocation has been included, the report should be completed with the achievements and expenditure to date, with the amount to be returned entered as unspent funds and funds should be returned to the host agency's bank account, within 14 days.

8.7   Compliance and auditing

8.7.1   The Consortium Members will allow, if requested by the host agency, following notice from donors, audit officers, or anyone reasonably nominated by the donor who shall be required by the donor to treat any such information as confidential, the right to:
   • review the accounting systems in place for the administration of the Start Fund grants;
   • inspect the books and accounts relating to the project; and

- carry out examinations into the economy, efficiency and effectiveness with which Start Network members have used the Start Fund grants for the purposes of the project.

Under the terms of the agreement, the host agency will supply Start Fund donors with a copy of its annual audited accounts certified by an independent firm of professional auditors accompanied by a statement certifying that donor grants has been extended to the Start Network. In order for the host agency to provide this statement, each Start Network member will, if required and given appropriate notice, assist the audit firm with any information requests which relate to the Start Fund.

8.7.2 Following agreement by the Executive Board, the host agency can, if required, carry out an audit of any Start Network member or partner. The audit will be undertaken by either a host agency staff member or an external audit firm, appointed by the host agency.

9. Start Fund Learning Framework

9.0   Learning and evaluation for the Start Fund will take place through a bespoke Learning Framework. This framework will guide the fund through the monitoring of basic data and resource flow to achieve high quality and continually improving outcomes for the disaster affected communities it serves.

9.1   Four principles of the Learning Framework
9.1.1   The Learning Framework will:
1) *Incentivise improved performance* by making resources available for beneficiary participation, baseline and M&E activities, capturing lessons learned by agencies during Start-funded interventions and facilitating peer-review of performance that is linked to future funding decisions.
2) *Generate simple and comparable metrics* to enable consistent comparison of each Start-funded intervention by monitoring basic data and resource flow.
3) Shape definitions of quality, beneficiary influence and performance to *improve agencies' understanding of decision making and design*.
4) *Enhance joint learning, reflection and benchmarking* by sharing lessons learned in the field across the Network and regularly reviewing progress at each level of the Fund's operation.

Together, these four principles will help to maximise uptake and impact of M&E data.

9.2   The Start Fund Feedback Loop

9.2.1   All that is required from field staff who received a Start Fund grant is one form:
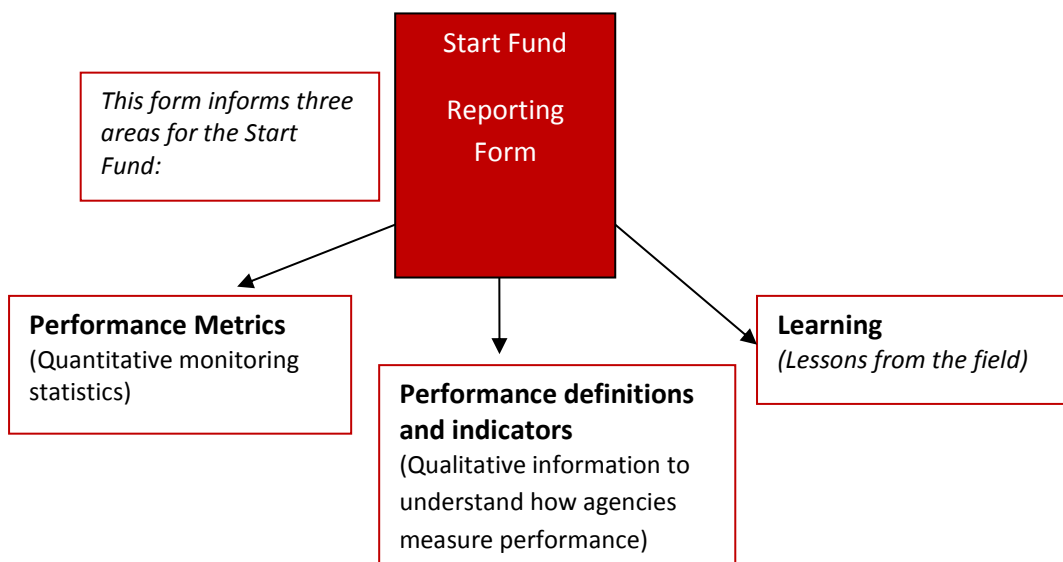

The form is succinct, and designed to answer relevant and insightful questions. Please see Appendix XI for a template. The agency is required to submit the report 60 days after receiving a grant (two weeks after completion of the 45 day grant). This is in order to make real-time information available.

9.2.1   The M&E Team is responsible for extracting the three sources of information from the report form, and to utilise this information for three purposes:

9.2.1.1   The *Monitoring* stream will collect basic information (e.g. timeliness, location, number of beneficiaries, etc.).

9.2.1.2   The *Performance* stream will request organisations to use their existing mechanisms to share key performance indicators.

9.2.1.3   The *Learning* stream will ask practitioners to describe how their response changed over time.

9.2.2   What do agencies need to know about the three streams?

9.2.2.1   Monitoring basic data and resource flow
Agencies use their own existing monitoring mechanisms with their partners and field teams, streamlined to include the information that needs to be submitted in the monitoring section of the reporting form.

9.2.2.2   Shaping definitions of performance
Agencies use their own existing indicators to report on their response. The M&E team uses a performance checklist to assess the quality of the KPIs (and data collection tools) against a pre-agreed KPI database for each sector and gain better understanding of how agencies measure performance. In addition, members agree to share any available external evaluations or reports they produce.

9.2.2.4   Incentivising Learning
Agencies reflect on lessons learned through a question on what has changed during their response. They are encouraged to provide an evidence-base for these lessons through the following means:

a) The Start Fund ear-marks 1% of all grants to the learning and evaluation budget. For a project allocated £200,000 for example, an extra £2,000 would be available. This *optional* 1% must, if accessed, be used by the agency to implement activities that increase beneficiary influence and generate evidence for lessons learned in field research.

b) The M&E team will promote the lessons of agencies, and disseminate the findings, which will raise the agency's profile and the Allocation and Project Selection Committees will take this into account in future grant decisions.

c) Through the learning section on the reporting form the agencies describe how their response changed during the first 45 days. In this way, if an agency performs poorly, they can avoid being penalised in future funding decisions by demonstrating that they gained learning from the experience effectively (although not repeatedly).

9.2.3   The M&E team follows-up through direct (telephone) communication with field practitioners (involving the relevant agency HQ programme staff), including the L&E Committee in discussions where they have pertinent questions or particular interest. The M&E Team uses this feedback loop to record further details of successes and challenges and build case studies. This relational approach encourages transparency, places the reporting responsibility

with the M&E Team, as opposed to the practitioners, and builds on the success of this model during the ERF pilot.

9.2.4 These three information streams lead to three products: 1. Data visualisation platform; 2. Crisis response summary sheets; 3. Learning review summaries

9.2.5 The M&E team will report to the Start Fund team (which will report to the Start Network Executive Board and the Start Fund Advisory Committee) and provide information to the Learning & Evaluation Committee, the Allocation Committee and the Project Selection Committee.
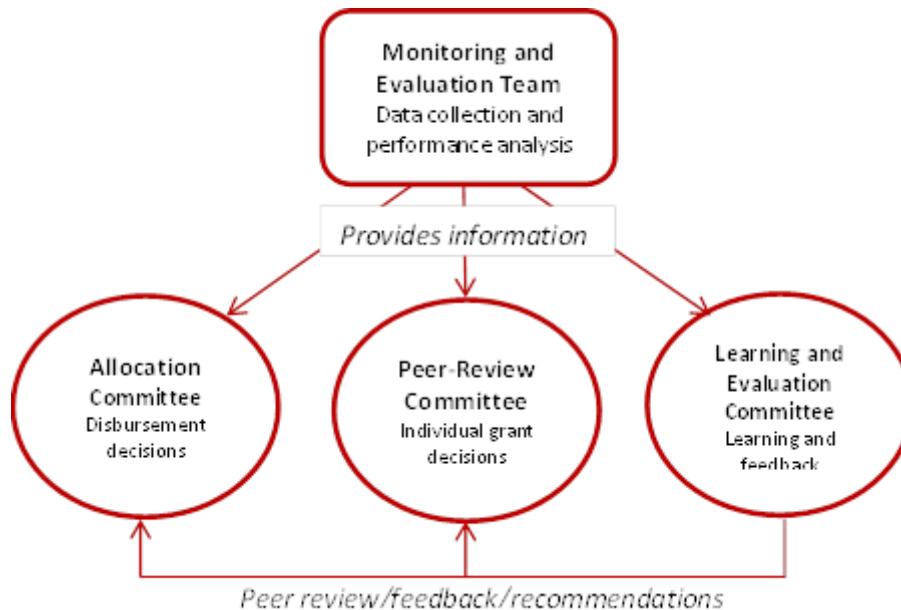
9.2.6 The L&E Committee will peer-review reports and provide feedback and recommendations to the Allocation Committee and the Project Selection Committee to identify areas for improvement where issues come up through agencies' performance.

9.2.7 The Allocation Committee and the Project Selection Committee will incorporate feedback and make improvements to future decisions based on the evidence of past performance.

9.2.8 The M&E team will report to the Start Fund team on how information from the Learning Framework contributes to improved performance of the Fund. They will also combine all reporting outputs with the results of regular external evaluations to form the basis of an annual *State of the Start Fund* report, reviewed by the Advisory Committee.

9.2.9 To summarise, the burden of reporting will be light on the ground to minimise administrative resources and maximise response:
- Agencies will only be responsible for one reporting form
- The L&E Committee will only be responsible for peer-reviewing results
- The Allocation Committee and Project Selection Committee will only be responsible for making improvements based on the peer-reviewed results.

All other process management, support and facilitation will be the responsibility of the M&E team. In this way, the Learning Framework will contribute to delivering a consistently improving quality of humanitarian assistance based on evidence-based decision-making for the communities it serves.

Appendices

Index:

Appendix I

Start Fund Theory of Change Components

1.1 Headline theory of change

Enabling NGOs to manage their own emergency response fund will enable the best placed organisations to respond to more emergencies and more rapidly which will strengthen their responsive capacity to provide live-saving humanitarian assistance to reduce the suffering, mortality and morbidity of affected populations.

Inputs & process
- If donors invest in the Start Fund, and the mechanism is designed and a learning and evaluation framework is put in place, the NGOs will manage the Start Fund, and adhere to its operational principles. The fund will make grants available to NGOs and thereby enable those organisations best placed to respond (including local NGOs) to respond to more crises, and provide live-saving humanitarian assistance more rapidly to people affected by disasters.

➔ Assumptions:
  o Rapid humanitarian assistance saves lives and reduces suffering in a humanitarian crisis

  o Rapid humanitarian assistance is a priority to people affected by disasters (see ALNAP State of the Humanitarian System, 2012)

  o The current financial architecture is not able to adequately reduce suffering of disaster affected people in all crises (see amongst others, GHA 2013)

  o NGOs lack funding to respond to many disasters currently and hence there will be a need for Start Fund activations (see CBHA evidence to International Development Select Committee)

Process
- The Start Network will develop the operational requirements of the fund, and commit to systematic learning and evaluation both at the individual response level as well as the overall level of the fund, the fund will be more effective and complement the international financial architecture.

➔ Assumptions:
  o NGOs manage to develop the operational requirements of the fund and commit to systematic learning and evaluation procedures.

  o The learning and evaluation strategy of the Start Fund will result in improvements to the Start Fund over time.

Process outputs
- The Start Fund and implementing organisations develop their capacity to manage the fund most effectively, including the peer-review appraisal mechanism, and collect data and learning about the Start Fund's activities to demonstrate the added value of the fund. The Start Fund is well known in the NGO network, through a communications strategy, so alerts are raised when crises happen.

➜ Assumptions:
- ○ Once NGOs are aware of the Start Fund as a financial mechanism for emergency response, alerts will be raised to activate the Start Fund

Outputs
- The fund will respond to between 8 and 40 crises per year, depending on the level of funding that is available. Grants will be made available within 72 hours and humanitarian programmes will start within 7 days and be completed within 45 days. The fund will make funding available to local as well as international NGOs.

- Indirectly, the fund will increase local and international NGOs' responsive capacity to disasters, and rapid funding in the first phase of a disaster will increase the ability of NGOs to leverage further funding for the humanitarian response.

➜ Assumptions:
- ○ The Start Fund transfers grants within 72 hours, agencies are able to start within 7 days and complete within 45 days.

- ○ Funding for NGOs at the start of a humanitarian disaster increases their ability to raise further funding (from other sources) and leverage Start Fund grants.

Outcome
- Through the activation and rapid disbursements of the Start Fund, NGOs will be able to respond to more crises, more rapidly. The collective responsibility of NGOs to manage the Start Fund will strengthen their responsive capacity, bringing them onto the front foot in their contribution to the humanitarian sector.

➜ Assumptions:
- ○ When NGOs respond to more crises more rapidly, their responsive capacity increases.

- ○ The collective management capacity of the Start Fund will allow NGOs to be more strategic, strengthening their responsive capacity.

Impact
- NGOs, within the third sector, are responsible for a large proportion of worldwide humanitarian assistance, and a stronger NGO sector will be good for the overall capacity of the humanitarian system, in which more suffering in crises is reduced.

➜ Assumptions:
- ○ Stronger responsive capacity in NGOs will strengthen the overall NGO sector in humanitarian action.

1.2 Results Chain

Donor investments in the Start Fund → will establish the Start Fund with appropriate operational procedures → will allow the Start Fund to be activated approximately 40 times and make funding available to the best placed NGOs within 72 hours → will enable NGOs to respond to more crises, more rapidly → will increase the responsive capacity of NGOs → which will reduce suffering in crises.

Appendix II

Terms of Reference: Start Fund Allocation Committee

<u>Context and rationale</u>

The Start Network is a Consortium of equals, facilitated by Save the Children UK as lead agency, with a shared goal and purpose to:

Goal: *To reduce suffering, mortality and morbidity in conflicts and natural disasters*

Purpose: *To strengthen the responsive capacity of NGOs (local and international) to accelerate crisis response.*

The Start Network Executive Board, representing the membership, provides strategic leadership and tactical oversight of the different components of the Start programme. The Start staff team, managed by the Start Network Director, is responsible for operational management.

It is not practical or realistic that the full Executive Board should be closely involved with every programme activity of the Start Network, and so committees have been formed. One of these committees is the Allocation Committee. However, decisions made by the Allocation Committee that vary from the Start Fund Consortium Agreement must be approved by the Executive Board.

The role of the subcommittee is to allocate Start funds to crises, and to ensure that the Start Fund is activated only in those situations where the fund can add value. This is expected to be predominantly by activating the fund quickly as first response seed funding, and by activating the fund in small-medium scale and forgotten crises.

<u>Membership</u>

Twelve committee member agencies will be appointed to the committee in total. Six of these members will rotate after six months, whilst the other six agencies serve on the committee for the full 12 months. After six months, the six new agencies that rotate onto the committee will remain in post for a period of 12 months. This rotation will ensure wide participation and continuity for the committee and its experience and expertise. The committee will comprise of one representative from each of the member agencies, who may be someone other than the main representative or their deputy and will have the ability to carry out the required duties. Each agency is able to appoint up to two deputies for its committee member.

All members will be full voting members. The Director (or another Start team members delegated by the Director) will be a non-voting member of the subcommittee.

Chair and vice chair
The chair of the committee will be elected by the Consortium members for 12 months. After this period of time the chair will step down and can either be (re)elected (unless the agency is rotating off) or replaced by a newly elected agency.
A vice chair for an individual meeting may be appointed from the other committee members in the absence of the chair.

Quorum and deputies

Agencies represented on the Start Fund Allocation Committee must ensure that a qualified member of staff (staff member with decision making authority as well as relevant knowledge/experience to make these decisions) is available throughout the year to participate in teleconferences about fund activation in the event of an emergency.

Every agency on the committee appoints one or two deputies who can replace the agency's main representative. Each agency is responsible for organising appropriate cover for periods of time such as travel and annual leave. For meetings on funding decisions eight out of the twelve committee members need to be present.

Allocation mechanism

The mechanism and operations of the Start Fund are set out in the consortium agreement, which has been signed by all Consortium members.

The Start Fund will disburse flexible pre-positioned funds to NGOs in order to mount field operations in the immediate aftermath of a disaster or other crisis, in advance of funding becoming available through the usual existing channels (whether from DFID, other donors, or the UN etc). The fund will facilitate rapid response as it will enable those who are best placed among members of the Consortium and/or their affiliates and partners to respond immediately in the event of a rapid onset disaster, a sudden deterioration in a chronic emergency or early warning indicators in a slow onset disaster.

In the event of any such emergency any Consortium Member can alert the staff team and request a teleconference of the Allocation Committee. The telecom will be held within 24 hours, in which each Allocation Committee member will be will be expected to participate so a quorum will be attained, in the decision whether the fund should be activated.

Funding allocations

The decision whether to initiate funding in any given emergency, and the total amount of that funding will be taken by the Allocation Committee. As a guide, this will not be more than £2m per crisis. Furthermore, the decision will be based on, but not limited to, criteria such as scale of disaster, numbers of and vulnerability of people affected, the anticipated needs and risks to the population, the capacity of the local response system, access to affected communities, security, and openness of the national government to international assistance etc. Subsequent decisions on the use of the allocated funding will be made by the Project Selection Committee.

The committee will be specifically responsible for reviewing the nature of a crisis using situational reports from Start agencies as well as independent information provided by ACAPS to the Start Fund.

The committee will be expected to provide a decision on the disbursement of funding during the telecom. Following this decision, agencies will have 24 hours to apply for Start Funding.

Continuous Improvement

The committee will be responsible for making consistent and effective disbursement decisions. The committee will receive feedback from both the project selection and the learning committees and is expected to incorporate this feedback for ongoing revisions and improvements. Significant changes to its ways of working need to be approved by the Executive Board prior to implementation. Furthermore, the work of the committee will be subjected to regular independent evaluations.

Committee Meetings or Telecoms

After a teleconference for the Start Fund has been requested by the membership, the staff team will inform the committee members of the time and date of the teleconference. Allocation Committee members are expected to prioritise this teleconference and rsvp as soon as possible.

Minutes

Minutes shall be recorded of all meetings and telecoms, including the decisions taken and agreed recommendations. Minutes of committee meetings are at any time available to other Start members, and can be requested from the Start Fund staff team.

Decisions

A decision of the committee shall only be considered valid if it is approved by a majority vote (minimum of 7 agencies) of the committee membership. In the event of any ambiguity the Start Fund Consortium Agreement will take precedence over this TOR.

Referral to Executive Board

Any decisions that vary from the Consortium Agreement must be referred by the committee to the Executive Board for approval. If there is any doubt whether or not an issue requires the approval of the Executive Board, the matter will be referred to the Chair, who will then decide on a course of action.

Advisory Groups

At the discretion of the committee, an advisory group may be convened. This may be convened on a regular basis (a standing group) or on an ad hoc basis to address specific issues. The role of an advisory group is to provide specific technical advice to the committee. An advisory group may make recommendations to the committee, but its recommendation does not constitute a committee recommendation.

Appendix III

Terms of Reference: Start Fund Project Selection Committee

<u>Context and rationale</u>

The Start Network is a Consortium of equals, facilitated by Save the Children UK as lead agency, with a shared goal and purpose to:

Goal: *To reduce suffering, mortality and morbidity in conflicts and natural disasters*

Purpose: *To strengthen the responsive capacity of NGOs (local and international) to accelerate crisis response.*

The Executive Board, representing the membership, provides strategic leadership and tactical oversight of the different components of the Start programme. The Start Fund staff team, managed by the Start Network Director, is responsible for operational management.

It is not practical or realistic that the full Executive Board should be closely involved with every programme activity of the Start Network, and so committees have been formed. One of these committees is the Project Selection Committee. However, decisions made by the Project Selection Committee that vary from the Start Fund Consortium Agreement must be approved by the Executive Board.

The role of the subcommittee is to decide which agencies receive Start funds, and ensure that the best placed agencies receive the funding.

<u>Membership</u>
Five committee member agencies will be appointed to the committee in total. Two of these members will rotate after twelve months, whilst three agencies serve on the committee for the full 18 months. After twelve months, the two new agencies that rotate onto the committee will remain in post for a period of 18 months. This rotation will ensure wide participation and continuity for the committee and its experience and expertise. The committee will comprise one representative from each of the member agencies, who may be someone other than the main representative or their deputy. Each agency is able to appoint up to two deputies for its committee member.

All members will be full voting members. The Director (or another team member delegated by the Director) will be a non-voting member of the committee. Two Peer Review Committees may exist simultaneously if there is a large demand on time and they will review proposals submitted against allocations on an alternate basis.

<u>Chair and vice chair</u>
The chair of the committee will be elected by the consortium members for 18 months. After this period of time the chair will step down and can either be (re)elected or replaced by a newly elected agency. A vice chair for an individual meeting may be appointed from the other committee members in the absence of the chair.

<u>Quorum and deputies</u>
Agencies represented on the Start Fund Project Selection Committee must ensure that a qualified member of staff (staff member with decision making authority as well as relevant

knowledge/experience to make these decisions) is available throughout the year to participate in project selection meetings in the event of an emergency.

Every agency on the committee appoints one or two deputies who can replace the agency's main representative. Each agency is responsible for organising appropriate cover for periods of time such as travel and annual leave.

For meetings on funding decisions four out of five committee members need to be present.

Peer-Review mechanism

The mechanism and operations of the Start Fund are set out in the Consortium Agreement, which has been signed by all Consortium members.

The Start Fund will disburse flexible pre-positioned funds to NGOs in order to mount field operations in the immediate aftermath of a disaster or other crisis, in advance of funding becoming available through the usual existing channels (whether from DFID, other donors, or the UN etc). The fund will facilitate rapid response as it will enable those who are best placed among members of the Consortium and/or their affiliates and partners to respond immediately in the event of a rapid onset disaster, a sudden deterioration in a chronic emergency or early warning indicators in a slow onset disaster.

In the event of any such emergency any Consortium Member can alert the staff team and request a teleconference of the Allocation Committee. The telecom will be held within 24 hours, and the Allocation Committee will decide whether and how much funding should be allocated. Following this decision, agencies have 24 hours to apply for funding. When the applications have come in the Project Selection Committee has to decide which agencies receive funding within the next 24 hours. Each committee member will be expected to participate so a quorum will be attained, in the decision, based on established criteria, which agency (or agencies) is best placed to respond.

The criteria for peer review are the following (based on the OECD DAC principles for humanitarian action):

> Relevance – Is the proposal relevant to the Start Network policies, goals and strategies. Is the activity relevant in relation to the needs and priorities of the intended beneficiaries?

> Effectiveness – Does the planned project match the most significant identified/or anticipated needs in this situation? Is the project achievable within the 45 days project time limit?

> Efficiency – What is the reviewer's confidence in the agency's speed of access and delivery of assistance to beneficiaries on the ground? How economically have resources/inputs (funds, expertise, time, etc.) been estimated (based on the narrative)? Are the budgets costs justified? Can the same results be achieved with fewer resources?

> Impact – What are the likely positive and negative, primary and secondary long-term effects towards helping the Start Fund achieve the best outcomes in line with the theory of change? How will impact be demonstrated?

Sustainability – What are the post-intervention benefits? Will the intended benefits continue when the 45 day project ends? Is local ownership/beneficiary participation part of the process?

Furthermore, the Project Selection Committee will, in addition to the proposals from the network, have independent analysis from ACAPS at its disposal, tailored to the criteria above to help contextualise the decision making process.

Funding allocations

The decision whether to initiate funding in any given emergency, and the total amount of that funding, will be taken by the Allocation Committee. As a guide this will not be more than 50% of the total fund balance at that time. Subsequent decisions on the use of the allocated funding will be made by the Project Selection Committee.

The Project Selection committee will be specifically responsible for reviewing applications for funding based on the agreed criteria.

The committee will be expected to provide a decision on the allocation within **24 hours** of the submission deadline of applications.

The committee will decide which applications should receive funding based on their understanding of the needs of the affected population and the ability of the applicant to mount an efficient and expedient response. To aid their decision making the committee will have tailored independent information and analysis from ACAPS at its disposal.

Once the committee has made their decision regarding which projects will be funded and the agencies have been notified, the lead agency (Save the Children UK) will release the funds to the successful consortium member(s).

Implementing agencies are expected to have field operations up and running within **7 days** of the Project Selection Committee funding decision, and to complete them within **45 days** of the funding decision date.

Continuous Improvement

The committee will be responsible for making consistent and effective disbursement decisions. The committee will be held accountable by the learning and evaluation committee and Executive Board, and will receive feedback accordingly. The committee is expected to incorporate this feedback for ongoing revisions and improvements. Significant changes to its ways of working need to be approved by the Executive Board prior to implementation. Furthermore, the work of the committee will be subjected to regular independent evaluations.

Committee Meetings

After a teleconference for the Start Fund has taken place, the staff team will inform the committee members of the time and date of the project selection meeting. Allocation Committee members are expected to prioritise this meeting rsvp as soon as possible. Furthermore, committee members are expected to read the applications as assigned by the staff tea, (if time allows) prior to the meeting taking place.

Minutes

Minutes shall be recorded of all meetings, including the decisions taken and agreed recommendations. Minutes of committee meetings, including feedback on agencies'

applications will be shared with the membership by the Start Fund staff team within five days of the meeting being held.

Decisions

A decision of the committee shall only be considered valid if it is approved by a majority vote of the committee membership. In the event of any ambiguity the Start Fund Consortium Agreement will take precedence over this TOR.

Referral to Executive Board

Any decisions that vary from the Consortium Agreement must be referred by the committee to the Executive Board for approval. If there is any doubt whether or not an issue requires the approval of the Executive Board, the matter will be referred to the Chair, who will then decide on a course of action.

Advisory Groups

At the discretion of the committee, an advisory group may be convened. This may be convened on a regular basis (a standing group) or on an ad hoc basis to address specific issues. The role of an advisory group is to provide specific technical advice to the committee. An advisory group may make recommendations to the committee, but its recommendation does not constitute a committee recommendation.

Appendix IV

Terms of Reference: Learning and Evaluation Committee

<u>Context and rationale</u>

The Start Network is a Consortium of equals, facilitated by Save the Children UK as lead agency, with a shared goal and purpose to:

Goal: *To reduce suffering, mortality and morbidity in conflicts and natural disasters*

Purpose: *To strengthen the responsive capacity of NGOs (local and international) to accelerate crisis response.*

The Executive Board, representing the membership, provides strategic leadership and tactical oversight of the different components of the Start programme. The Start Fund staff team, managed by the Start Network Director, is responsible for operational management.

It is not practical or realistic that the full Executive Board should be closely involved with every programme activity of the Start Network, and so committees have been formed. One of these subcommittees is the Learning and Evaluation Subcommittee.

The role of the subcommittee is:
- to peer-review agencies' results of implementing Start Fund grants
- to review the information and analysis provided by the Monitoring and Evaluation team
- to provide feedback on the general function of the fund (and its various committees)
- to assist the systematic review, learning and evaluation of the Start Fund
- to act as learning champions for the wider network and generate a learning culture within the Start Network

<u>Membership</u>
The total membership of the learning and evaluation committee will be four member agencies. Two agencies will be appointed for an 18 month period and two for 12 months. The committee will comprise one senior representative and one deputy from each of the four member agencies. These representatives may be different from the Executive Board member or their deputy. Each agency is able to appoint up to two deputies for its committee member.

All members of the committee will be full voting members. The Director (or a team member delegated by the Director) will be a non-voting member of the subcommittee, as will a member of the Monitoring & Evaluation (M&E) Team.
The chair of this committee will be elected by the members for an 18 month period. In case the Chair cannot attend the meeting one of the other members will chair the meeting instead. Agencies represented on the committee must ensure that an appropriately qualified member of staff (staff member with decision making authority as well as relevant knowledge/experience to make these decisions) is available throughout the year to participate in subcommittee meetings, and that periods such as annual leave and travel are covered.

Learning and Evaluation

The committee will uphold the principles of the Start Fund Learning framework to:

(1) To incentivise improved performance by making resources available for M&E activities, capturing lessons learned during Start-funded interventions and facilitating peer-review of performance that is linked to future funding decisions;

(2) To generate simple and comparable metrics for consistent comparison of each Start-funded intervention by monitoring basic data and resource flow;

(3) To capture information that leads to understanding what underpins agencies' decisions and improves programme design by shaping definitions of quality, beneficiary influence and key performance indicators; and

(4) To enhance joint learning, reflection and benchmarking by sharing lessons learned in the field across the Network, establishing robust systems, outputs and platforms and regularly reviewing progress at each level of the Fund's operation.

The L&E Committee peer-reviews materials provided by the M&E Team, including agency reports, summary overviews and any supplementary information regarding agencies' indicator use. The committee can provide feedback to the allocation and peer-review committees if performance reviews uncovered relevant feedback.

Co-ordination and continuous improvement

The learning and evaluation committee can receive feedback from the other committees, the M&E Team or the staff team and is expected to incorporate this feedback accordingly. Furthermore, the work of the learning and evaluation committee will be subjected to regular external evaluations.

Meetings

The subcommittee will meet at least quarterly as agreed by members. Notice of the meeting shall be given by staff team. The quorum for meetings is for three out of four members to be present. The committee may choose to meet by teleconference or virtual meeting.

Minutes

Minutes shall be recorded of all committee meetings (and telecons), including the decisions taken and agreed recommendations. Minutes of committee meetings are available to the wider Start Network membership within 5 days (maximum) of every meeting, upon request to the staff team.

Decisions

A decision of the subcommittee shall only be considered valid if it is approved by a majority vote of the subcommittee membership. In case of a split vote, the chair receives an extra vote. Less significant direction or instruction given to the Director or to the implementing agency shall be recorded in meeting minutes. Any associated correspondence shall be made available to the Executive Board.

Referral to Executive Board

Decisions that diverge from the original agreements, applications or log frame must be referred to the Executive Board if the committee decides that the Executive Board needs to be aware of this new information.

If there is any doubt whether or not an issue requires the approval of the Executive Board, the matter will be referred to the Chair, who will then decide on a course of action.

<u>Advisory Groups</u>
At the discretion of the committee, an advisory group may be convened. This may be convened on a regular basis (a standing group) or on an ad hoc basis to address specific issues. The role of an advisory group is to provide specific technical advice to the committee. An advisory group may make recommendations to the committee, but its recommendation does not constitute a subcommittee recommendation.

Appendix V
Start Fund Alert Note

Instructions:

To request a Start Fund telecom in the event of a disaster, complete section 1a (for rapid onset emergencies) or 1b (for slow onset/chronic emergencies) and send it to the Start Team.

Section 1a (for rapid onset emergencies):
1.1 Where is the disaster/emergency?
1.2 What is the nature of the disaster/emergency?

Section 1b (for slow onset/chronic emergencies):
1.1 Where is the disaster/emergency?
1.2 What is the nature of the disaster/emergency?
1.3 Provide strong evidence of why there is a current spike in the slow onset/chronic emergency (or how the situation has changed) and how 45 day grants could address such a situation.
1.4 Provide insight into the current funding gap (including any pooled funds that may be activated) and how the Start Fund could address a need that is currently not addressed.

After an alert has been received (section 1), the Start Team will send out the following questions, which need to be answered by all members:

Section 2a (for rapid onset emergencies):
2.1. What information do you have about the situation? What is the source of that information?
2.2. Are you carrying out an assessment or planning to do so in the next 24-48 hours? In which locations/sectors?
NB: Carrying out an assessment is understood as the intent to mount a relief programme if the level of needs require it.
2.3 If the Start Fund were to be activated, approximately how much would you need? (£)
2.4. If you do not support a telecon, please state your reasons here.

Section 2b (for slow onset/chronic emergencies):
2.1 What information do you have about the situation? What is the source of that information?
2.2 Are you already responding to this emergency? In which locations/sectors? What is the outcome of your latest assessment and what have you done since then?
2.3 Do you consider there to be a spike/change in the chronic/slow emergency context?
2.4 If the Start Fund were to be activated, approximately how much would you need? (£)
2.5 If you do not support a telecon, please state your reasons here.

Appendix VI

Arkadin Teleconferencing International Dial-in Codes

Country	Toll-Free	Toll	Country	Toll-Free	Toll
Argentina	0800 333 0635	0115 984 1505	Liechtenstein	800 112 001	
Austria	0800 999 647	019 289 665	Lithuania	880 030 249	052 055 453
Australia	1800 002 603	02 8073 0100	Luxembourg	800 48140	2088 0972
Bahamas	1800 389 0518		Malta	800 621 61	
Bahrain	800 04 691	161 99 523	Malaysia	1800 803 302	0362 795 045
Belarus	8820 0011 0063		Mexico	001 800 514 0457	554 777 1281
Belgium	0800 483 69	02 400 6810	Monaco	800 936 70	
Bolivia	800 100 776		Netherlands	0800 023 3590	020 713 2758
Bermuda	1877 402 1105		Netherlands Antilles	001 877 312 8845	
Brazil	0800 891 1841	011 3351 7051	New Zealand	0800 446 702	093 083 089
Bulgaria	00800 110 0131	024 917 728	Norway	800 563 19	852 288 20
Canada	1866 423 2066	1514 315 1021	Pakistan	00 800 900 440 63	
Chile	1230 020 7893	025 994 959	Panama	800 226 0606	836 6123
China		400 681 5424	Peru		017 087 135
Colombia	01800 9155 883		Philippines	1800 111 420 42	
Costa Rica	0800 015 0565		Poland	00800 121 0014	02 2295 3540
Croatia	0800 223 025		Portugal	800 860 612	308 801 081
Czech Republic	800 142 800	225 986 521	Puerto Rico	1877 857 2950	
Cyprus	800 96 169	2223 2058	Romania	0800 895 649	02 1529 3972
Denmark	80 88 49 45	3271 4200	Russia	810 800 2725 3011	499 270 0354
Ecuador	1800 010 601		San Marino	800 871 376	
Egypt	0800 000 0354		Saudi Arabia	800 811 0175	
Estonia	800 010 0188	622 6531	Singapore	800 120 4315	3158 2103
Finland	0800 778 968	07 5325 2993	Slovakia	0800 042 103	02 3321 5428
France	0805 111 542	01 70 70 82 16	Slovenia	0800 801 11	01 888 8154
Germany	0800 101 4051	06 922 222 0373	South Africa	0800 983 092	087 353 4944
Greece	00 800 126 618	211 198 1195	South Korea	0030 814 0652	0234 837 477
Guam	1877 790 1043		Spain	800 099 312	914 140 783
Guyana	1877 322 5736		Sri Lanka	247 3199	
Hong Kong	800 968 786	5808 2695	Sweden	020 088 7623	0856 610 794
Hungary	06 8001 5745	06 1408 8852	Switzerland	0800 000 237	044 580 3344
Iceland	800 8011		Taiwan	0080 112 6779	028 723 1018
India	180 040 712 4523	022 3301 9403	Turkey	0080 044 882 8751	0212 705 2915
Indonesia	001 803 011 3139		Thailand	1800 120 665 966	
Ireland	1800 931 806	01 247 7824	UAE	800 011 0130	
Israel	180 921 2384	023 721 7993	Ukraine	0800 504 3620	
Italy	800 906 617	02 3600 3665	Uruguay	0004 019 0066	
Japan	0034 800 400 778	0350 50 50 47	USA	1866 793 4273	1 631 638 5256
Latvia	800 22 15	6601 3612	Uzbekistan	810 800 120 1027	
Kyrgyzstan	800 30 052 013		Venezuela	0800 100 4017	
Kazakhstan	880 03 337 356		Vietnam		044 458 1511

Two steps access numbers

1. Dial the 1st Stage Number (Toll-Free Access Number)
2. You will then connect to an IVR system and hear the message "Please enter the number you would like to dial"
3. Then enter the Toll-Free Direct Number
4. Once prompted, enter your Moderator or Participant PIN Code

Country	1st Stage Number (Toll-Free)	Toll-Free Direct Number
Bosnia	00 8000 010	866 2811 659
Ivory Coast	001 1111	866 2846 161
Morocco	002 110 011	866 2811 659
Syria	0801	888 5429 901

Appendix VII

Project Application Form

The purpose of this application form is to a) inform funding decisions, and b) establish a baseline.

Return this form to	xxx@xxx	Date submitted to Start Team	

Section 1: Basic Project Data, Budget & Context

1.1: Basic Information and Context

Emergency name	
Member agency name	
Project Lead Name Position Email Telephone Fax	
Country of project	
Location(s) of project (city / province)	
Project start date (dd/mm/yyyy)	
Project end date (dd/mm/yyyy)	

1. Summarize the crisis event and how it is likely to develop over the next month *(maximum 5 bullet points)*

-
-
-
-
-

2. Explain the impact of the crisis on people you want to help *(maximum 5 bullet points)*

-
-
-
-
-

3. Explain the availability of funding your agency can access for this crisis *(maximum 5 bullet points)*

-
-
-

1. What sectors will the intervention's activities most relate to (please tick ALL that apply)?									
WASH	Health	Shelter	Nutrition	Camp Management	Education	Protection	Food security	Emergency FSL	Other (specify)

2. Presence in country before project (tick one)	Current programmes	Pre-existing partner	No pre-existing presence

3. Method of implementation (tick one)	Directly through field staff	Sister organisation	Working through external partner

Additional Comments:

1.2: Target Population

Planned target population:							
Type of Activity	**Female – by age**			**Male – by age**			**Total**
	Under 18	Over 50	Between 18-50	Under 18	Over 50	Between 18-50	
Total							
Total adjusted for double counting							

How do you calculate beneficiaries? *For example, food and hygiene kits to 2500 families, and 1 family = x beneficiaries.*

Which vulnerable groups are you specifically targeting? *Please explain.*

Additional Comments:

Explain how the target population has been involved in your proposed intervention *(maximum 5 bullet points)*
-
-
-
-
-

Explain how you are planning to source your goods *(please tick all boxes that apply)*					
Internationally		**Regionally/ neighbouring country**		**In country/locally**	

Please explain your answer in two bullet points:
-
-

1.3: Budget

Budget Category	Budget (£)	Description
A: Inputs		
B: Transport		
C: Security		
D: Logistics and Overheads		
E: Staffing and Support		
F: Monitoring and Evaluation		
G: Capital Items*		
H: Management support (10%)		
Subtotal		
I. Beneficiary influence *(if you plan to access the 1% optional learning budget)*		
TOTAL		

*Please note that capital item costs cannot be used for programme set-up costs (e.g. vehicles and laptops)

Please specify any individual items costing more than £1,000:

Cost: Description:

Additional Comments:

1.4: Activities

What types of activities are planned? (copied from section 1.2, "Type of Activity" above)	What are the planned outputs of these activities?	Please provide one indicator (KPI) for each activity that will best capture the short-term or medium-term effects of your activity
eg distribution of hygiene kits	*500 kits distributed across 4 communities*	*Percentage change in the proportion of households that report having access to hygiene items in the 4 targeted communities*

		41
Additional Comments:		

Section 2: Narrative Project Description

1. Explain why you have selected this particular response to the crisis.

2. Explain how you will start your activities in 7 days and finish within 45 days.

3. How are you co-ordinating, and with whom?

4. What will success look like, and in what time frame?

5. Describe the risks to a successful project, and how you are managing them.	42

6. Describe the monitoring, accountability and learning systems that you will employ.
Are you planning to access the optional 1% learning budget? If yes, how?

Appendix VIII
Start Fund Budget Guidelines

Budget Format

The budget format contained in the Start Fund application form is in line with DFID's new budget format released in January 2014. For the purposes of the application, only the headings highlighted on the form need to be budgeted against.

The detail under each section listed below is only guidance as to what type of expenditure should be included. The currency should be in GBP.

1.   Inputs
Cost of items and resources for direct distribution to beneficiaries or use in project area.

2.   Transport
   a)   Transport of supplies and materials; international shipping, hire of vehicles, trucks, fuel, repairs.
   b)   Staff travel; local and international flights, car rental

3. Security
   a)   Staff
   b)   Equipment

4.   Logistics and overheads
   a)   Country office; rent, utilities, communications, storage, bank charges, small equipment, insurance
   b)   Field office; rent, utilities etc. (as above)

5.   Staffing and support.
   a)   National and international technical staff salaries
   b)   National and International support staff salaries
   c)   Training and non-salary benefits; allowances, per diems, social security, pension, insurance and medical.

6.   Monitoring and Evaluation
Cost of monitoring and evaluation inputs and activities

7.   Capital Items
Only programme equipment, not operational equipment, may be purchased. Please specify any individual items costing more than £1,000, giving a description of each item and its cost.

Please ensure that you follow Department for International Development procurement guidelines, and report them on the Inventory Report (Appendix X.)

6.   Management Support (ICR).
Will be a maximum of 10% of the total of section 1-7 above.

7.   Contingency
Due to the short period of funding, a contingency line should *not* be included.

Appendix IX
Start Fund Award Letter

Allocation Summary

Emergency	
Implementing Agency	
Amount (GBP) *	
Start Date	
End Date	
Grant Reference	

*The maximum to be received by any single member agency is £300,000

Compliance Statement

This commitment of funds is made on the understanding that both parties will comply fully with the obligations

detailed in the Start Fund Consortium Agreement and Collaboration Agreement.

By signing this award letter the Implementing Agency confirms that it does meet the eligibility criteria detailed in the

Start Fund Consortium Agreement to receive funds under the Start Fund.

For the purpose of this agreement the following persons shall be responsible for liaison:

For Save the Children	
For the Implementing Agency	

On receipt of this award letter, the member agency should sign, scan and email to the Start Team.

Signature on behalf	Signature on behalf	Signature on behalf
of Save the Children	of Project Selection Committee	of Implementing Agency

....	....	....
Name:	Name:	Name:
Position:	Position:	Position:
Date:	Date:	Date:
Date:	Date:	Date:

Appendix X

**STA RT
FUND**

Start Fund Fixed Asset Inventory Report

Name of Agency: **Emergency Response:**   **Date:**

Date of purchase	Description	Identification (e.g. serial number)	Purchase Cost £	Location	Person responsible	Proposed future use

Appendix XI

Start Fund

Learning Framework

Project Report Form

The purpose of this report form is to:
- Inform the monitoring stream which will collect basic information (e.g. timeliness, location, number of beneficiaries etc)
- Inform the performance stream which will request organisations to use their existing mechanisms to share key performance indicators.
- Inform the learning stream which will ask practitioners to describe how their response changed over time.

Note: Please report against the proposed project purpose, outputs, activities and budget as set out in your Project Application Form. The maximum permitted length is 8 pages.

Return this form to	xxx@xxx	Date submitted to M&E Manager	

Section 1: Monitoring Basic Data and Resource Flow

1.1: Basic Information and Context

Emergency name	
Member agency name	
Project Lead Name Position Email Telephone Fax	
Country of project	
Location(s) of project (city / province)	
Project start date (dd/mm/yyyy)	
Project end date (dd/mm/yyyy)	

What sectors did the intervention's activities most relate to (please tick ALL that apply)?									
WASH	Health	Shelter	Nutrition	Camp management	Education	Protection	Food security	Emergency FSL	Other (specify)

Presence in country before project (tick one)	Current programmes	Pre-existing partner	No pre-existing presence

Method of implementation (tick one)	Directly through field staff	Sister organisation	Working through external partner

How did your agency coordinate at operational level with other actors and/or cluster groups? *Please state which groups and any successful outcomes or lessons learned through coordination.*

Additional Comments:

Project Timeframe	
How soon after the Fund's decision date were you able to mobilise (in days)?	
How soon after this was funding made available to your agency (in days)?	
How soon after this were beneficiaries in receipt of assistance (in days)?	
What internal or external factors negatively affected the speed of implementation? Additional Comments:	

1.2: Beneficiaries Report

How many people directly benefited from this project? (actual (a) compared to planned (p))							
Type of Activity	Female – by age						Total
	Under 18 planned	Under 18 actual	Over 50 planned	Over 50 actual	Between 18-50 planned	Between 18-50 actual	
Total							
Total adjusted for double counting							
Type of Activity	Male – by age						Total
	Under 18 planned	Under 18 actual	Over 50 planned	Over 50 actual	Between 18-50 planned	Between 18-50 actual	
Total							
Total adjusted for double counting							

How were the actual beneficiaries calculated? *For example, food and hygiene kits provided to 2500 families, and 1 family = x beneficiaries.*

Which vulnerable groups were specifically targeted within the crisis affected populations? *Please explain.*

Additional Comments:

1.3: Budget Report

Where were allocated funds spent during this project?			
Budget Category	Budget (£)	Expenditure (£)	Brief explanation of Variance *(if more than 20%)*
A: Inputs			
B: Transport			
C: Security			
D: Logistics and Overheads			
E: Staffing and Support			
F: Monitoring and Evaluation			
G: Capital Items			
H: Management support (10%)			
Subtotal			
I. Beneficiary influence *(if optional 1% learning budget was accessed)*			
TOTAL			

What unforeseen costs arose in the process of implementation? *Please explain briefly.*

Additional Comments:

Were funds from other sources leveraged by the agency? (tick all that apply)		
Before the project began	During the project	After the project ended
Details of additional funding (donor and amount)		

Did this project lead to further humanitarian response or recovery work by the agency in the affected area or population? *If yes, please describe nature of project.*

1.4: Activity Report

Planned Compared to Actual Outputs		
Activity	What were the planned outputs?	Did you achieve these? *Please explain briefly*
Additional Comments:		

Section 2: Indicators of Performance

2.1: Needs Assessment Indicators

Project Interaction with Needs Assessment	
First Needs Assessment completion date	
What additional needs arose throughout implementation?	How did your project change in response to these needs?
Additional Comments:	

	Yes	No
Are you able to share a copy of your needs assessment? *If yes, please attach to the form.*		

2.2: Key Performance Indicators

Performance of Project: in the space provided below, please report against the indicators (KPIs) you provided in the Project Application Form (as reported in Section 1.4) to capture the short-term or medium-term effects of your activities

Key Performance Indicator	Report on Performance

Additional Comments:	

	Yes	No
Does your agency plan to conduct any evaluations of this project, compile case studies, or put together any other reports?		

Section 3: Learning

3.1: Reflections

Lessons Learned
Describe one of the successes or challenges encountered in the field during implementation and how your project improved as a result of this lesson.

Section 4: Beneficiary Influence

4.1: Beneficiary Influence

Partnering with Beneficiaries
Describe how disaster-affected communities were involved in and influenced your project.

If the optional 1% learning budget was accessed, what activities did this support?

	Yes	No
Have you attached any findings or field notes from these activities?		