

# Start Fund Annual Report

## 2015/2016

START NETWORK



**HelpAge International** | **Shahzado Khaskheli**
Ms. Abida Arain, a Social Organizer registers a lady for an unconditional cash grant in the village of Nazar Mohammad Indhar, Union Council Bagho Daho, Ghotki



**Plan International Mali**
A beneficiary affixes his fingerprint on the list before receiving food assistance.

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# Foreword

## DAN COLLISON

On 17 January 2016, the report 'Too important to fail – addressing the humanitarian financing gap' from the High-Level Panel on Humanitarian Financing was released. All eyes are now on deepening and broadening the resource base as well as improving the delivery of humanitarian aid.

The following day, the Start Fund was alerted to a rapidly escalating Lassa fever outbreak in Nigeria. Hundreds of people were infected already, and weak health services were not keeping up. Within 72 hours the Start Fund released £101,150, transferred to two Network members. This enabled their partners to launch an immediate response: Nigerian organisations reached 176,900 people in five states over 45 days.

The Start Fund's success has been against the backdrop of a humanitarian system seeking to change. The Start Fund and its donors are calling for bold solutions that require us all to collaborate and to work differently in an even more challenging environment of complex and often protracted crises. The achievements of the Start Fund in the last 12 months enable us to imagine a better future: a future where power has shifted to meet the growing demands of people affected by disasters, creating an environment where international and local participants co-exist in a dynamic and responsive way.

The Start Fund is taking important steps to demonstrate how to rebalance the global North and South in humanitarian response. The Start Network's widespread membership gives the Start Fund an astonishing reach, estimated to be more than 7,000 local civil society organisations. Today, nearly 50% of all Start Fund projects are delivered by national organisations almost all projects are chosen by humanitarian staff who are closest to the crisis, using their local knowledge transparently and impartially.

I expect to see, in the coming year, the Network using its learning-capacity – and its capacity to innovate, adjust and react quickly – to challenge its members and the system at large to embrace the drastic need for diversity, decentralisation and collaboration.

The Network is in a position to respond positively to the commitments and recommendations that emerge from the World Humanitarian Summit this May. A year of progress for the Start Fund demonstrates real opportunities for NGOs and donors alike to build a new future for the humanitarian system.

**INTERCONNECTED**
The very first alert of this reporting year, in April 2015, was the protracted crisis in Yemen, which is still falling beneath the world's radar. The Start Fund enabled help to get to displaced people who many donors had found difficult to reach on their own.

**ANTICIPATORY**
Network members and their partners do not have to wait for a crisis before getting help. The Start Fund enables response in anticipation of events, saving lives while offering better value for money. Information about the Start Fund's anticipatory action should be used by our sector as evidence for the importance of this approach.

**RISK AWARE**
Good information and good accountability are key to managing risk. Our responsibility to the communities we reach and to each other demands a new mindset: acknowledging risk, and understanding that this must be mitigated but not always excluded.

**CONTINUALLY LEARNING**
Finally, and importantly, I applaud the Start Network's advocacy for learning after each and every action. The Start Fund is building an exemplary learning component throughout the alert cycle. We need to respond as diligently to the lessons learned as to the crises themselves.

If we want the humanitarian system to change we have to do the right thing in the eyes of people in crisis. The Start Network can help us find the way.

**Dan Collison** Chair of the Start Fund Committee (War Child UK)

# Introduction

## What is the Start Network?

The Start Network is a platform that enables humanitarian agencies and their local partners, across many of the most disaster-prone areas of the world, to work together to connect people affected by crises to the best possible solutions.

The Start Network enables better approaches to preparing for and responding to crises by drawing from the broadest possible range of options available. It is also proactive, designing better solutions to existing issues.

**THE START NETWORK BRINGS TOGETHER 27 WORLD-LEADING INGOS AND THEIR COMBINED NETWORKS, OFFERING OVER 5,000 LOCAL PARTNER NGOS IN OVER 200 COUNTRIES AND TERRITORIES.**

The Start Network is currently supported by UK Department for International Development (DFID), Irish Aid Government of Ireland and Government of the Netherlands Ministry of Foreign Affairs.

## What is the Start Fund?

The Start Fund is the flagship initiative of the Start Network. It contributes to the mission of connecting people in crisis with the best possible solutions by funding the right solutions from the right providers at the right time to maximise the preservation of life and alleviate suffering.

The Start Fund plays a vital role in humanitarian response. Although civil society (non-state organisations, such as NGOs) provides the majority of front line crisis response, it is often difficult to respond until a crisis has already escalated and reached a level of media profile that allows funds to be raised from governments and the public. The reactive business model of many NGOs means that even before a response can be launched, lives are lost, livelihoods are destroyed and hard-won development gains are undermined. It also means that many crises are overlooked completely because they never become large enough to trigger a response.

The Start Fund addresses this problem through a peer-review mechanism that allocates smaller sums of pre-positioned funding within 72 hours of a crisis alert. This can be used to enable a whole ecosystem of organisations to immediately implement a 45-day response to a crisis, based on humanitarian need alone. This often provides a bridge that can fill the gap before more substantial funding becomes available from sources that operate over a longer timeline. As the Start Fund continually learns and reflects, processes are improved to better meet the needs of communities affected by crisis.

# THE START FUND THEORY OF CHANGE

## The Start Fund's activities and achievements are inspired by a radical theory of change.

We believe that enabling NGOs to manage their own emergency response fund will allow the best placed organisations to respond to more emergencies, more rapidly. This will also strengthen their responsive capacity to provide life-saving humanitarian assistance where it is most needed, connecting people in crisis to the best possible solutions.

NGOs are responsible for the majority of front line work during crises, but their business model, which is largely reactive, undermines their responsive capacity. A large proportion of human suffering and loss occurs in small-scale local events, where NGOs are already present, and these crises are expected to increase. By shifting decision-making closer to where crises occur, the Start Fund can address the bias of media attention toward a few larger-scale (sudden onset and chronic) crises, listening and responding to those closest to the crisis.

The Start Fund is a NGO/NGO collectively-owned and operated humanitarian financing mechanism that draws on the combined expertise of the largest humanitarian agencies in the world to collaborate and respond more effectively. It is paving new ground as a catalyst for inter-agency collaboration, in order to collectively deliver the best solutions for those affected by crises.

**Caroline Hotham** Start Fund Manager



# EXECUTIVE SUMMARY

The World Humanitarian Summit process has identified localisation, interdependence and diversity as necessary changes to the humanitarian financing system. The Start Fund has been achieving concrete results in these areas for two years.

This report provides evidence of our assertion that this funding mechanism, collectively owned and operated by NGOs/INGOs, can and will enable the international humanitarian system to rise to the challenges of 21st century humanitarian crises. This report emphasises the structural and process elements of the Start Fund as they relate to providing appropriate solutions for communities in crisis. An annex of crisis response summaries provides data on allocations and projects during the reporting period, 1 April 2015 to 31 March 2016 ('Year 2'), demonstrating how the Start Fund operates and what it is able to achieve.

### INCREASE IN SCALE AND REACH

Over its second year of operation, the Start Fund has grown in the amount of funding allocated and the number of agencies who received this, as well as responding to more crises. This year, the Start Fund reached over 1.5 million crisis-affected people across 32 countries with a timely delivery of aid designed to meet their specific needs.

This year, the Start Fund was alerted for crises affecting a total of 11,935,670 people. We reached 13% of them, a rise from 7.7% in the previous year.*

The scale of crises ranged from small, localised emergencies (434 displaced people in Colombia) to large national (5 million facing food insecurity in Ethiopia) and regional (more than 2 million affected by monsoon flooding in India, Myanmar and Pakistan) emergencies.

While 15% of activations were in response to emergencies affecting 500,000 or more people, the majority of activations happened when 200,000 or fewer people were affected (65%), with a significant 32% for crises affecting fewer than 50,000. This demonstrates, once again, the Start Fund's importance in funding smaller scale crises.

In 2015, an independent evaluation commissioned by the Start Fund identified that the Start Network needed to improve its understanding of the global context in which it uses the Start Fund. Challenges such as the lack of alerts in the first quarter of 2015 and the overwhelming amount of El Niño related crises starting in the second half of 2015 have reinforced the need to think more about the Start Fund's place in the wider international context.

The Start Fund has responded to this evaluation through critical reflection. It has made commitments in several areas, outlined in the following paragraphs, and is demonstrating remarkable progress in these. **See page 45**.

*The figure of 13% increases to 20% coverage if the drought in Ethiopia is excluded, given that it was activated to leverage funding and not to reach a significant proportion of the affected population.

# EXECUTIVE SUMMARY

### SPEED: HOW DOES THIS AFFECT COMMUNITIES?

During 2015/16, the Fund has been alerted 54 times and activated 41 times: an average of one alert every 6.8 days and one activation every 8.9 days. This is more than a doubling of alerts and nearly a tripling of activations from Year 1.

Despite the increase in activity, we are also responding more quickly, thanks to revised governance processes. During Year 2 we saw faster response times from alert to awarding funds. This now averages 66. 3 hours, 2.2 hours faster than Year 1. This is partly because processes are smoother, but the key ingredient is testing the assumption that an increase in speed will better meet needs of communities.

**This has been reaffirmed by the results from the following activations:**

- On 15 July 2015, just 50 hours after receiving an alert, the Start Fund awarded funding to Action Contre La Faim and Plan UK to address the rapidly deteriorating health and hygiene conditions of households affected by an oil spill in Tumaco Municipality, Colombia. This funding meant that these two agencies were the earliest to respond. (See Case study: timely response to the oil spill in Colombia, **page 30**.
- On 7 August 2015, the Start Fund awarded funding to four agencies in 69.5 hours to respond to widespread flooding and landslides in Rakhine and Southern Chin State in Myanmar (Burma). Funding from Start was mobilised so quickly that it enabled the International Rescue Committee to start its flood response almost immediately across Rakhine State, as well as in Poletwa township in Southern Chin state, where no other NGO was operating. (See Case study: filling a funding gap in Myanmar, **page 37**.)

> *"The Start Fund is demonstrating that it is better and faster than other humanitarian funding sources by making a decision in 72 hours and starting activities within one week. No other donors at this moment are able to do that. At the same time that we were performing our Start Fund project, we applied for the country-based pooled fund of OCHA and did not receive approval for four months. My team, which has eight years of experience, said that this was the first time that we implemented an emergency project in the time frame that we should have done."*
>
> **Jose Luis Barreiro** Country Director, Action Contre La Faim, Colombia

The Start Fund receives alerts, on average, 8.9 days after the start of a rapid onset crisis. For slow onset crises this is, on average, 53.3 days. To reach communities faster, the Fund has to focus on reducing the time between onset of a crisis and an alert from a member agency. One way is by establishing and supporting local decision-making groups who can raise alerts quickly. (See Case study: the Start Fund's first standing decision-making group, **page 22**.)

# EXECUTIVE SUMMARY

### FLEXIBILITY IN THE DESIGN OF THE FUND

Crises typically evolve during the project period of 45 days, so the Start Fund is designed to be flexible. This meant that 31 out of 86 projects (36%) reported adapting their projects during the 45-day implementation period to reflect changes in need on the ground.

For example, in the Start Fund response in Myanmar, the International Rescue Committee adapted to changing needs by shifting its focus from shelter and non-food items to dewatering (removing water from flooded areas) and cleaning drinking ponds. (See Case study: filling a funding gap in Myanmar, **page 37**.)

### INFLUENCING CRISIS CONTEXTS THROUGH LEVERAGING FUNDS

The Start Fund is designed to enable agencies to leverage additional funding from other sources. The design is clearly appropriate: in Year 2, 75 projects attended learning and evaluation peer reviews and out of these, 27 (36%) across the 16 alerts (50%) confirmed that the Start Fund helped them to raise funding from other external donors.

We have learned that the key reasons for this success were that they had an existing presence in the affected location, evidence that they could implement a project successfully, and valuable first-hand knowledge of the situation. These were all a result of their Start Fund projects.

An example was the Start Fund awards made in August 2015 to respond to flooding and landslides in Rakhine and Southern Chin State in Myanmar. One of the four agencies involved was the International Rescue Committee, who went on to raise funds from several other sources.

### EXPERTISE THROUGH DECENTRALISATION

Over the past year, the Start Fund's decision-making was spread over four continents, and 93% of decisions were made through senior-level staff in the affected country or region.

**Robert Trigwell**, International Rescue Committee's Humanitarian Response Coordinator in Myanmar, explains:

*"Because we had been operating in Poletwa through Start, we managed to secure UNICEF CERF funding that started three days before the end of our Start Fund project, built on our activities, and transitioned our response from an emergency response to rehabilitation of flood affected infrastructure and WaSH in schools. We then were able to secure funding from the Gates Foundation for early recovery cash for work activities. It was like building blocks, one on top of the other, and the first was the Start Fund. This was a great example for us of a continuation of assistance to those in need."*

See Case study: filling a funding gap in Myanmar **(page 37).**

In August 2015, the Start Fund piloted in Nigeria its first standing decision-making group. By drawing in their local expertise, the Start Fund was alerted to a greater number of under-the-radar crises by agencies from Nigeria. The alerts came faster and in a more timely fashion than previously. Agencies also offered more critical technical feedback on projects. In Nigeria, the group recommended that the International Rescue Committee reconfigure their non-food item (NFI) kits to reach more people. The IRC acted on the recommendation, and reached 20,000 more people than originally planned. (See Case study: the Start Fund's first standing decision-making group, **page 22**).

We are still exploring the implications of these decision-making groups but these early signs of success confirm the validity of the approach.

# EXECUTIVE SUMMARY

### ENCOURAGING DIVERSITY

The Start Fund has had a rise of 42% in its membership, operating in 20 new countries this year. This growth has, importantly, increased our scope to respond to more crises that have limited funding. It is also important in growing our diversity.

Decentralisation is also a key principle: the Start Fund transfers nearly half of its total funding directly to local agencies through its members via sub-granting agreements. This allows us to test the effect of using different configurations of actors in response to crises. We will continue to explore this as we learn and evolve.

### ANTICIPATION AND MITIGATION OF SUFFERING

The Start Fund is embarking on a new and exciting area of work, supported by the European Commission's Humanitarian Aid and Civil Protection department (ECHO). This will test our assumptions that by using the most advanced forecasting techniques available, in combination with local knowledge and expertise, we can encourage members to develop a more collaborative approach to risk management. (See A new approach to responding to crises, **page 40**.)



**Plan International Pakistan** Start Fund Pakistan Project
Children receiving kits in Rajanpur, Pakistan

# GROWTH AND REACH OF THE FUND IN 2015/2016

From 1 April 2015 to 31 March 2016 ('Year 2'), the Fund has been alerted 54 times and activated 41 times. The Start Fund averaged one alert every 6.8 days and one activation every 8.9 days.

This is more than a doubling of alerts and nearly a tripling of activations from Year 1. This increased volume demonstrates the Fund's ability to operate at scale, as well as the higher awareness of the Start Fund within the membership at headquarters, regional and country level.

Importantly, the year saw further innovations in decision-making structures and processes, which will allow the Start Fund to continue to grow its donor base and membership.

- Membership has grown from 19 to 27 members, some of which are national level organisations. This is a 42% rise from Year 1 to Year 2.
- We have tested a new anticipation mechanism to react to crises in early stages of development.
- We have rolled out a more streamlined governance and management mechanism to ensure more efficient processes.
- We have decentralised, setting up the first four of at least 12 national decision making groups as we begin to bring our decision-making even closer to communities affected by crisis.
- The Start Fund Committee, which has strategic oversight of the performance of the Start Fund, is now represented on four continents.
- Network members delivering larger scale responses in Cameroon, West Africa and Europe, with funding from DFID channeled through the Start Network, have contributed to refining our process of peer review-based decision-making.



# PERFORMANCE 2015/2016

## People reached

**1,568,624**
PEOPLE, OF WHICH
**53% WOMEN**

## 6 types of crises reached

**44%** CONFLICT
**27%** HYDROLOGICAL
**17%** BIOLOGICAL
5% GEOPHYSICAL
5% CLIMATE
2% OTHER

## Sectors reached

**WATER, SANITATION AND HYGIENE** (WaSH)
**FOOD SECURITY**
**SHELTER**
**PROTECTION**
**HEALTH**
**NUTRITION**
**EDUCATION**

## Coverage

THE START FUND OPERATED IN
**19 NEW COUNTRIES**

## Localisation

**42%** OF PROJECTS IMPLEMENTED FULLY OR PARTIALLY BY A **LOCAL PARTNER**

## Decentralisation

**93%** OF PROJECT SELECTION DECISIONS MADE IN THE **CRISIS AFFECTED COUNTRY**

## Reflection and learning

THE NUMBER OF PROJECTS REPRESENTED IN PEER-REVIEWS INCREASED FROM
**42% TO 88%**

## Increase in membership

**42% RISE**
IN MEMBERSHIP
**FROM YEAR 1**

## Faster reach

**66.3** HOURS FROM **ALERT TO AWARD**
(2.2 HOURS FASTER THAN YEAR 1)

## Activation rate

**76%** ACTIVATION RATE
**145%** INCREASE IN ALERTS
(COMPARED TO YEAR 1)
**173%** INCREASE IN ACTIVATIONS
(COMPARED TO YEAR 1)

# Part 1: The Start Fund

## CONNECTING PEOPLE IN CRISIS TO THE BEST POSSIBLE SOLUTIONS

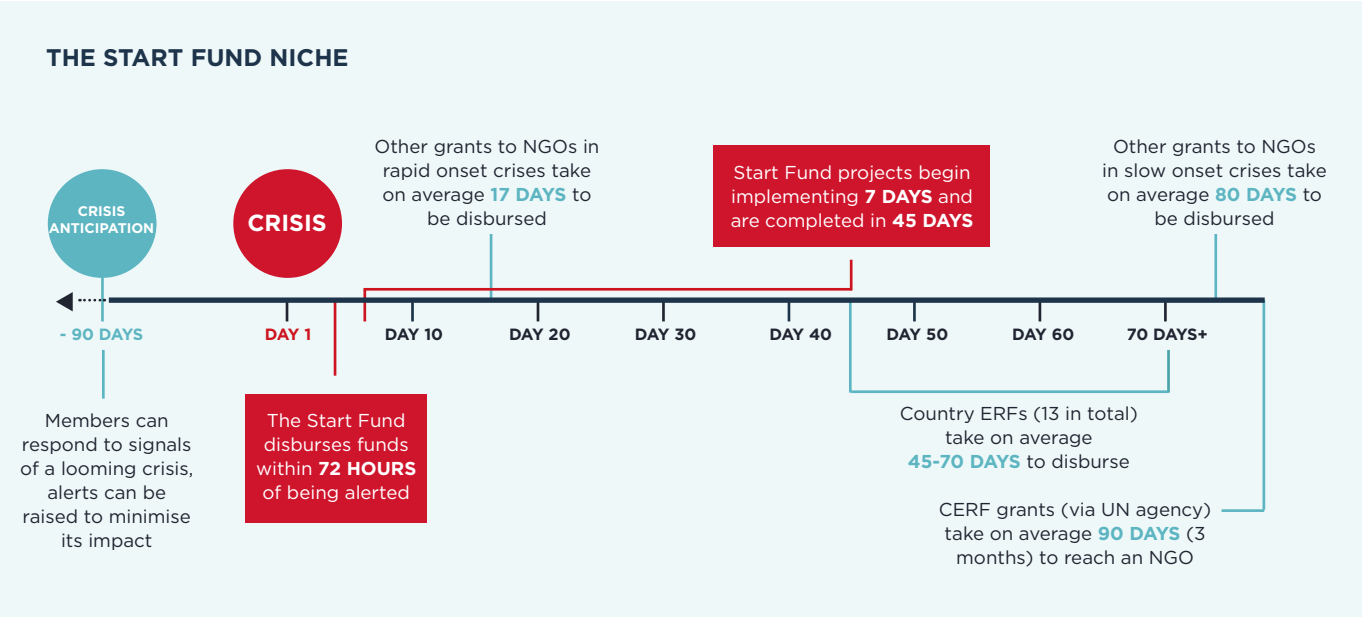
The Start Fund, the first multi-donor pooled fund managed exclusively by NGOs, was created to fill a gap in humanitarian funding.

Member NGOS and their local partners to respond early and fast to:

- Underfunded or forgotten small to medium scale crises
- Forecasts of impending crises
- Spikes in chronic humanitarian crises

The Start Fund is unlike any other humanitarian response mechanism for NGOs. Authority is delegated by donors to Network members, allowing them to more effectively arrive at the best possible solutions for people affected by crises. This allows us to release funding in less than 72 hours. NGO staff are involved collectively in the decision making, planning, implementation and evaluation phases of the response.

Local actors – organisations and individuals that provide frontline crisis response at the national, regional, or municipal level – have access to funds and also participate in decision-making. This structure has created an environment where international and local organisations feel empowered to learn and experiment collectively to meet the aspirations of the Fund.




For the Start Fund to achieve its goals we have to review our impact over the longer term and on three levels – system, crisis and project. At each level, we have an ambitious vision for change.

# Start Fund Intervention Logic

**PEOPLES LIVES ARE SAVED, SUFFERING ALLEVIATED AND DIGNITY PROTECTED WHEN DISASTERS OCCUR IN THE MOST VULNERABLE PLACES WORLDWIDE**

## System Level

The humanitarian system is well-equipped to respond to emergencies with a resilient humanitarian financing architecture

- Start Fund is a new global mechanism that compliments existing financial architecture
- Start Fund finds and implements new sustainable models for emergency response
- High quality evidence about the funds performance is collected and used for learning and evolution of the fund
- Evidence about the funds performance is available to, shared with and used to influence other actors

## Crisis Level

Intervention in each crisis level context has a discernible and positive influence on the evolution of that crisis

- Start fund contributes to a stabilisation of each crisis in which intervenes (eg leveraging new funds, influencing the evolution)
- Start fund intervenes on the basis of anticipation, speed and needs
- Start fund activations are oriented towards crises where other donors are not present (eg small scale and off-the-radar emergencies)

## Project Level

The most appropriate and best placed projects meet the needs of disaster affected people and involve them in humanitarian relief efforts

- Start fund projects are appropriate and implemented by the best placed organisation
- Vulnerable disaster affected peoples needs are met with high quality assistance that is always peer-reviewed
- Disaster affected people are empowered to be active participants in humanitarian relief efforts (eg beneficiary relief efforts)

The Start Fund enables lives to be saved, suffering alleviated and dignity protected when disasters occur in the most vulnerable places across the globe. We are able to achieve this by creating the structures and processes for fast, collective decision making and learning. The Start Fund can draw on the collective expertise and reach of national and international NGOs to identify and respond to the needs of communities affected by crisis. We believe that this collective mechanism allows aid to reach people faster than any other pooled fund, and also reaches those who are often excluded from the current humanitarian system. By enabling decisions to be made closer to the crisis, the resulting programmes will better reflect the needs of the communities affected.

# Part 1

## I. CONNECTING PEOPLE BY COLLABORATING, DECENTRALISING AND DIVERSIFYING

The Start Fund can only be successful if member organisations and partners collaborate in sharing information, making decisions, responding, learning and adapting. Over the last year, the Start Fund has evolved to make this easier at an international level.

### COLLABORATION TO SHARE INFORMATION

We see information sharing as the path to building expertise and collective knowledge in the system.

Alerts are activated when members decide that the Start Fund can fill a critical gap in a crisis. Through sharing and critiquing information, member agencies are able to select the most appropriate responses for the affected populations. (See Case study: effective decision-making on an alert for Ebola, page 21.)

Member alert notes, information sharing between agencies and third party briefing notes are used to assess whether the Start Fund can:

- provide a response at the onset, in the early stages of a crisis, or before a crisis
- provide bridge funding until other funding becomes available, or
- target a particular need that is not being addressed (sectoral, geographic or by vulnerable group).

Pre-alert online conversations between agencies have risen this year. Of the 34 alerts that were raised in Year 2, 19 (56%) included pre-alert conversations between member agencies, using the Start Skype channel. This has helped to improve collective expertise by sharing information on a crisis as well as to critically engage with the Start Fund decision making and implementation for the specific crisis.

### COLLABORATION TO MAKE DECISIONS

In early September 2015, the Start Network introduced a new structure for the Start Fund:

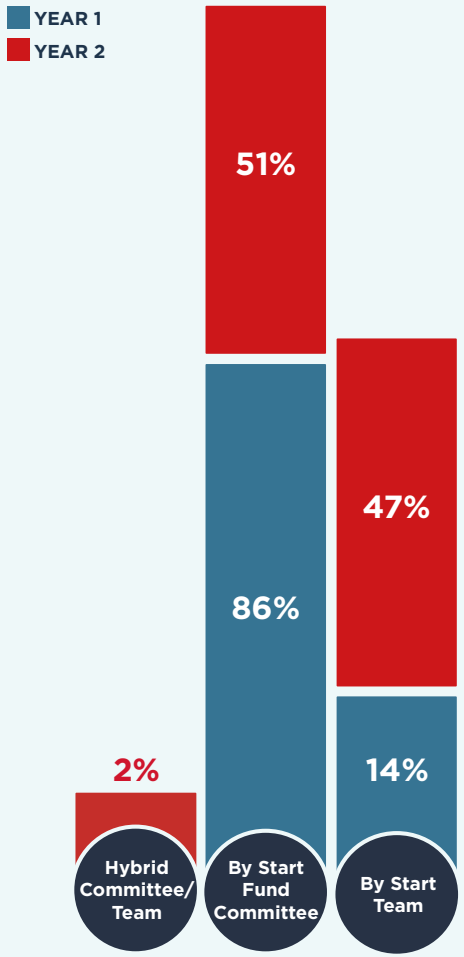
- a single Start Fund Committee has strategic oversight of the Fund.
- start Fund alerts are now handled by one of three smaller Committee subsets, or ‘duty rotas’.
- decisions are more often being delegated to the Fund team as it learns and grows.

This new structure makes alerts and activations more cost effective by reducing the number of interactions across the Network and strengthening the learning that feeds into decision-making and improvements. This new structure also improves the flexibility and agility of the Fund’s governance and management bodies and will allow processes that are fit to meet future growth of the network and the funding base.

The Start Team tracks data on the performance of each Start Fund Committee rota after its eight-week duty period. This data is evaluated during the quarterly Start Fund Strategy meetings and helps to further improve decision-making processes.

Delegation of decision making to the Start Team began in late Year 1, as the frequency of activations increased. Agencies were given the option to delegate decision-making on more straightforward decisions to the Start Team, saving on time and resources. In Year 2, the number of allocation meetings held by the Start Team rather than by the Start Fund Committee increased from 14% to 47%. This suggests that the duty rota lead feels comfortable delegating decision making to the Start Team.

**START FUND ALLOCATION**
DELEGATED DECISION MAKING






# Case Study

## EFFECTIVE DECISION-MAKING ON AN ALERT FOR EBOLA

When a new case of Ebola was confirmed in Liberia in November 2015, most agencies were in favour of an activation. However, the Start Fund Committee decided not to activate the Fund. This was partly because a number of members from within Liberia indicated that additional Start Funding was no longer needed, so they did not support activation.

### THIS NEW COLLABORATIVE GOVERNANCE STRUCTURE HAS LED TO IMPROVED DECISION-MAKING IN YEAR 2.

A Membership survey, that is sent out with the alert note for all Members to complete, offers operational and strategic information that is consulted at the time of the allocation decision. This information is supplemented by two sources of third party information.

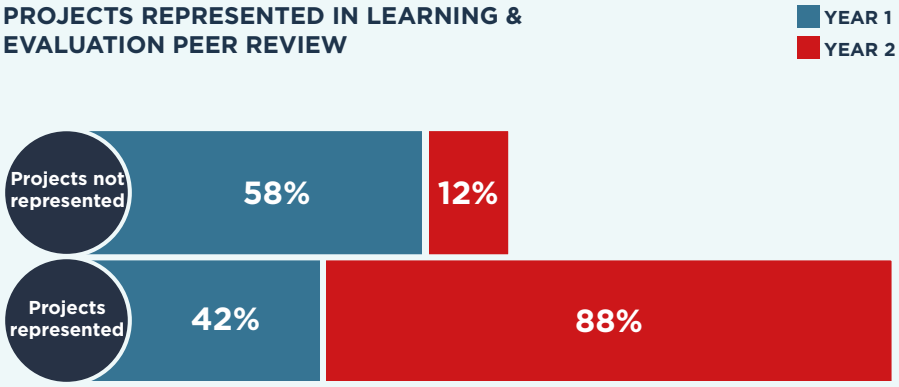
In 7 of 45 cases, alerts that were supported by the majority of agencies in the survey ended up not being activated by the Start Fund Committee during the allocation meeting. This suggests that committee representatives made more informed decisions when working together, thanks to reviewing a richer range of information beyond the alert note.

### COLLABORATION FOR RESPONSE AND LEARNING

The Start Fund has a Learning and Evaluation (L&E) peer review mechanism based on the principles of decentralisation, ownership and localisation of learning. Every Start Fund activation is followed by a peer review, carried out between project leads and, mostly, the Start Fund Committee representatives who made the decision to allocate funds to the crisis. This process allows learning across the entire Fund cycle, but also helps collaboration during a crisis response.

In Year 2, the number of projects represented in Learning and Evaluation peer reviews has increased from 42% to 88%, marking a dramatic rise in local and decentralised learning within the Start Fund.

**PROJECTS REPRESENTED IN LEARNING & EVALUATION PEER REVIEW**






# Case Study

## LASSA FEVER IN NIGERIA AND BENIN

The Start Fund was alerted for Lassa fever in Nigeria in January 2016, and was alerted in Benin nearly a month later. Between the two countries, there had been over 200 suspected cases of Lassa fever. Within two weeks of the fund being alerted in Benin, project leaders in both Nigeria and Benin met virtually so that key learning and materials from Nigeria could be shared. Thanks to this meeting, Nigeria project leaders from Christian Aid and ActionAid were able to share information and resources that could be used for the Benin response. This information helped Plan International and Oxfam by confirming the challenges they were anticipating in Benin.

"The subsequent sharing of information, education and communication material by Christian Aid and ActionAid has had a concrete impact on Oxfam's other, broader project supporting the Benin government in its response to hemorrhagic fever outbreaks (Ebola and Lassa). More specifically, these materials will inspire the training and awareness-raising tools that we are currently designing for the training of community health focal points on prevention and response measures – a central component of our intervention."

**Celine Furi** Humanitarian Programme Officer, Oxfam



**HelpAge International** | **Paul Okello Collins**
Project distribution, Nyarugusu, Tanzania.

# Case Study

## COLLABORATION IN TANZANIA

On 24 May 2015, the Start Fund awarded funding to HelpAge, Plan International and Oxfam to intervene to save the lives of refugees travelling from Burundi into Tanzania. Because these agencies had shared experience within the Start Fund, and a shared presence in Nyarugusu Refugee Camp, they were able to undertake several collaborative ventures which helped them remove duplication, reduce costs and improve information sharing.

The three agencies developed a joint complaint referral mechanism, which helped them to identify issues beyond their individual responsibilities. They were then able to develop a common position on these, which allowed them to influence strategy at wider inter-agency meetings.

The three agencies also worked together to respond to a cholera outbreak in the refugee camp and put much-needed pressure on the Education and Child Protection Working Group to establish coordination mechanisms for the crisis.

> "Resources from the Start Fund allowed HelpAge, Plan and Oxfam to be the earliest respondents to this crisis. This gave us both incentive and responsibility to come together to collaborate and find out how we can work together to ensure the best impact for the displaced population."
>
> **Steve Williams** Emergency Response Manager, Plan International Tanzania

**BECAUSE THESE AGENCIES HAD SHARED EXPERIENCES WITH THE START FUND, THEY WERE ABLE TO UNDERTAKE SEVERAL COLLABORATIVE VENTURES WHICH HELPED THEM REMOVE DUPLICATION**



## DECENTRALISATION

We aim to shift the centre of gravity within the humanitarian system, so that decision making and leadership take place at the frontline and people affected by crisis are empowered to improve their lives.

The Start Fund envisions a decentralised humanitarian system where relationships, resources and information are dispersed and interdependent. If one part of the chain is broken, a network remains intact, ensuring that those affected by crisis are still served effectively by those best able to respond. It does this in two main areas: decision-making and structures for learning.

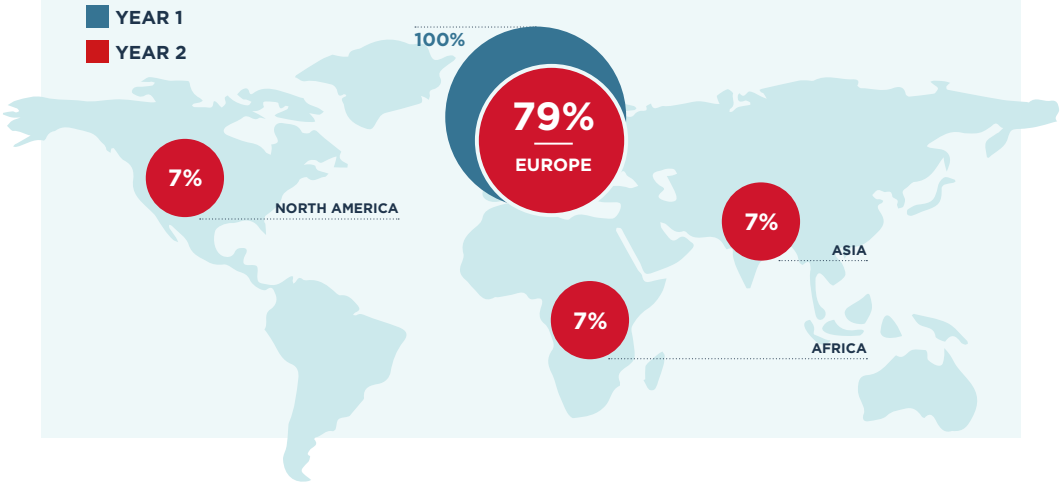
In an effort to further embed decision making within the affected country, the Start Network is establishing standing decision-making groups in crisis-prone countries and regions. Groups are formed by senior-level member representatives and their partners within the country. They are trained in project selection and can be quickly mobilised to select projects if an alert is raised in that country (or region). The aim is to create a system that enables fast, consistent and robust decision making by the appropriate people.

The first decision-making groups have now been set up in Nigeria, Kenya, Pakistan and Myanmar. Another eight will be rolled out over the next six months.

**93% OF DECISIONS WERE MADE IN CRISIS AFFECTED COUNTRIES**

## GEOGRAPHICALLY DISPERSED DECISION-MAKING AND OVERSIGHT

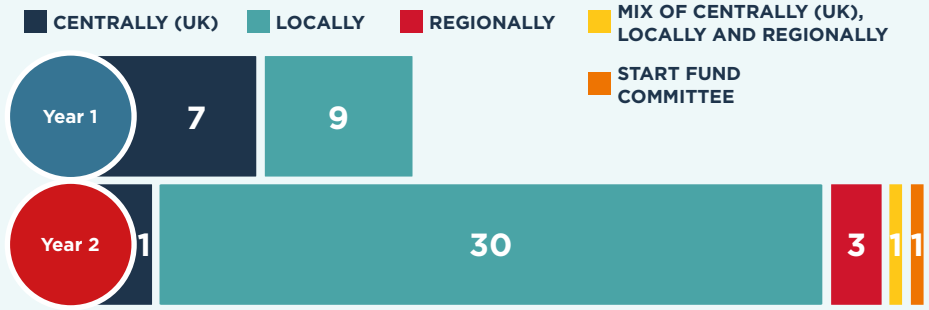
In Year 2, the Start Fund Committee became more decentralised, bringing in representation from Africa, Asia and North America. The Committee is not only responsible for the decisions made for each alert, but also for the overarching stewardship of the global Start Fund.



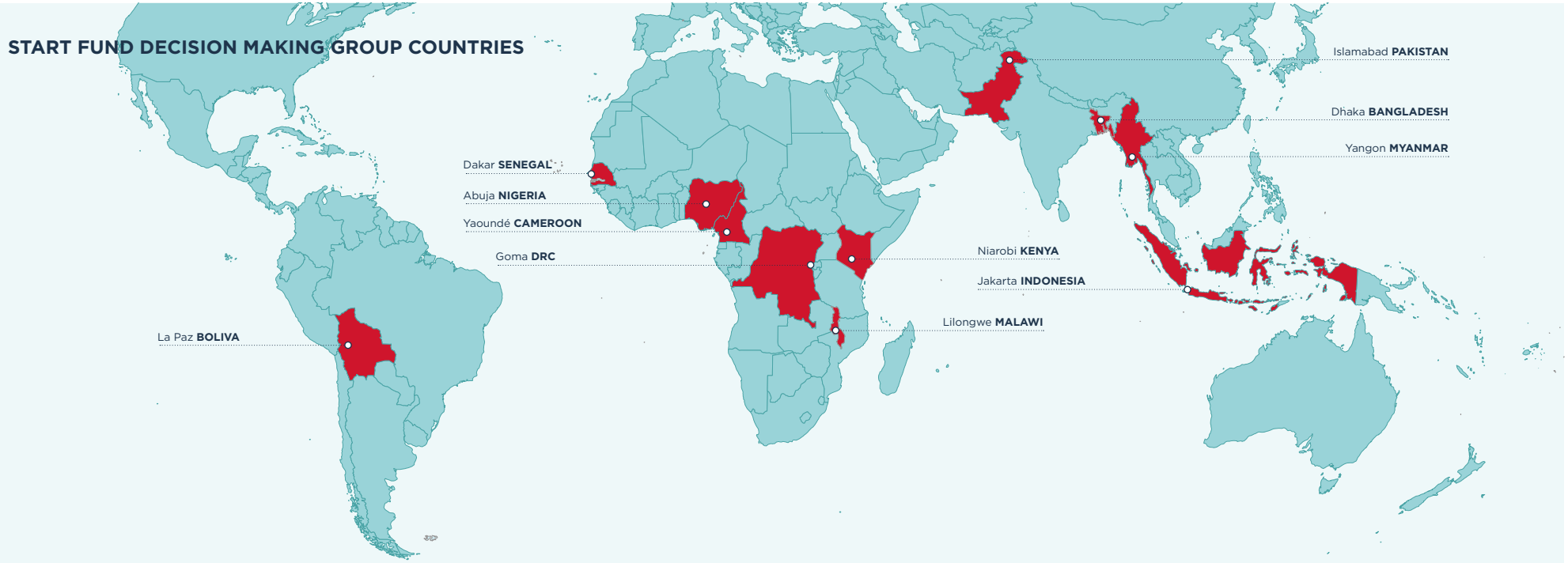

## PROJECT SELECTION MEETINGS BY LOCATION

In Year 2, Project Selection meetings have become more geographically decentralised, with 38 out of 41 (93%) of decisions led by senior level staff in the affected country or region. This marks a 32% rise in the number of in-country decisions from Year 1, and a 7% rise in the number of regional decisions.

Since March 2015, members' local partners have taken part in project selection. This allows the Network to test the assumption that people near to a crisis are better placed to make decisions about which projects should be selected.




## START FUND DECISION MAKING GROUP COUNTRIES






**IRC**
Distribution of non-food items in Adamawa State, Nigeria following the floods

# Case Study

## THE START FUND'S FIRST STANDING DECISION MAKING GROUP

In August 2015, the Start Fund piloted in Nigeria its first standing decision-making group. In the first six months, this led to several improvements in the Start Fund's processes.

**In February this year, participants of a collaborative review made the following observations:**

- The standing group alerted the Fund faster and in a more timely fashion than previously.
- The time taken to convene Start Team meetings was drastically reduced.
- Meeting time to select projects was reduced over the three meetings.
- Compared to ad hoc meetings, the standing group's meetings show strong chairing and in-depth technical review of proposals.
- Members are beginning to collaborate, for example with joint alert notes and discussions about future joint projects.
- Group members have taken part in peer review meetings about activations in which they were not project leads.
- Processes were tweaked to encourage better proposals.
- Not all representatives were active in project selection meetings (participation of the group is at around 70%).
- Not all members are actively alerting the Fund or discussing crises.
- There has been increased collaboration in information sharing and decision making but not in implementation.
- Learning has not been shared regularly with the group after the responses (from the Start Team or by the group).

**NIGERIA DECISION MAKING GROUP IN NUMBERS:**

| | |
|---|---|
| 14 | REPRESENTATIVES IN THE GROUP |
| 11 | MEMBER AGENCIES REPRESENTED |
| 3 | ALERTS TIMELY RAISED TO THE FUND |
| 100 | % ACTIVATION SUCCESS RATE |
| 3 | PROJECT SELECTION MEETINGS HELD IN NIGERIA |
| 3 | VOLUNTEERS FOR PROJECT SELECTION MEETINGS IN REGION |
| 4 | PEER REVIEW MEETINGS ATTENDED BY PROJECT LEADS AND REPRESENTATIVES |
| 1 | MEETING ON AVERAGE PER PARTICIPANT |



Community Leaders from Wuro Bokki, Fufore LGA, Adamawa State, visiting the IRC Yola Office to express their appreciation for the NFI Distribution to affected communities that was made possible with Start Funds.

"There has been very significant progress on the technical review process including more scrutiny of proposals, objectivity in marking proposals based on better articulation of needs, relevance, experience and capacity of organisations to delivery assistance in record time, not simply awarding funds because they have been committed by Start. All this contributes to the quality of the resulting assistance delivered by the awarded organisations."

**Eric Ndayishimiye** Emergency Program Coordinator, International Medical Corps, Nigeria Standing Decision Group Lead.

This information sharing and increased collaboration between members is one of the cornerstones of the Network: fostering trust between members so that they make decisions for the collective good, rather than their individual interests. For example, when the Fund was alerted for flooding in northern Nigeria in September 2015, the standing decision-making group in Nigeria reviewed and selected the proposal from the International Rescue Committee (IRC). The group then met with the IRC representative to discuss improvements to the project, based on their collective experience of similar projects in the region. This conversation was possible because of the trust between group members, allowing them to provide honest feedback.

The group recommended that the IRC reconfigure their non-food item (NFI) kits to reach more people. The IRC acted on the recommendation, and reached 20,000 more people than originally planned.

# DIVERSITY

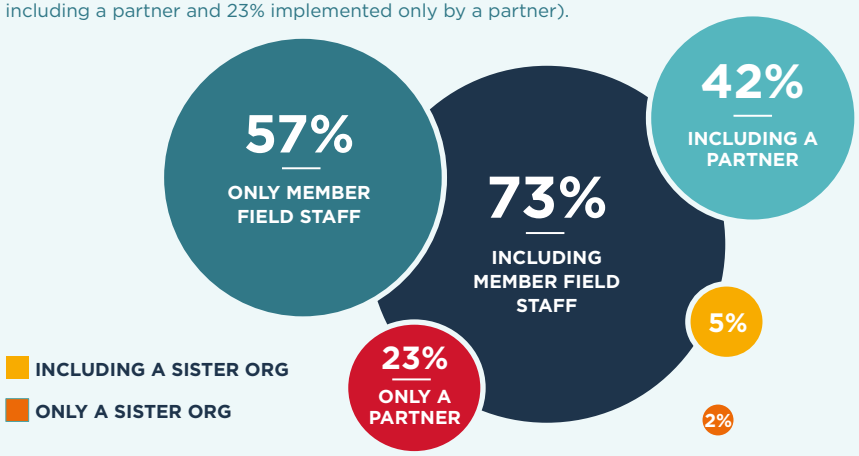
The humanitarian system must increase its diversity and its tolerance of alternative approaches. We aim for a 'humanitarian ecosystem' that contains organisations of different sizes, types, cultures and modes of response, in a state of continual experimentation and growth.

Members agreed that representation on the Start Fund Committee needed to better reflect the Network's vision for a more decentralised and international structure, with representation of both the global North and South. When the new Committee structure was launched in September 2015, this agreement materialised in a 25% increase in international representation (now based on four continents) and a near equal gender representation.

The Start Fund's selection processes are now more rigorous, and a range of responses and agencies are assessed through a peer review process.

**START FUND PROJECTS BY IMPLEMENTING ACTOR**

A majority of projects (73%) have been implemented directly by member field staff, however a sizeable number have included a sub-granting agreement by a member to a partner (42% including a partner and 23% implemented only by a partner).




Through its members, the Start Fund can channel funding through over 200 countries and an estimated 7,000 partners. Local organisations can access fast funding and participate in decision making. While there are still several ways of delivering aid within the Network, its diverse membership means that much funding now goes through local partners.

The Start Fund currently transfers nearly half of its total funding to local agencies through its members via sub-granting agreements. This will grow in 2016 because the Start Network has opened its membership to national NGOs, allowing them direct access to Start Funds.

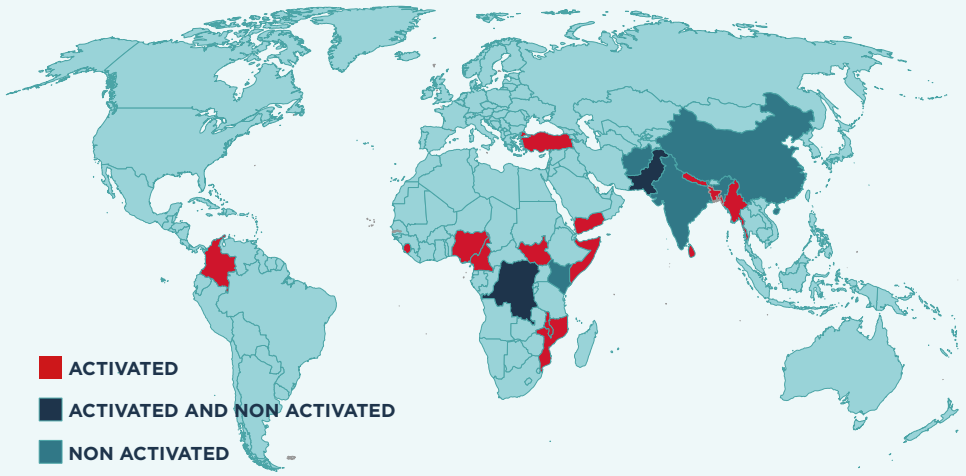
In February 2016, at the request of the Membership, the Start Fund Team held an online discussion about diversity in decision making and some key processes were agreed:

- Members should invite local organisations to shadow project selection decisions, and participate more fully in the future, to ensure they have a full understanding of the process.
- The Start Fund could pre-approve local organisations to participate in Start Fund responses in their region, while members would act as guarantors.
- This would allow them to participate in the full alert process without becoming a full member.
- The Start Fund should define the term 'local actor' more clearly within its learning framework.
- The Start Fund should simplify the language it uses, to reduce barriers to engagement.
- The Start Fund should consider how its 1% learning fund could be used to identify the best way for 'local actors' to participate in the decision-making process.

## START FUND PERFORMANCE ON DIVERSITY

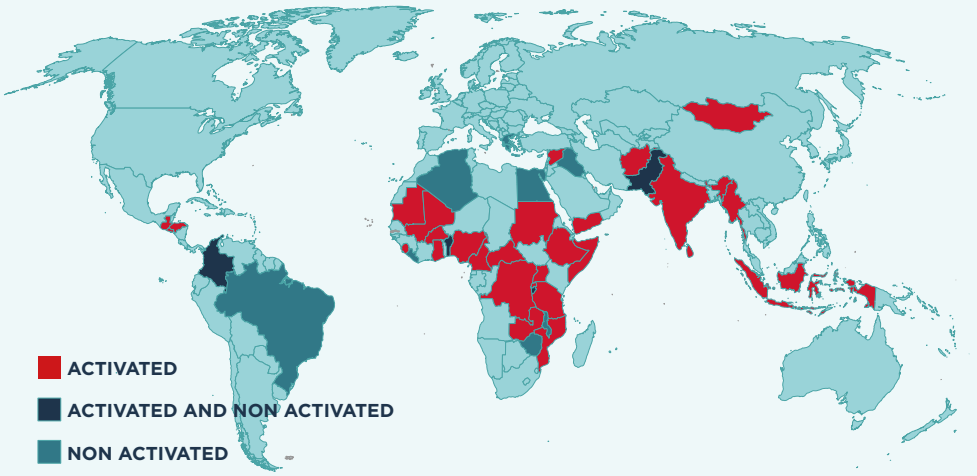
**Increase of agencies and countries reached: shows increase of diversity in the network.** The maps show the dramatic rise in the number of countries where alerts have been raised and where alerts have then been activated. The Start Fund operated in 21 new countries in year 2.

### YEAR 1 ALERT ACTIVATIONS




This map illustrates that in **year 1** there were **22 alerts** from across **20 countries**, **15** of which were **activated**. The activation rate was **68%.**

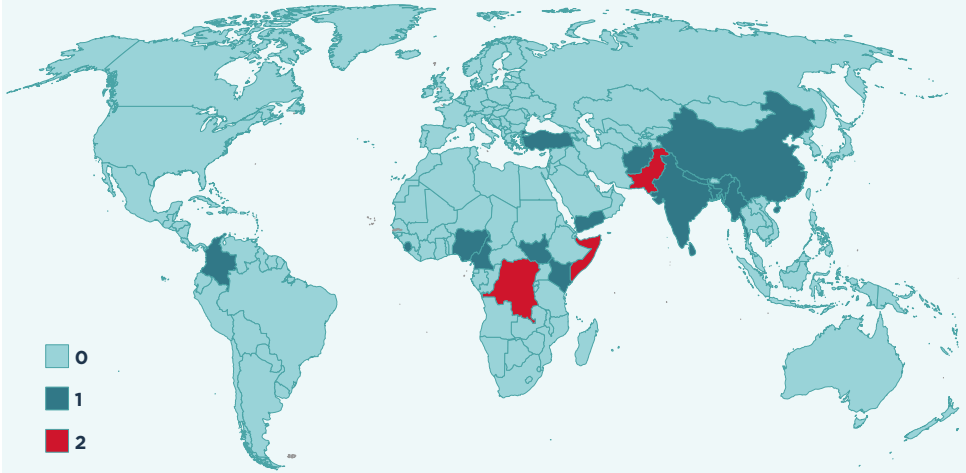
### YEAR 2 ALERT ACTIVATIONS



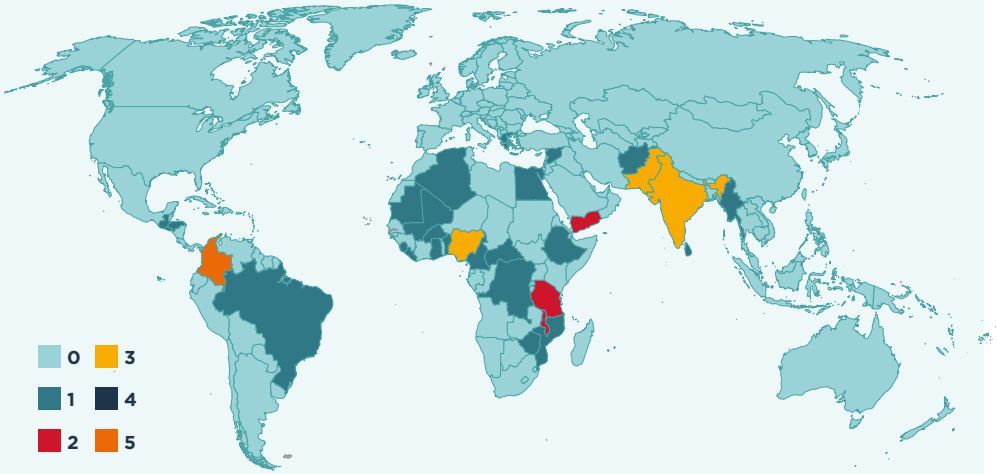

In **year 2,** shown in the right-hand map, there were **54 alerts** from across **39 countries**, **1** of which were **activated** in **32 countries,** constituting a **146%** increase in alerts and **173%** increase in activations from year 1, with an activation rate of **76%**, an 8% increase from the previous year.

## WORKING WITH PARTNERS, SISTER ORGANISATIONS AND MEMBER FIELD STAFF

### YEAR 1 NUMBER OF ALERTS




### YEAR 2 NUMBER OF ALERTS




As shown in the **first map** above, the **maximum number of alerts received from one country was 2** while in the **second map**, the **maximum number of alerts received from one country increased to 5** (eg Colombia). Countries transmitting alerts have diversified considerably in comparison with year 1, with several new countries and regions. There has been significant growth within Africa and Latin America.



# Part 1

## II. TAKING A PEOPLE-CENTRED APPROACH

The Start Fund is people-centred – putting the needs of people affected by crisis at the forefront of decision making and response.

### COMMUNITY INFLUENCE

The humanitarian system can only be effective if those it helps have a voice in the system and in decision making. The Start Network is owned by the members and has delegated authority from its donors. This means the membership can shift power where communities have a greater voice in decision making and learning. This requires agencies to identify, through conversation with the relevant communities, ways they can improve their processes to better meet needs.

In the summer of 2015, the Start Team held a workshop on community influence in the Start Fund, which brought together participants from inside and outside the Network.

The group acknowledged the political difficulties involved in including communities in decision making, especially when determining who represents a 'community' in such tight time frames, but agreed it was essential to trial community involvement. Many of the ideas generated at this workshop require relationships and systems to be built before alerts are raised. The trials will be done by standing decision-making groups within the relevant countries and included within short and longer term processes over the next two years.

**Oxfam | Francesca Reinhardt**
With a Start Fund project during June and July, Oxfam worked closely with UNHCR and the humanitarian clusters in South Kivu to cover the basic needs of Burundian refugees in Lusenda Camp, specifically in food security and non-food items.

A girl receives an education kit at the Educational Institution in the rural municipality of Salgar (Antioquia) as part of humanitarian assistance provided in response to landslide.




"There were three visits by World Vision staff after the 18 July end of the Start Fund project to monitor the continuity of child friendly spaces activities and the use of play materials by volunteers and teachers that it had trained. They found that the Carlos Vieco Educational Center in La Margarita village and the Ciro Mendia Educational Center in La Liboriana village developed child friendly spaces activities as expected. The 2016 elections put in place a new Secretary of Education of Salgar Municipality, which caused child friendly spaces activities in other targeted villages to be de-prioritised. However, World Vision will visit with municipal authorities, teachers and trained volunteers in April 2016 to reactivate the use of child friendly spaces."

**Jose Alberto Henao**
Monitoring & Evaluation Coordinator,
World Vision Colombia



# Case Study

## STRENGTHENING PROJECT SUSTAINABILITY THROUGH AN 'EXIT STRATEGY'

Start Fund projects are short in duration but, when strongly integrated within communities, can contribute to longer-term and sustainable action.

On 3 June 2015, the Start Fund selected World Vision's proposal for its response to a landslide in Salgar Municipality, Colombia, partly because the exit strategy included plans for continuation of child friendly spaces (safe places for children to play and learn) beyond the end of the project.

## REACHING PEOPLE IN NEED

In Year 2, the Start Fund was alerted for crises affecting a total of 11,935,670 people. The scale of crises ranged from small, localised emergencies (434 displaced people in Colombia) to a large national crisis (5 million facing food insecurity in Ethiopia) and large-scale regional emergencies (more than 2 million affected by monsoon flooding in India, Myanmar and Pakistan).

While 15% of activations were in response to emergencies affecting 500,000 or more people, the majority of activations happened when 200,000 or fewer people were affected (65%), with 32% for crises affecting fewer than 50,000. Of all responses this year, the Fund reached 13% of the affected population (a rise from 7.7% in Year 1).

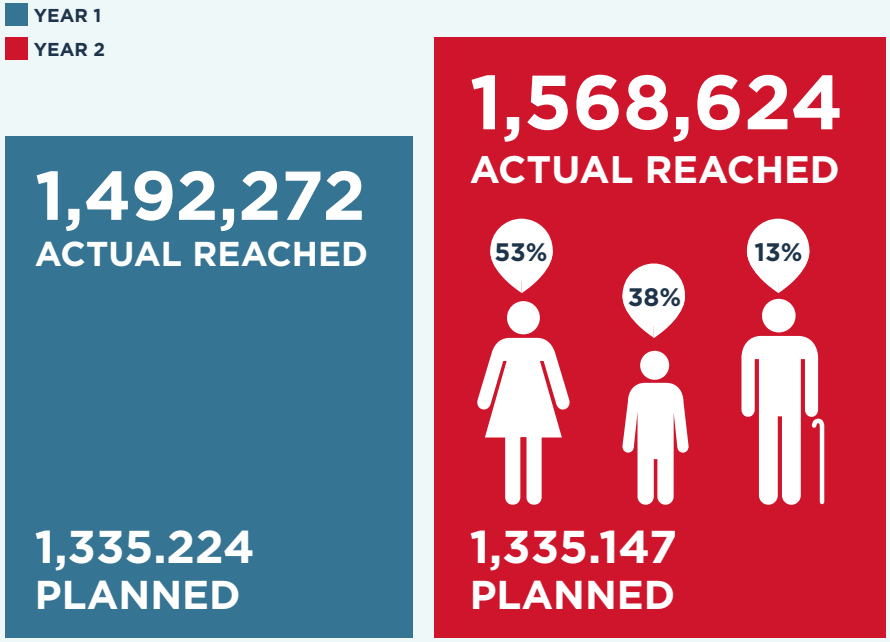
### IN YEAR 2

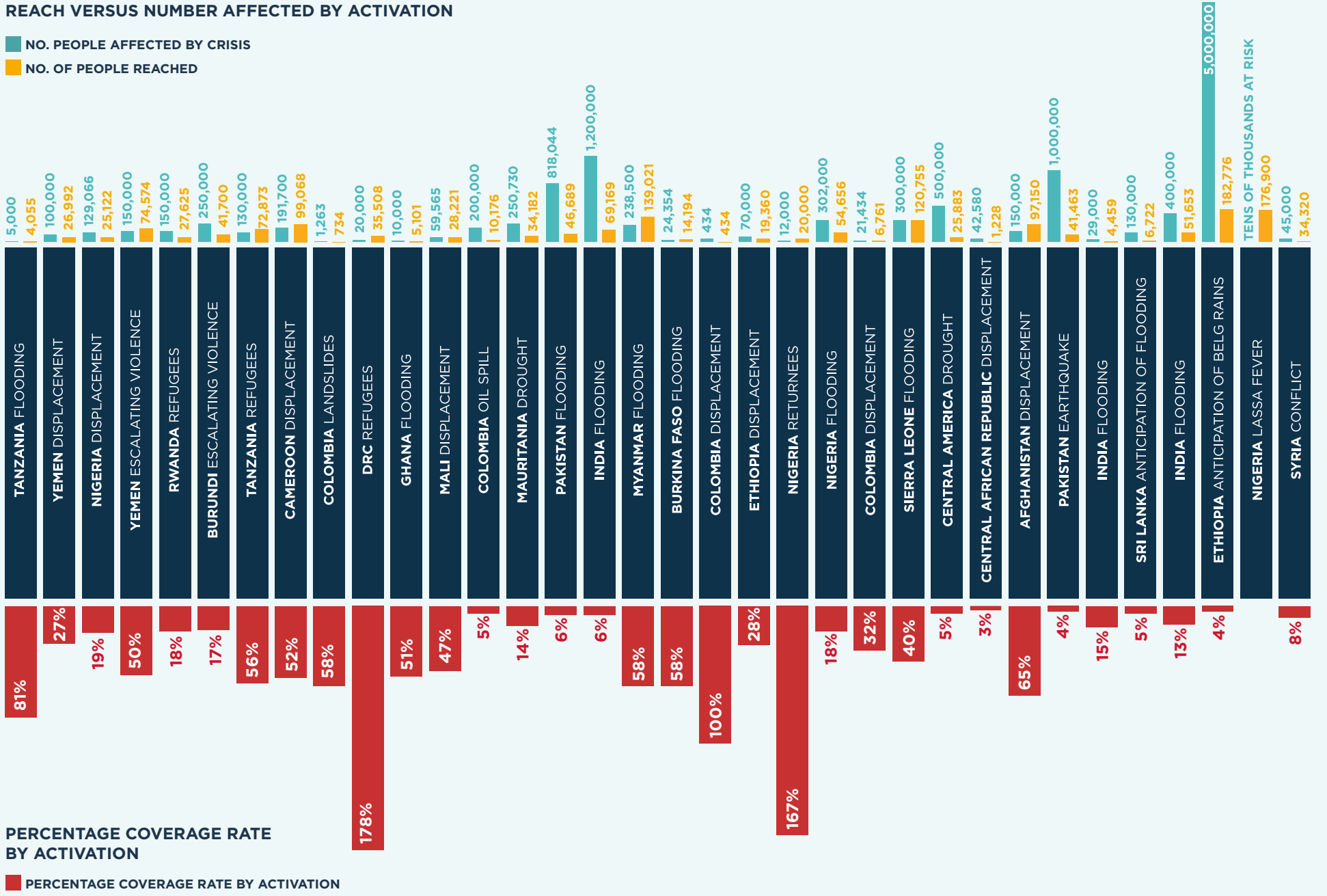
| NO. OF PEOPLE AFFECTED BY CRISIS | NO. OF PEOPLE REACHED | % OF POPULATION REACHED |
|---|---|---|
| 11,935,670 | 1,568,624 | 13% |

| LESS THAN 50,000 PEOPLE AFFECTED | LESS THAN 200,000 PEOPLE AFFECTED | MORE THAN 500,000 PEOPLE AFFECTED |
|---|---|---|
| 32% | 65% | 15% |

## BENEFICIARIES REACHED

The Start Fund reached 1,568,624 people in 2015/2016 within the first 45 days of each crisis response. In total, over half of these were women (53%), nearly two fifths were children (38%) and 13% were older people.




REACH VERSUS NUMBER AFFECTED BY ACTIVATION
NO. PEOPLE AFFECTED BY CRISIS
NO. OF PEOPLE REACHED
TANZANIA FLOODING 5,000 4,055 81%
YEMEN DISPLACEMENT 100,000 26,992 27%
NIGERIA DISPLACEMENT 129,066 25,122 19%
YEMEN ESCALATING VIOLENCE 150,000 74,574 50%
RWANDA REFUGEES 150,000 27,625 18%
BURUNDI ESCALATING VIOLENCE 250,000 41,700 17%
TANZANIA REFUGEES 130,000 72,873 56%
CAMEROON DISPLACEMENT 191,700 99,068 52%
COLOMBIA LANDSLIDES 1,263 734 58%
DRC REFUGEES 20,000 35,508 178%
GHANA FLOODING 10,000 5,101 51%
MALI DISPLACEMENT 59,565 28,221 47%
COLOMBIA OIL SPILL 200,000 10,176 5%
MAURITANIA DROUGHT 250,730 34,182 14%
PAKISTAN FLOODING 818,044 46,689 6%
INDIA FLOODING 1,200,000 69,169 6%
MYANMAR FLOODING 238,500 139,021 58%
BURKINA FASO FLOODING 24,354 14,194 58%
COLOMBIA DISPLACEMENT 434 434 100%
ETHIOPIA DISPLACEMENT 70,000 19,360 28%
NIGERIA RETURNEES 12,000 20,000 167%
NIGERIA FLOODING 302,000 54,656 18%
COLOMBIA DISPLACEMENT 21,434 6,761 32%
SIERRA LEONE FLOODING 300,000 120,755 40%
CENTRAL AMERICA DROUGHT 500,000 25,883 5%
CENTRAL AFRICAN REPUBLIC DISPLACEMENT 42,580 1,228 3%
AFGHANISTAN DISPLACEMENT 150,000 97,150 65%
PAKISTAN EARTHQUAKE 1,000,000 41,463 4%
INDIA FLOODING 29,000 4,459 15%
SRI LANKA ANTICIPATION OF FLOODING 130,000 6,722 5%
INDIA FLOODING 400,000 51,653 13%
ETHIOPIA ANTICIPATION OF BELG RAINS 5,000,000 182,776 4%
NIGERIA LASSA FEVER TENS OF THOUSANDS AT RISK 176,900
SYRIA CONFLICT 45,000 34,320 8%
PERCENTAGE COVERAGE RATE BY ACTIVATION
PERCENTAGE COVERAGE RATE BY ACTIVATION

### PEOPLE-CENTRED PROGRAMMING

Start Fund evidence shows how cash programming provides greater scope for decision making by beneficiaries, allowing them to better meet their needs. Post-distribution monitoring surveys conducted in Start Fund projects show that households often spent the funds on needs that the initial assessment had either undervalued or did not include. This demonstrates the importance of a people-centred response with community involvement.

Most projects in Year 2 (63%) met needs covering several different sectors – seven in all (see graph). This is a rise from Year 1 and demonstrates that a wider set of needs are being met. Out of the 86 projects, 29% met needs related to water, sanitation and hygiene and 21% improved food security. Less frequently, projects covered shelter (14%), protection (13%), health (11%), nutrition (6%) and education (5%) needs.

A number of projects designed activities for specific vulnerable groups, such as women, girls, boys, older people and people with disabilities. This also included internally displaced people, refugees, pregnant and lactating women, and people with illnesses (see graphs). Projects have also taken vulnerable groups into account when designing elements such as beneficiary selection criteria, feedback mechanisms and community consultations.



**Plan UK** | **Eugenio Donadio**
Plan UK conducts project evaluation workshop with beneficiaries of emergency response intervention in Maicao, Colombia

# Case Study

## TIMELY RESPONSE TO THE OIL SPILL IN COLOMBIA

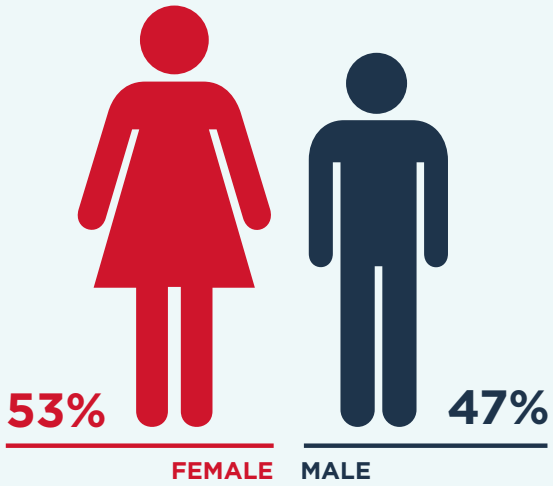
The Start Fund continues to be the fastest collectively-owned early response mechanism in the world. In many cases it has changed the view within NGOs and communities of how early projects can respond to crises.

On 15 July 2015, just 50 hours after receiving an alert, the Start Fund awarded funding to Action Contre La Faim and Plan UK to address the rapidly deteriorating health and hygiene conditions of households affected by an oil spill in Tumaco Municipality, Colombia. This funding meant that these two agencies were the earliest to respond.

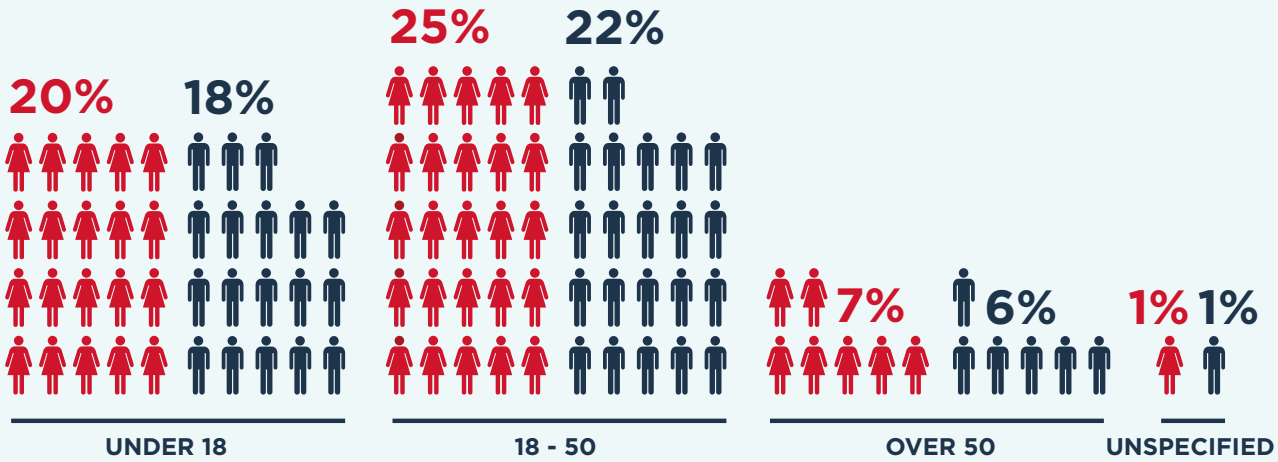
"The Start Fund is demonstrating that it is better and faster than other humanitarian funding sources by making a decision in 72 hours and starting activities within one week. No other donors at this moment are able to do that. At the same time that we were performing our Start Fund project, we applied for the country-based pooled fund of OCHA and did not receive approval for four months. My team, which has eight years of experience, said that this was the first time that we implemented an emergency project in the timeframe that we should have done."

**Jose Luis Barreiro**
Country Director, Action Contre La Faim, Colombia

## TOTAL ADJUSTED REACH BY SEX

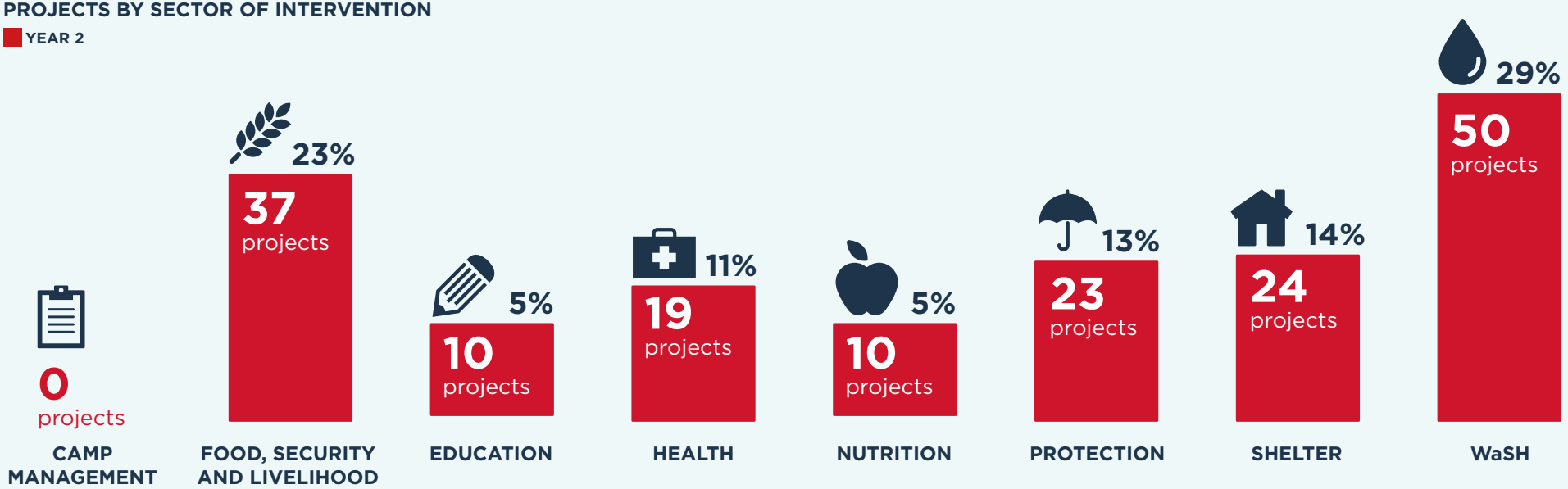



## TOTAL ADJUSTED REACH BY AGE AND SEX




## PROJECTS BY SECTOR OF INTERVENTION

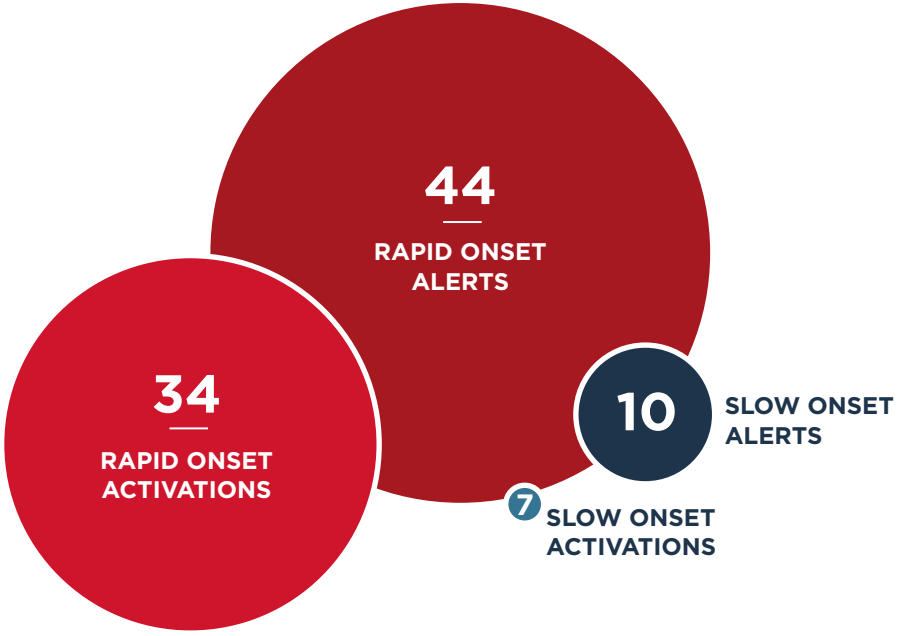
YEAR 2



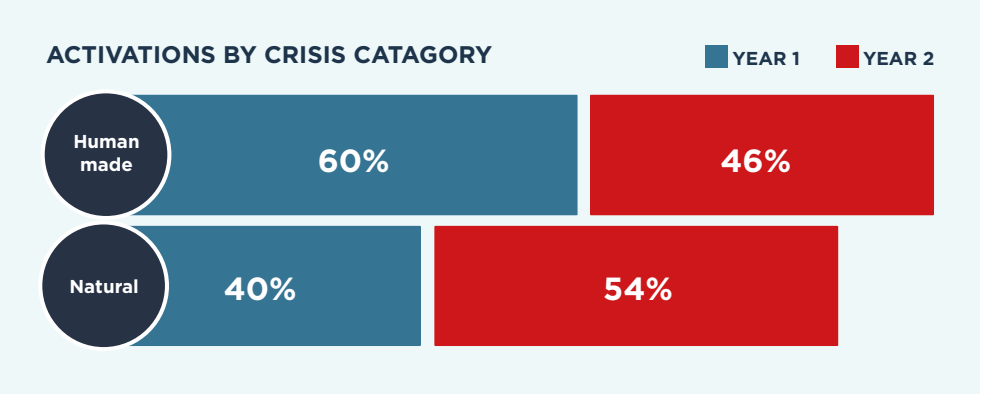


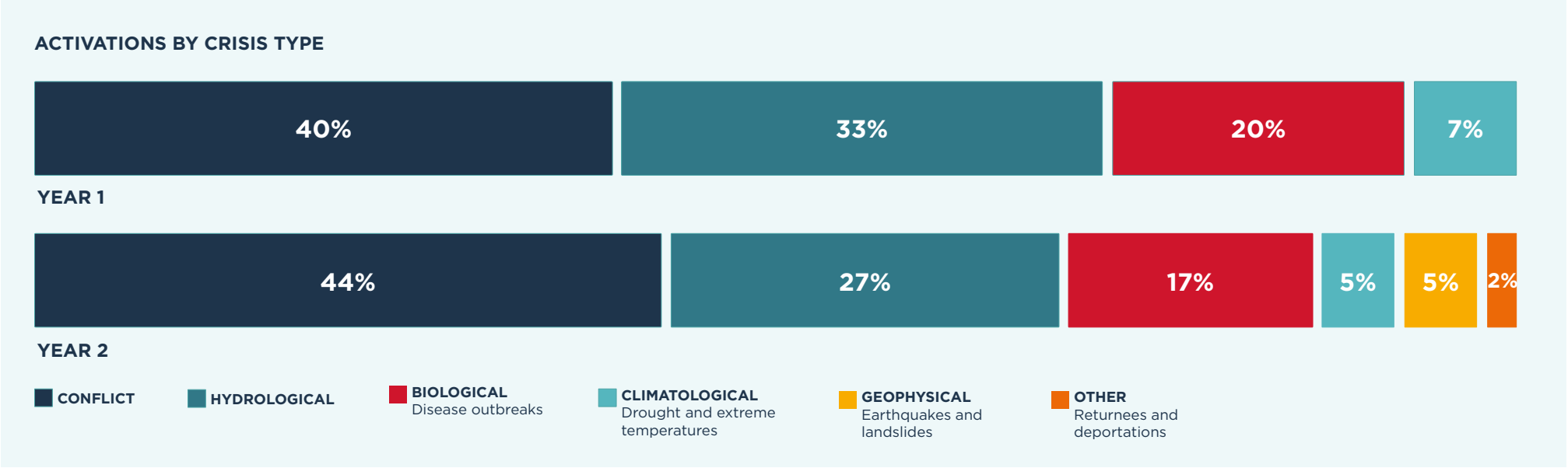
**Handicap International** | **Valery Posada**
Helicopter transporting aid to the community of Majore. This community is two days walk from the nearest services; the roads are of very poor quality and armed groups use them. For this reason transport of goods needs to happen by helicopter

**THERE ARE TWO MAIN CRISIS ONSET TYPES: RAPID AND SLOW.**
In year 2, the Start Fund was alerted 44 times for rapid onset crises and 10 times for slow onset crises. The Start Fund activated 34 responses to rapid onset crises and 7 to slow onset crises.



In Year 2, the Start Fund continued to respond to a wide range of crises. There was a shift from a majority being human-made (60%) in Year 1 to a majority being natural (54%) in Year 2. As in last year, the most common types of crisis were conflict (involving internally displaced people, refugees, besieged communities, and an oil spill), followed by hydrological events (flooding), biological events (disease outbreaks including Ebola, cholera and Lassa fever) and climatological events (droughts and extreme temperatures). Unlike the previous year, in Year 2 the Start Fund also responded to geophysical events (earthquakes and landslides), as well as to crises categorised as 'other', including refugee returnees from Cameroon to Nigeria and deportations from Venezuela to Colombia.



# Part 1

## III. FILLING CRITICAL GAPS

The Start Fund ensures that it fills a gap in the humanitarian sector by providing a timely response to crises.

### FILLING GAPS: SPEED OF RESPONSE

The humanitarian sector is less likely to take notice of small to medium scale crises or complex slow onset crises, so these don't receive funding or receive funding too late. The Start Fund fills this gap. Once a crisis has been alerted to the Fund, this information is shared, projects are selected (the award) and funds are transferred within 72 hours. The response to those affected by crisis must begin within seven days, and projects must end within 45 days. This provides an early, rapid and gap filling response before most other funding becomes available or, in some instances, where no other funding is or will be available. The Start Fund has also ensured that agencies can alert the Fund based on information about impending crises so that action can be taken before the emergency happens.

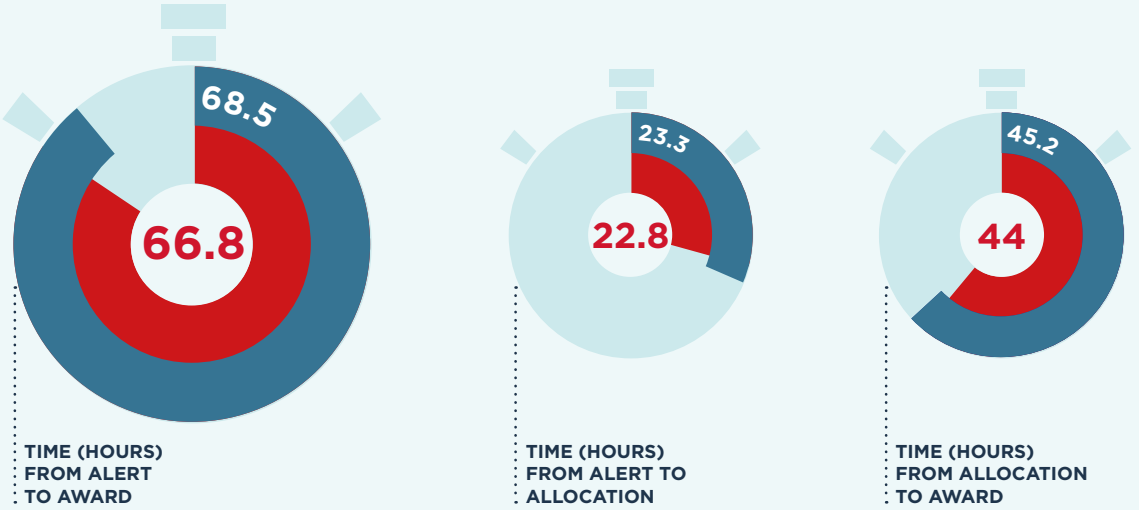
- In every alert, the Start Fund aims to respond within 72 hours. This year, the Fund averaged 66.3 hours from alert to award, 2.2 hours faster than the previous year.
- In humanitarian crises, the context changes rapidly, and local knowledge is available to suggest changes, so programmes need scope to adapt. In Year 2, 31 out of 86 projects (36%) reported adapting their projects during the 45-day implementation period to reflect changing needs.

The Start Fund receives alerts, on average, 8.9 days after the start of a rapid onset crisis. For slow onset crises this is, on average, 53.3 days. This has raised questions within the Start Network about the scope for improvement, and this was discussed by the Start Fund Committee during the quarterly Strategy meeting in November 2015. This data needs further analysis to understand the external and internal factors influencing timing of alerts. Members are being encouraged to more clearly explain the reasoning for the their timing.

Following this, the Start Fund Committee asked the Start Team to look at ways of reducing the time between crisis and pre-alert discussion, as well as between pre-alert discussions and alert.

## DURATION BETWEEN START FUND ALERT AND AWARD (HOURS)

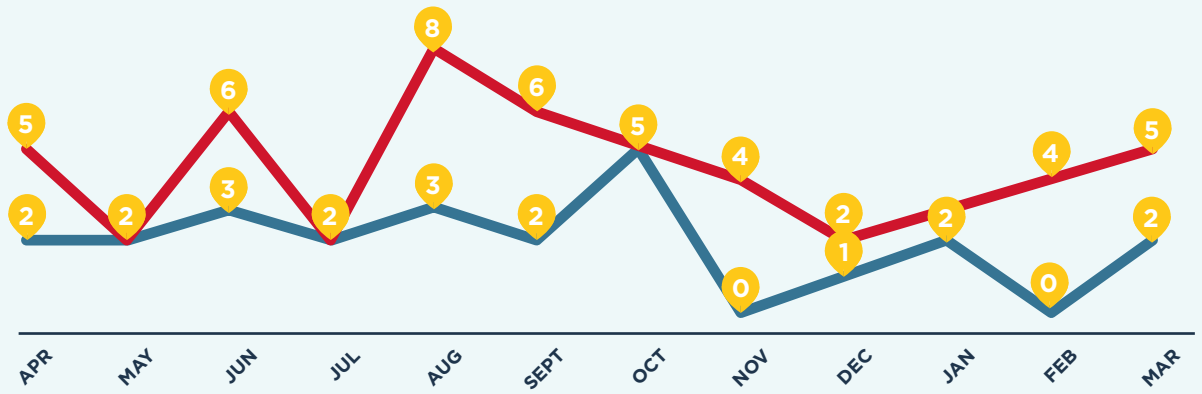
YEAR 1 YEAR 2




## VOLUME OF ALERTS BY MONTH

The volume of alerts to the Fund continued to escalate in Year 2, with an overall 105% rise in alerts, 127% rise in activations and 120% rise in projects from the previous year.

YEAR 1 YEAR 2 NO. OF ALERTS



## FILLING GAPS: LEVERAGING ADDITIONAL FUNDING

It is difficult to say how much Start Fund projects directly influence the availability of additional funding. However, linking current to ongoing response is one way in which the Start Fund influences the evolution of a crisis at its earliest stages.
In Year 2, 75 projects attended learning and evaluation peer reviews. Out of these, 27 projects (36%) across the 16 alerts (50%) confirmed that the Start Fund helped them to raise funding from other external donors. The most important factors were that they already had a presence in the affected location, evidence that they could implement a project successfully, and valuable first-hand knowledge of the situation. These were all a result of their Start Fund projects.

**HelpAge International** | **Shahzado Khaskheli**
Providing medical services to the flood effected community of village Allahyar Chachar, UC Qadirpur Ghotki in a Free medical camp arranged by HelpAge International: Dr. Siraji Dahar and patients.





**IRC | Kyaw Shwe (KMSS)**
After receiving a family kit

"At the onset of a crisis, there's an institutional risk with responding with no funding. Knowing that we had funding from Start within 72 hours relieved that pressure and enabled us to operate straight away, which is quite rare and an absolute breath of fresh air.
"Because we had been operating in Poletwa through Start, we managed to secure UNICEF CERF funding that started three days before the end of our Start Fund project. We then were able to secure funding from the Gates Foundation for early recovery cash for work activities. It was like building blocks, one on top of the other, and the first was the Start Fund. This was a great example for us of a continuation of assistance to those in need."

**Robert Trigwell**
International Rescue Committee's Humanitarian Response Coordinator in Myanmar

# Case Study

## FILLING A FUNDING GAP IN MYANMAR

Communities affected by crisis deserve responses that are fast, flexible and filling a funding gap, as demonstrated in the Start Fund's response in Myanmar.

On 7 August 2015, the Start Fund awarded funding to four agencies in 69.5 hours to respond to widespread flooding and landslides in Rakhine and Southern Chin State in Myanmar.

Funding from Start was mobilised so quickly that it enabled the International Rescue Committee to start its flood response almost immediately across Rakhine State, as well as in Poletwa township in Southern Chin state, where no other NGO was operating.



Crises typically evolve during the project period of 45 days. Tne Start Fund's flexibility enabled the International Rescue Committee to adapt to changing needs by shifting its focus from shelter and non-food items to dewatering (removing water from flooded areas) and cleaning drinking ponds.

The Start Fund also enabled agencies to obtain additional funding from other sources. This allowed them to build on their activities, and to fund the transition from an emergency response to rehabilitation.

# Part 1

## IV. CHALLENGING THE HUMANITARIAN MODEL

The humanitarian sector is often criticised for being slow to look for ideas to improve the way the system operates. The Start Fund wants to change this.

The Start Fund wants to challenge and influence the humanitarian sector by:

- being an example of better early action
- advocating for decisions being taken closest to the crisis
- investing in learning and experimentation
- creating a 'no regrets' environment when allocating funding in anticipation of a crisis.

### A NEW APPROACH TO FINANCING POLICY

The Start Fund wants to see a shift in how financing decisions are made.

This report is written as preparations for the World Humanitarian Summit being held in Istanbul in May 2016 reach their peak. Humanitarian donors, the UN and NGOs are rallying to respond to the High-Level Panel on Humanitarian Financing call for a 'Grand Bargain'.

The Grand Bargain asks for the major humanitarian donors and recipient agencies to set an example by making their systems more effective. The Start Network, along with the International Council of Voluntary Agencies, the Steering Committee for Humanitarian Response and other NGO bodies, have asserted that the Grand Bargain requires us all to collaborate and to change. Efficiency is only part of the solution. As well as getting the most out of existing funding, we need to grow capacity through new relationships, new economies and new technology.

The Start Network, through its members, is encouraging common initiatives, such as reporting, due diligence and legal agreements, that could later be emulated beyond the Network. Any recommendations about financing need to go along with wider sector reform, for example joint needs assessments, developing the long-term capabilities of local and national emergency workers, growing cash-based programming, reducing duplication, and a 'participation revolution' .



Community World Service Afghanistan

**THE START FUND ACTIVATION IS ABLE TO FOSTER 'SOCIAL CAPITAL' BETWEEN NETWORK AGENCIES, EVEN UNDER THE HIGH PRESSURE OF RESPONDING TO CRISIS.**



# Case Study

## CREATING SOCIAL CAPITAL IN AFGHANISTAN

The Start Fund activation is able to foster 'social capital' between Network agencies, even under the high pressure of responding to crisis.

On 15 October 2015, four agencies were awarded funds to meet the immediate needs of people displaced by a major bombing offensive by the Taliban in Kunduz City, Afghanistan.

Three weeks into its project, Concern Worldwide found that many people in Taloqan who had fled their homes in Kunduz were able to return more quickly than anticipated. It notified the Start Fund team and asked to redirect its project's remaining £46,000 to help families whose homes were destroyed by an earthquake that had struck near Feyzabad on 26 September.

Within a day, the decision was put to the Start Fund Committee, which unanimously advised Concern to instead return its unspent funds to the Start Fund's disbursement pot.

**This was based on the following factors:**

- An alert for the earthquake had been raised only for Pakistan, suggesting that the Start Fund was not the right mechanism for the earthquake response in Afghanistan.
- The appropriate protocols has not been used to assess whether Start Funds were appropriate for this activity.
- Member agencies had not been given an opportunity to compete for funds based on who was best placed to respond.
- This may have set a precedent for future unspent funds to be diverted to causes they were not intended for.

Although Concern's request was denied, this open and decentralised decision making meant that its country team respected the decision.

### A NEW APPROACH TO RESPONDING TO CRISES

In September 2015 the Start Fund started testing crisis anticipation, building on its existing alert processes. Our 'anticipation window' is a new way of working and thinking which will allow us to become more proactive in responding to crises.

The ambition is to equip the Network with:

- the most appropriate information about a deteriorating situation, enabling effective decisions about allocating resources early
- funds that are flexible and large enough to effectively finance early response activities
- the capacity (skills and expertise) to be able to mount appropriate early response actions.

Anticipation alerts will still result in the same project duration of 45 days as a 'standard' Start Fund alert. The difference is that the usual 72 hour time frame between alert and project selection may be lengthened or shortened depending on need. This, to the best of our knowledge, is the first time that humanitarian funding has been available for forecast-based interventions.

The Start Fund designed and launched a tailored anticipation process in September 2015. Since then, there have been three anticipation alerts and each resulted in activation. These were:

- in Sri Lanka for predicted flooding (November 2015)
- in Ethiopia (January 2016) to purchase seeds urgently to take advantage of the Belg rains, following an ongoing drought
- in Zambia (March 2016) to assess anticipated food insecurity due to El Niño.

All three alerts made us think about our processes and have generated plenty of useful learning.



# Case Study

## ANTICIPATED FLOODING IN SRI LANKA

The floods in December 2014 were one of the worst recorded disasters in Sri Lanka, with over 1.1 million people affected. A Start Fund activation helped to respond to the needs of the most vulnerable.

A year later, agencies in Sri Lanka alerted the Start Fund to expected flooding. The monsoon was yet to arrive but there had been small-scale flooding in the north east of the country and dams were already near to full capacity. Increases in rainfall caused by El Nino were predicted.

This was an opportunity to use geographic information systems to help identify the areas most likely to be affected, prioritise and deliver supplies in advance where the greatest need was predicted.

Building on the collaboration begun by the Start Fund alert, agencies and government partners worked together on this prioritisation process through joint procurement and by sharing awareness-raising materials and data. This collective element was also critical to ensure credibility when acting on the basis of a forecast: if everyone 'cries wolf', there is less risk that they will be ignored.

In the end, the rains that fell were less than forecasted. However, partners saw the innovative prioritisation process as valuable because of its impact on capacity building and preparedness.

Since October 2015, a working group of Start members have been sharing information and prioritisation plans about El Niño. They have been looking at how to coordinate different non-government groups and how to improve risk analysis by sharing information. In January 2016, a meeting that included most Start members, selected scientific and academic agencies, the Red Cross/Red Crescent Climate Centre and the FAO, identified some key obstacles to early action:

- limited use of forecasting by humanitarian agencies
- lack of evidence about the impact and effectiveness of forecast-based interventions
- lack of financial incentives for early action.

The Start Network has now received funding from the European Commission's Humanitarian Aid and Civil Protection department (ECHO) to set up funding that is earmarked for early action. The Network continues to fundraise for this, as well as for the main disbursement pot.

Using the most advanced forecasting techniques available, in combination with local knowledge and expertise, we aim to develop a coordinated approach to risk management. We envisage that the Start Fund Anticipation Window for 2016–2018 will provide a mechanism to share early warning information across the Network's member agencies, along with collective risk analysis of forecasted events.

**ADVANCED FORECASTING TECHNIQUES AVAILABLE, IN COMBINATION WITH LOCAL KNOWLEDGE AND EXPERTISE, WE AIM TO DEVELOP A COORDINATED APPROACH TO RISK MANAGEMENT**

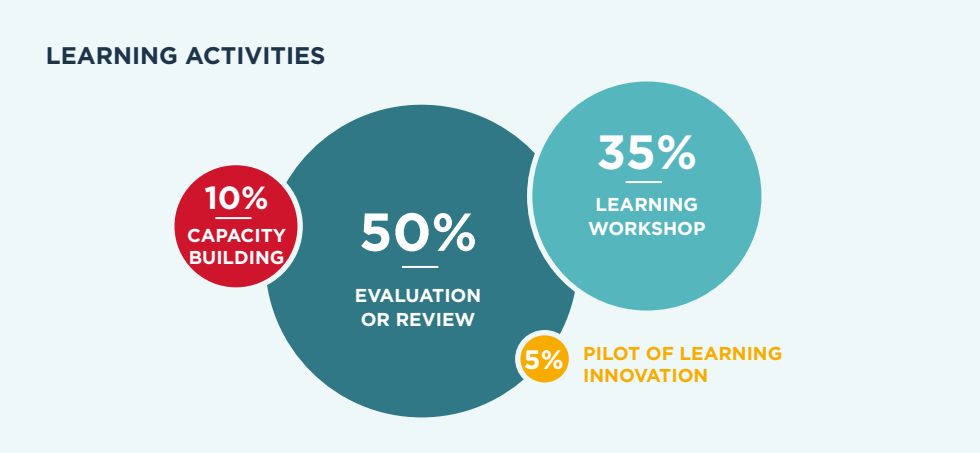
# Part 1

## V. AT THE FOREFRONT OF INNOVATION AND LEARNING

The Start Fund constantly innovates and learns in order to meet the mandate of the Network. It does this through embedding learning processes in its cycle and finding new and creative ways to evolve and influence the humanitarian system. Our learning is systematic, continuous, decentralised and shared.

The Start Fund aims to continuously evolve and improve, making the best use of data from its programmes to feed into evidence-based reviews and decision-making. We have processes in place, coordinated by the Monitoring, Evaluation, Accountability and Learning (MEAL) team, to document what has been learned from each crisis response as well as what can be learned that affects wider areas of our work.

We take a 'learning loop' approach, identifying what can be learned from previous activity and feeding this into a cycle of iterative improvement.




### Learning about our projects

#### DECENTRALISED LEARNING

Each activation includes a learning exercise, and for every project we carry out peer reviews within the country where the crisis happened. Lessons and recommendations from these peer reviews are circulated within the membership and feed back into the decision making process. The benefits are:

- members can collectively learn and improve future responses
- the learning process is decentralised to where it is relevant
- members have ownership over their own learning and improvement
- members and agencies can focus on the local communities affected by the disasters and members can ask local people about the relevance of the project and how well it met their needs.

#### INVESTING IN LEARNING

The Start Fund sets aside 1% of all funding specifically for improving the quality of humanitarian relief. This flexible learning budget is easy to access and allows project teams to carry out learning activities either during the project or any time afterward, with the aim of making recommendations for future action.

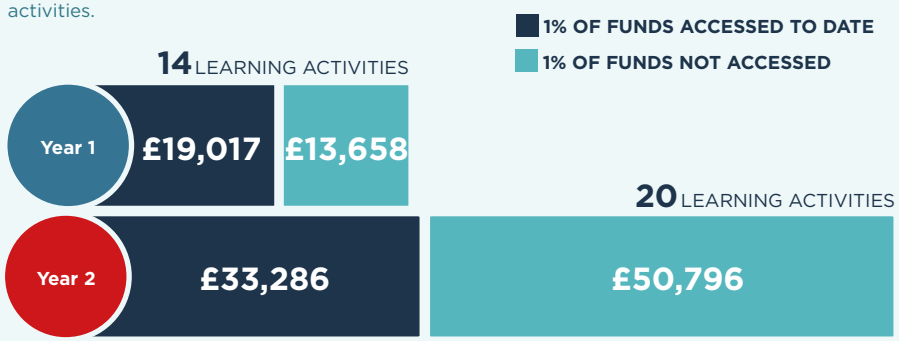
- In Years 2, 47% of all projects benefited from the 1% learning budget, spending £33,286 and carrying out 20 learning activities in 16 out of 34 projects (40%).
- 30% of learning activities were carried out jointly by two or more agencies, allowing them to increase their efficiency by pooling their funds and to conduct more extensive activities.



Destruction on the streets of Aden that occurred during the months-long battle for control of the city.

**PROJECTS THAT BENEFITED FROM THE 1% LEARNING BUDGET**

As many as 30% of learning activities were implemented jointly by two or more agencies. This increased their efficiency by pooling available funds, enabling them to carry out more extensive activities.




# Case Study

## USING THE LEARNING BUDGET TO IMPROVE DATA COLLECTION

Following Saudi-led coalition airstrikes in Yemen on 26 March 2015 against Houthi rebels and other anti-government forces, International Medical Corps began two Start Fund projects to meet the emergency needs of people displaced from their homes in Aden, Lahj, Sana'a and Taiz.

During the project's April–June implementation period, the intensity of the conflict increased, making it difficult to collect the data from International Medical Corps-supported health facilities that would allow full reporting on key technical areas.

International Medical Corps UK accessed the 1% learning budget for one of its Start Fund projects to test a new smartphone application (Kobo Toolbox) for capturing and uploading data onto online servers and integrating remote monitoring. This helped to increase the frequency of monitoring from monthly to weekly and provided additional information about the availability of health services. It also allowed International Medical Corps to employ community health volunteer supervisors (rather than independent data collectors), who could access more information because of their closer relationships with faculty staff and first-hand knowledge of the relevant health facilities.

This led to a significant improvement in the quality, frequency and comprehensiveness of data gathered from health registers. This approach will now be integrated into International Medical Corps's monitoring and evaluation system in Yemen.

### SHARING LEARNING FROM PROJECTS

The Start Fund provides two-page crisis response summaries for every project. These combine infographics with key insights and lessons shared by reporting agencies. They are shared at all levels of the Network, and are also publicly accessible at www.startnetwork.org/resources. See Annex **(page 51)** for summaries for this year's responses.

The Start and MEAL teams have produced a range of learning materials including case studies, field reviews and ad hoc findings. These highlight lessons learned, recommendations and achievements to members. More information about these can also be found at www.startnetwork.org/resources.

## Learning about our performance

### INDEPENDENT EVALUATION

The Start Fund commissions regular external evaluations to review its own performance and progress.

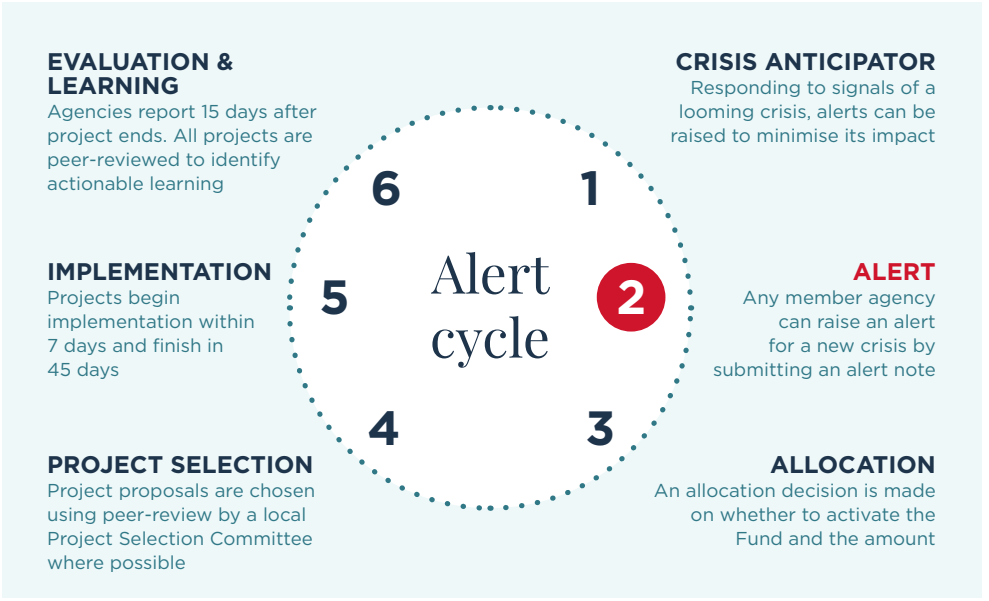
The first evaluation looked at the nine-month 'design' phase of the Fund and focussed on what the Fund wanted to achieve at 'system level'. This time, for the second evaluation, we wanted to focus on the two other levels: 'crisis level' and 'project level'. The aim was to look at longer-term outcomes following Start Fund allocations.

**We gained two important insights:**

- We need to be clearer about the timing of when humanitarian assistance enabled by a Start Fund award reaches those in need. We need to define what it means to start operations, in light of our commitment for activities to begin within seven days of a Start Fund award.
- We need to better understand the Start Fund's place in the global context, looking at which crises are brought to the attention of the Network and which crises we should be reacting to or anticipating. By better tracking global crises and understanding which events are considered for and addressed by the Start Fund, we can be more strategic in the way we activate the Fund.

*"My recurring question during 2015 with regard to the Start Fund – and indeed the Start Network – has been: what is it that moved us forward and has enabled traction? There are obviously many factors, but I have come to believe that greatest acceleration has always come after we've hit that metaphorical 'bump in the road'. I, for one, have learnt most at these moments because I have got a better feel for what decisions are critical and what information is important to share and what is simply 'spam' that the team should handle without consultation/approval."*

**Caroline Hotham** Start Fund Manager



## UNDERSTANDING THE GLOBAL CONTEXT

The Start Network is successful because of its wide reach, thanks to the 7,000+ partners that the 27 Members work with. Despite this, there have been some challenges, such as the lack of alerts in the first quarter of 2015 and the overwhelming amount of El Niño related crises starting in the second half of 2015. This has reinforced the need to think more about the Start Fund's place in the wider international context.

**To do this, the Start Network is investing in the following activities:**

### 1 | TRACKING AND ANALYSING GLOBAL CRISES.

- Analysis undertaken in November 2015 showed that 70% of Start Fund alerts in 2015 did not appear in Relief Web's 78 disaster entries in 2015. This illustrates the Start Fund's complementary role within the humanitarian system, responding to under-the-radar and under-served small to medium scale emergencies.

### 2 | WORKING WITH PARTNERS (EG THE ASSESSMENT CAPACITIES PROJECT AND DEVELOPMENT INITIATIVES) TO THINK MORE STRATEGICALLY ABOUT THE ROLE OF THE START FUND IN THE GLOBAL CONTEXT.

- The external briefing notes generated during the Start Fund alert process allow members to access secondary data on funding trends, the context of each crisis and lessons learned in similar crises.

### 3 | ENCOURAGING ORGANISATIONS FROM THE GLOBAL SOUTH TO APPLY FOR MEMBERSHIP.

- A more diverse and more widely distributed membership base will enable the Start Fund to offer a portfolio of responses that reflects what happens globally.

## STREAMLINING OUR SYSTEMS

- As the volume of alerts has risen during Year 2, the Start Fund Committee has adapted its management and oversight of the Start Fund. It is now testing new ways to streamline the system used for each alert cycle.
- Members have embraced an experimental approach to innovations, responding quickly to feedback so the Network can make continual improvements based on experience.

In the third and fourth quarters of 2015 the Start Fund Committee undertook a full system review, looking for recommendations that will enable the Start Fund to grow.

The review identified the following issues:

- A high level of senior staff time is required at each stage of the Start Fund cycle (centrally and at country level).
- The project selection process is lengthy.
- The Network relies too much on champions who go 'above and beyond' to put time into the current system.
- Individuals and organisations have different tolerances of the time spent on Start Fund processes and delegation of decision making.
- Everyone in the system values and supports rapid, needs-based decision making and efficiency, but some (particularly donors) need reassurance that accountability to communities and across members is balanced with appropriate risk management.

This coming year will see the Network identifying areas where we can test and review some bold approaches to streamlining our processes.

# Part 2

## WHAT'S NEXT FOR THE START FUND?

This year offers a preview of the future for the Network: we have seen the impact of scale, and what is required to achieve speed, transparency and decentralisation. The Fund has passed its 75th alert with near to 30 organisations able to raise an alert. However, the need to draw on the voices of affected communities while making fast decisions is increasingly important.



**International Rescue Committee** | **Moustapha Diallo**
Kit distribution to IDP households in Tinabow village, in northern Mali

**THE FUTURE FOR THE START NETWORK IS TO DIVERSIFY MEMBERSHIP, INVOLVE MORE DONORS AND ENCOURAGE MORE COLLABORATION.**

The Start Fund will be the go-to mechanism for NGOs and donors because it delivers practical solutions to the systemic challenges identified by the High Level Panel on Humanitarian Financing, and in particular on the Grand Bargain.

# WE ARE LOOKING FORWARD TO THE FOLLOWING DEVELOPMENTS

## Unlocking the potential of the Start Fund learning framework

We will improve the quality and effectiveness of responses through continually learning. Along with a refreshed learning framework, a newly launched Start Network website will help to share our learning more widely and demonstrate how the Fund is meeting the needs of affected communities by challenging and changing humanitarian response.

## The opportunities in blockchain technology

The blockchain is a powerful shared global infrastructure that can move value around and represent the ownership of property. In 2016, Start will trial and test blockchain technology to streamline the Fund's processes and increase its financial transparency and accountability. It will do this through a decentralised platform that runs smart contracts on the blockchain: applications that run exactly as programmed without any possibility of downtime, censorship, fraud or third party interference.

The first step of the pilot project is to test running the Start Fund disbursement decisions and processes on a specially built portal on the Ethereum platform. If the first stages of the pilot process are successful, Start can opt to add elements such as purpose-made virtual currencies to the Start blockchain. This would benefit the humanitarian sector as a whole by providing a use case where the application of virtual currencies is tested. This could then feed into the exploration of a cryptocurrency for the humanitarian sector.

## Anticipation window – new collaborations

From mid-2016 the Start Fund will build the sector's experience and understanding of using forecasting information to trigger action. Our vision for an 'anticipation window' has been embraced by ECHO, which will commit circa £800,000 over two years earmarked for early forecast-based action. We continue to fundraise for this activity, with a target of £2 million by the close of 2016. This would represent about 10% of the current Start Fund disbursement pot.

The Start Fund Committee will receive technical support from the Network's Early Warning Early Action group, a small group of technical experts within the membership. We expect this group to flourish as an active community for sourcing, using and learning from forecasting information.

**AS THE HUMANITARIAN SECTOR CONSIDERS ITS FUTURE THIS YEAR, THE START FUND IS PAVING NEW GROUND IN CREATING AN INTERCONNECTED AND DISPERSED HUMANITARIAN FINANCING SYSTEM. WE HOPE THAT THE CONCRETE EVIDENCE AND LEARNING THAT WE ACHIEVE WILL CASCADE TO GREATER INNOVATION AND ACTIONS IN THE BROADER HUMANITARIAN SECTOR.**

# Part 3
## FINANCIAL SUMMARY

## Start Fund Disbursement Pot Summary (1st April 2015 – 30th March 2016)

### DUE DILIGENCE AND RISK MANAGEMENT

New Start Network members are admitted following a thorough due diligence process, carried out by an external audit firm. This incorporates a rigorous checklist used to assess member organisations joining the Network. This checklist has been informed by the procedures used by our member agencies and by our current donor criteria for assessing delivery partners. In addition, for 2016, we have incorporated the concept of 'passporting' allowing us to rely on current due diligence checks by other international organisations, thus avoiding duplication. The due diligence also includes vetting checks on senior staff and board members for terrorism and fraud using an external database service. The Start Fund has a risk register that is reviewed by the Finance & Audit subcommittee of the Start Network Consortium Board on a quarterly basis.

| START FUND INCOME & DISBURSMENTS APRIL 2015 TO MARCH 2016 | |
|---|---|
| Income available for disbursements* | £11,069,000 |
| Disbursements** | £10,535,000 |
| Percentage of funds disbursed | 95% |

* The income allocated to Start Fund for disbursements is as per agreed contracts. The amount available in 2015/16 includes the brought forward balance from 2014/15.

** Disbursements includes payments of 1% learning budgets on Start Fund projects and recoups of any underspends on completed projects

| ALERT ID | COUNTRY | CRISIS | DATE ALERT | ACTIVATED | ALLOCATION £ | AWARDED £ |
|---|---|---|---|---|---|---|
| 23_Tanzania_Flooding | Tanzania | Flooding | 18/03/2015 | Yes | £100,000.00 | £100,000.00 |
| 24_Egypt_Returnees | Egypt | Returnees | 24/03/2015 | No | N/A | N/A |
| 25_Yemen_Displacement | Yemen | Displacement | 01/04/2015 | Yes | £400,000.00 | £294,720.00 |
| 26_Nigeria_Displacement | Nigeria | Displacement | 07/04/2015 | Yes | £250,000.00 | £219,986.00 |
| 27_Burundi_Escalating Violence | Burundi | Escalating violence | 14/04/2015 | No | N/A | N/A |
| 28_Yemen_Escalating Violence | Yemen | Escalating violence | 28/04/2015 | Yes | £700,000.00 | £616,332.00 |
| 29_Rwanda_Refugees | Rwanda | Influx of refugees | 28/04/2015 | Yes | £300,000.00 | £275,281.00 |
| 30_Burundi_Escalating Violence | Burundi | Escalating violence | 05/05/2015 | Yes | £450,000.00 | £442,327.00 |
| 31_Tanzania_Refugees | Tanzania | Influx of refugees | 21/05/2015 | Yes | £450,000.00 | £430,203.00 |
| 32_Cameroon_Displacement | Cameroon | Displacement | 01/06/2015 | Yes | £300,000.00 | £300,000.00 |
| 33_Colombia_Landslides | Colombia | Landslides | 01/06/2015 | Yes | £75,000.00 | £74,980.00 |
| 34_DRC_Refugees | DRC | Influx of refugees | 04/06/2015 | Yes | £300,000.00 | £330,000.00 |
| 35_Ghana_Flooding | Ghana | Flooding | 08/06/2015 | Yes | £75,000.00 | £75,000.00 |
| 36_Mali_Displacement | Mali | Displacement | 18/06/2015 | Yes | £300,000.00 | £300,000.00 |
| 37_Pakistan_Heatwave | Pakistan | Heatwave | 29/06/2015 | No | N/A | N/A |
| 38_Colombia_Oil Spill | Colombia | Oil Spill | 13/07/2015 | Yes | £200,000.00 | £200,000.00 |
| 39_Mauritania_Drought | Mauritania | Drought | 29/07/2015 | Yes | £300,000.00 | £275,006.00 |
| 40_Greece_Refugees | Greece | Influx of refugees | 03/08/2015 | No | N/A | N/A |
| 41_Pakistan_Flooding | Pakistan | Flooding | 04/08/2015 | Yes | £400,000.00 | £400,000.00 |
| 42_India_Flooding | India | Flooding | 04/08/2015 | Yes | £300,000.00 | £300,000.00 |
| 43_Myanmar_Flooding | Myanmar | Flooding | 04/08/2015 | Yes | £500,000.00 | £500,000.00 |
| 44_Burkina Faso_Flooding | Burkina Faso | Flooding | 18/08/2015 | Yes | £200,000.00 | £220,000.00 |
| 45_Colombia_Displacement | Colombia | Displacement | 24/08/2015 | Yes | £75,000.00 | £66,898.00 |
| 46_Ethiopia_Displacement | Ethiopia | Displacement | 24/08/2015 | Yes | £200,000.00 | £178,616.00 |
| 47_Nigeria_Returnees | Nigeria | Returnee | 24/08/2015 | Yes | £300,000.00 | £161,802.00 |
| 48_Malawi_Drought | Malawi | Drought | 08/09/2015 | No | N/A | N/A |
| 49_Zimbabwe_Drought | Zimbabwe | Drought | 08/09/2015 | No | N/A | N/A |
| 50_Nigeria_Flooding | Nigeria | Flooding | 08/09/2015 | Yes | £300,000.00 | £282,300.00 |
| 51_Colombia_Displacement | Colombia | Displacement | 16/09/2015 | Yes | £180,000.00 | £180,000.00 |
| 52_Sierra Leone_Flooding | Sierra Leone | Flooding | 22/09/2015 | Yes | £100,000.00 | £95,486.00 |
| 53_Central America_Drought | Guatemala; Honduras; El Salvador | Drought | 28/09/2015 | Yes | £400,000.00 | £399,963.0 |

| ALERT ID | COUNTRY | CRISIS | DATE ALERT | ACTIVATED | ALLOCATION £ | AWARDED £ |
|---|---|---|---|---|---|---|
| 54_Central African Republic_ Displacement | Central African Republic | Displacement | 02/10/2015 | Yes | £250,000.00 | £70,000.00 |
| 55_Benin_Flooding | Benin | Flooding | 05/10/2015 | No | N/A | N/A |
| 56_Afghanistan_Displacement | Afghanistan | Displacement | 12/10/2015 | Yes | £400,000.00 | £439,460.00 |
| 57_Pakistan_Earthquake | Pakistan | Earthquake | 28/10/2015 | Yes | £200,000.00 | £119,095.00 |
| 58_Algeria_Flooding | Algeria | Flooding | 28/10/2015 | No | N/A | N/A |
| 59_India_Flooding | India | Flooding | 14/11/2015 | Yes | £50,000.00 | £55,000.00 |
| 60_Sri Lanka_Anticipation of Flooding | Sri Lanka | Flooding | 18/11/2015 | Yes | £100,000.00 | £105,915.00 |
| 61_Liberia_Ebola | Liberia | Pandemic outbreak | 20/11/2015 | No | N/A | N/A |
| 62_Brazil_Dam Burst | Brazil | Dam Burst | 22/11/2015 | No | N/A | N/A |
| 63_India_Flooding | India | Flooding | 04/12/2015 | Yes | £300,000.00 | £300,000.00 |
| 64_Colombia_Displacement | Colombia | Displacement | 29/12/2015 | No | N/A | N/A |
| 65_Ethiopia_Anticipation of Belg Rains | Ethiopia | Drought | 04/01/2016 | Yes | £500,000.00 | £500,000.00 |
| 66_Nigeria_Lassa_Fever | Nigeria | Health | 18/01/2016 | Yes | £100,000.00 | £101,150.00 |
| 67_Syria_Conflict | Syria | Conflict Besieging Population | 26/01/2016 | Yes | £100,000.00 | £100,000.00 |
| 68_Uganda_Refugee | Uganda | Influx of refugees | 07/02/2016 | Yes | £200,000.00 | £185,827.00 |
| 69_Benin_Lassa Fever | Benin | Health | 22/02/2016 | Yes | £150,000.00 | £164,126.00 |
| 70_Zimbabwe_Drought | Zimbabwe | Drought | 23/02/2016 | No | N/A | N/A |
| 71_Sudan_Displacement | Sudan | Displacement | 23/02/2016 | Yes | £300,000.00 | £228,071.00 |
| 72_Mongolia_Dzud | Mongolia | Dzud | 07/03/2016 | Yes | £200,000.00 | £202,146.00 |
| 73_Zambia_Food Insecuity | Zambia | Food insecurity | 03/03/2016 | Yes | £110,000.00 | £109,927.00 |
| 74_Indonesia_Drought | Indonesia | Drought | 14/03/2016 | Yes | £500,000.00 | £510,887.00 |
| 75_Somalia_Drought | Somalia | Drought | 21/03/2016 | Yes | £500,000.00 | £536,221.00 |
| 76_Iraq_Conflict | Iraq | Displacement | 30/03/2016 | No | N/A | N/A |
| | | | | **TOTAL** | **£11,115,000.00** | **£10,446,725.00** |

# Annex

## CRISIS RESPONSE SUMMARIES



**Plan International Mali**
Food distribution to displaced households in Gourma-Rharous, northern Mali: Plan International Mali staff explain to community chiefs what each beneficiary is entitled to.

# Annex

## CRISIS RESPONSE SUMMARIES

Crisis response summaries are written for each Start Fund activation after project reports are received and the response and projects are peer reviewed at the global level.


Alert 23 Tanzania Flooding* 54
Alert 25 Yemen Displacement 56
Alert 26 Nigeria Displacement 58
Alert 28 Yemen Escalating Violence 60
Alert 29 Rwanda Refugees 62
Alert 30 Burundi Escalating Violence 64
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Alert 32 Cameroon Displacement 68
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Alert 63 India Flooding 114
Alert 65 Ethiopia Anticipation of Belg Rains 116
Alert 66 Nigeria Lassa Fever 118
Alert 67 Syria Conflict 120


*Alert 23 (Tanzania Flooding) falls in the previous reporting period, but was not included in the last report and therefore it is reported here.

# CRISIS RESPONSE SUMMARY

# TANZANIA FLOOD RESPONSE: March 18 - May 19, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 71 hours | £94,048 | 4,055 | 10,170 |

## RESPONSE TIMELINE

**11:30 MARCH 18** — **Alert:** Flooding **15** agencies send survey **14** agencies support activation (DAY 1)

**14:00 MARCH 19** — **Allocation Telecon:** **7** members vote to respond with **£100,000** (DAY 2)

**11:30 MARCH 20** — **Application deadline:** **3** projects apply

**10:30 MARCH 21** — **Project Selection:** (Dar es Salaam): **2** projects are funded with a budget of **£100,000** (DAY 3)

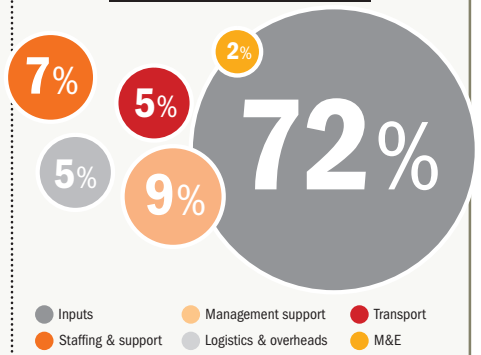
**MARCH 28** — **Projects start:** **2** projects begin implementing within **6** days

**MAY 5** — **Projects end:** **2** projects finish implementing

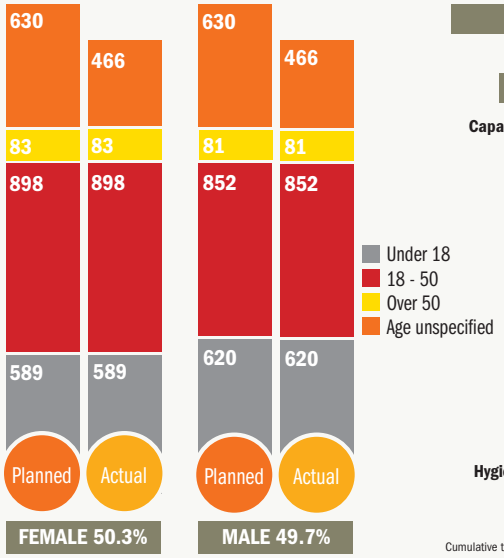
**MAY 19** — **Projects report:** **2** projects report reaching **4,055** people with **£94,048**

24hrs | 48hrs | 72hrs | 7 days | 45 days | 60 days

## BREAKDOWN OF FUNDS SPENT




## BREAKDOWN OF PEOPLE REACHED



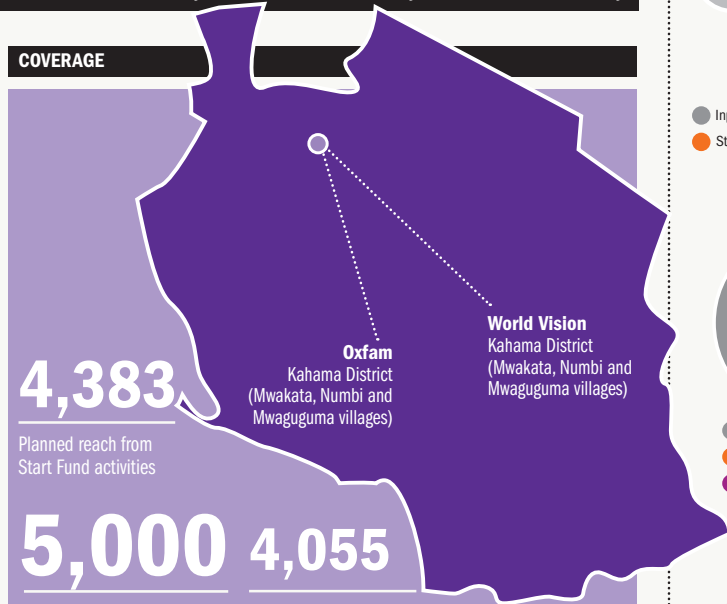

Adjusted total (planned/actual): 4,383/4,055

Activities*

| | |
|---|---|
| Drilling of shallow wells | 3,123 |
| Food distribution | 2,356 |
| Capacity building (income generating activities) | 1,172 |
| Mosquito nets | 1,000 |
| Latrine construction | 756 |
| Education kits | 756 |
| Animal housing | 731 |
| Hygiene promotion training/awareness raising | 276 |

Cumulative total direct: 10,170 *Figures refer to number of people assisted

## COVERAGE



**4,383** Planned reach from Start Fund activities

**Oxfam** Kahama District (Mwakata, Numbi and Mwaguguma villages)

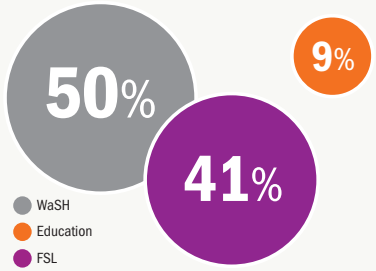
**World Vision** Kahama District (Mwakata, Numbi and Mwaguguma villages)

**5,000** Estimated number of people affected by flood*

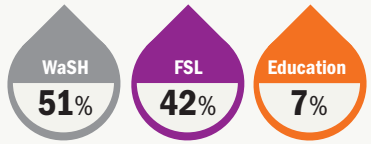
**4,055** Affected people reached from Start Fund activities

*ACAPS Briefing Note Tanzania flood 19 March 2015

## INPUTS BY SECTOR

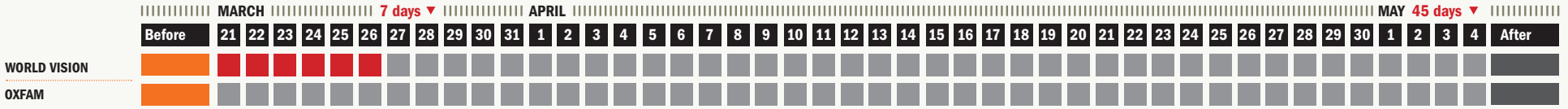



## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment | Preparation for implementation | Implementation of Start Fund activities



**CRISIS RESPONSE SUMMARY**

# TANZANIA FLOOD RESPONSE: March 18 - May 19, 2015



| | | Oxfam | World Vision |
|---|---|---|---|
| LEVERAGING RESOURCES FOR ADDITIONAL RESPONSE | Pre-Start Fund | | World Vision itself (£9,061) |
| | During Start Fund | | |
| | Post-Start Fund | | |
| | Details of additional response | | World Vision reached 1,161 people a week before the Network was alerted and the Fund activated. |
| PROJECT DETAILS | Funds spent out of funds awarded | £33,850 out of £36,473 | £60,198 out of £63,527 |
| | Implementing Partner | N/A | N/A |
| | Existing presence | Current programmes | Current programmes |
| | Procurement | In country | In country |
| | Activities | • 660 chicken distributed to 110 households<br>• 580 goats distributed to 116 households<br>• 580 kg of maize seeds and 7,400 kg of UREA fertiliser distributed in 3 villages (to 932 people)<br>• 97 households capacitated on crop/livestock production and income generation<br>• 4 goat houses established and 4 groups formed for livestock keeping | • 6 shallow wells drilled<br>• 6 water user groups trained on sustainable water use and sanitation<br>• 180 beneficiaries sensitised on hand washing principles<br>• 3 pit latrines constructed in primary schools<br>• 1,000 mosquito nets distributed to 166 households<br>• 2375 text books distributed in primary schools |
| | Additional Information | **This intervention was the smallest by the Start Fund to date in terms of number of people affected and shows the Fund's ability to operate in small-scale natural disasters.** | |

## Intervention Summary:

A storm accompanied by strong winds, hail and flash floods, left a trail of destruction on March 3, 2015 in three villages in Kahama district, located in the Shinyanga region of Northwest Tanzania. The storm affected 5,000 people, killing 47, injuring 112, displacing 3,500, killing livestock, destroying school textbooks, contaminating water and destroying much needed crops roughly six months from the start of the next planting season. Government and aid agencies responded, but a funding gap remained in the sectors of WaSH, health, education and FSL.

On March 19, the Start Fund allocated £100,000 to two projects. Two agencies (Oxfam and World Vision) responded directly in all three affected villages. One project focused entirely on FSL through food distribution, capacity building on income generation and crop/livestock production and animal housing to restore the economic conditions of the victims most reliant on agricultural activities and livestock keeping. Another project focused on multiple sectors, addressing WaSH (shallow well drilling, hygiene promotion training/awareness, latrine construction, mosquito net distribution) and education (textbooks) needs.

Through effective coordination with aid agencies and local government officials (District Council and SIDO [Small Industries Development Organisation]) and communication with local communities, the intervening agencies reached 4,055 beneficiaries, 328 fewer than planned. Projects targeted people most affected by the storm, including female-headed households, children, elderly, widows and families that had lost productive inputs. A full 81% of the affected individuals were reached through the two projects (50% female, 50% male). Children under 18 (39%) and people over 50 (5%) together made up 41% of beneficiaries.

Unexpected rains posed a challenge to project delivery due to raised water levels, which caused pit walls to collapse and made digging difficult. Staff responded by spending additional hours using de-watering machines to reach the required depth of the open pits/wells. It also became clear during implementation that the majority of affected people lacked permanent shelter, including many teachers who were forced to rent rooms further away from their schools. The two projects did not address this issue, given their timeframe and funding limitations.

## Lessons from the Response:

The 15-day delay in raising an alert for this emergency impacted the timeliness of a Start Fund activation.

- In the project selection committee meeting, several members questioned whether the window to respond had passed and whether the needs had already been addressed by the Red Cross. It was agreed that needs still existed and that the Start Fund would still be able to have an impact.
- The timing of the alert led one member to express that a more modest allocation would be suitable.

Conflicting information on the needs of the affected population called into question the quality of information available to the Start Fund.

- The ACAPs briefing provided conflicting information on the response needed. For example, it noted that the emergency relief operations were over, yet identified the needs of temporary shelter and emergency food aid.
- ACAPs indicated that there were no updates since 5 March 2015, yet a full assessment was released by the government of Tanzania during the week of 9 March 2015.

Community engagement and inflexible processes formed two major obstacles during implementation.

- Oxfam noted difficulties in forming community groups as a result of negative past experiences in group-managed interventions.

Complex and/or inflexible procurement processes threaten the delivery of projects with limited timeframes.

- Oxfam noted that organisational procurement processes posed a challenge to implementing within a limited timeframe.

# CRISIS RESPONSE SUMMARY

# YEMEN ESCALATION OF CONFLICT: April 1 - June 3, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 68.25 hours | £293,953 | 26,992 | 41,087 |

## RESPONSE TIMELINE

**14:00 APRIL 1** — **Alert:** Escalation of conflict **6** agencies send survey **14** agencies support allocation meeting

**13:00 APRIL 2** — **Allocation Telecon:** **12** out of **14** members vote to respond with **£400,000**

**16:00 APRIL 3** — **Application deadline:** **2** projects apply

**10:15 APRIL 4** — **Project Selection** (Yemen): **2** projects are funded with a budget of **£294,720**

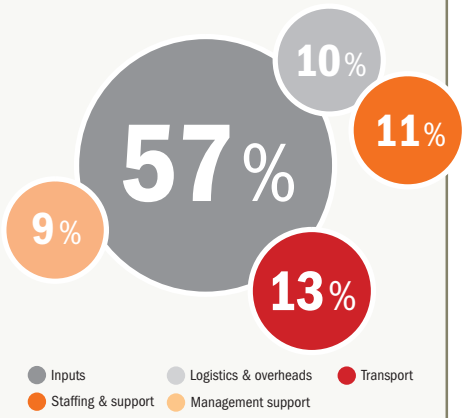
**APRIL 4** — **Projects start:** **2** projects begin implementing immediately

**MAY 19** — **Projects end:** **2** projects finish implementing

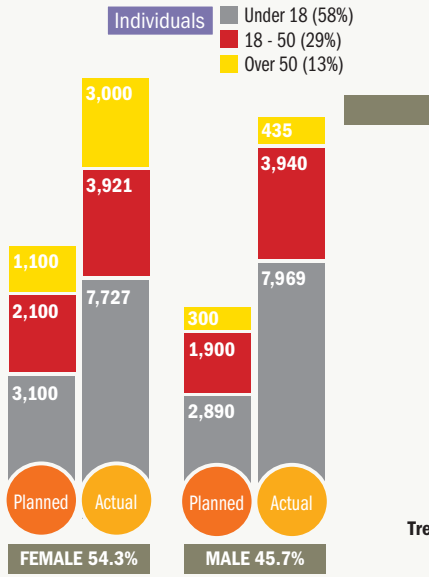
**JUNE 3** — **Projects report:** **2** projects report reaching **26,992** people with **£293,953**

DAY 1 — 24hrs — DAY 2 — 48hrs — DAY 3 — 72hrs — 7 days — 45 days — 60 days

## BREAKDOWN OF FUNDS SPENT




## BREAKDOWN OF PEOPLE REACHED




Adjusted total (planned/actual): 11,400/26,992

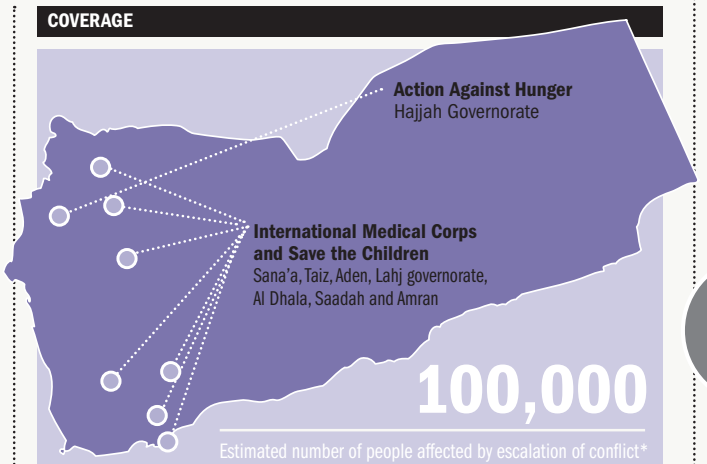
*IMC reach figures are estimated




Cumulative Total = 41,087

*Figures refer to number of people assisted

## COVERAGE



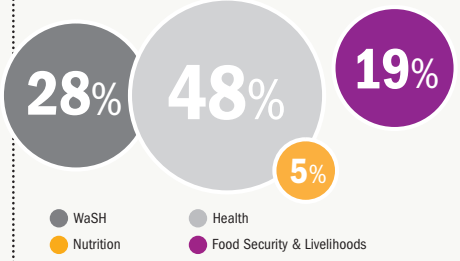

**100,000**
Estimated number of people affected by escalation of conflict*

**26,992**
Affected people reached from Start Fund activities

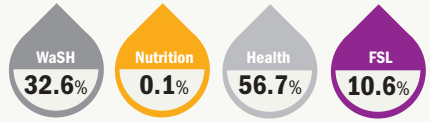
**11,400**
Planned reach from Start Fund activities

*ACAPS 2 April 2015 briefing note- number of internally displaced persons (IDPs) as a result of recent fighting

## INPUTS BY SECTOR




## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment — Preparation for implementation — Implementation of Start Fund activities

APRIL — 7 days — MAY — 45 days

Before | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | After

ACTION AGAINST HUNGER

INTERNATIONAL MEDICAL CORPS — 1 April

**CRISIS RESPONSE SUMMARY**

# YEMEN ESCALATION OF CONFLICT: April 1 - June 3, 2015



| | | |
|---|---|---|
| | ACTION AGAINST HUNGER ACF INTERNATIONAL | International Medical Corps |
| **LEVERAGING RESOURCES FOR ADDITIONAL RESPONSE** | | |
| **Pre-Start Fund** | | |
| **During Start Fund** | $1,700,000 (£1,081,390) from UN OCHA on May 10, 2015 | |
| **Post-Start Fund** | | |
| **Details of additional response** | Estimated beneficiary reach from additional funds: 68,626 | |
| **PROJECT DETAILS** | | |
| **Funds spent/ funds awarded** | £112,453 out of £113,220 | £181,500 out of £181,500 |
| **Implementing Partner** | N/A | N/A |
| **Existing presence** | Current programmes | Current programmes |
| **Procurement** | In-country | Locally/in-country and international |
| **Activities** | • 48 children under five treated for severe acute malnutrition<br>• 103 people consulted for common illnesses<br>• 153 women individually counselled<br>• 1,000 households provided with silver ceramic water filters<br>• 1,000 households provided with hygiene and basic NFI kits<br>• 649 households provided with cash transfers | • 20,000 patients provided with pharmaceutical drugs & medical supplies<br>• 3,050 patients treated for basic or advanced trauma in 10 hospitals |
| **Additional Information** | **This response was preceded by a £200,000 activation in Yemen from July 17 to August 31, 2014 in response to a spike in violence between government forces and Houthi rebels in Amran City, and was followed by a £700,000 activation in Yemen from May 1 to June 15, 2015 in response to increasing needs, changes in member access and capacity, and a continued gap in humanitarian funding.**<br><br>**Action Against Hunger accessed its 1% learning budget of £1,132.20 to measure the effect of emergency response on host and IDP populations amidst an on-going livelihood support programme. Findings will feed into best practice guidelines that will be used in future programme design to enhance preparedness internally and at community level.** | |

## Intervention Summary:

On March 26, 2015, Saudi Arabia, with a 10-country coalition, launched an air campaign in Yemen in response to the advances of Houthi rebels, AQAP and other anti-government forces. These airstrikes, combined with widespread ground clashes, killed hundreds, wounded thousands and displaced an estimated 100,000 people across 13 of Yemen's 21 governorates. In a country already severely strained by water and food insecurity, limited electricity, crumbling infrastructure and a collapsed healthcare system, this crisis drastically reduced the availability of supplies, restricted movement of support personnel and created a major funding gap especially in the sectors of WaSH, health, FSL and nutrition.

On April 4, the Start Fund allocated £293,953 to two projects (Action Against Hunger and International Medical Corps) that responded directly in Hajjah and Lahj governorates, Sana'a, Taiz, Aden, Al Dhala, Saadah and Amran. One project treated IDPs for trauma and provided drugs and medical supplies, and the other provided water purification filters and hygiene/NFI kits, individual counselling, treatment for common illnesses and severe acute malnutrition and cash transfers (for food).

This response occurred in a rapidly escalating crisis. The number of IDPs and needs continued to rise, causing both agencies to prioritise more urgent lifesaving activities. A fuel shortage caused the price of fuel to increase by an average of 500% since the beginning of the crisis, forcing agencies to find alternative sources and pay higher costs on the open market. Food prices rose sharply, increasing the need for food-related cash transfers. Expatriate staff were forced to evacuate the country in early April, leading one agency to establish a coordination office in Amman to manage its national team remotely. Bank transfers took longer than usual to process and delayed implementation of cash transfers and payment to suppliers. Throughout, airstrikes and insecurity escalated and restricted staff coverage and access.

The intervening agencies reached 26,992 people (54.3% female, 55.7% male), more than a quarter of those affected at the time and 15,592 more than planned as a result of the growing IDP population, surge in the number of hospital patients and reallocation of funds to more immediate lifesaving activities. There were, however, fewer than expected treatments for severe acute malnutrition and common illnesses, as well as cases of individual counselling due to the restricted movements of staff.

Projects targeted Internally Displaced People (IDPs) who were either settled temporarily in public institutions such as schools and health centres or integrated within host households based on family relations or kinship ties. Children under 18 (58.2%) and people over 50 (12.7%) together made up 70.9% of people reached.

## Lessons from the Response:

Tracking people by name reduces the likelihood of inclusion errors when targeting households in an IDP context.

- One agency noted difficulties in defining households amongst IDPs that had temporarily settled in schools and health centres, given that many households were sharing temporary structures and sharing meals. Relying on beneficiary names allowed staff to detect double targeting of households.

Community leaders may need to be sensitized to cash transfer activities to prevent delays.

- One agency reported that community leaders and incoming IDPs on several occasions stopped distributions and demanded to be included on lists of cash transfer recipients.

In conflict settings, strong coordination and community relationships drastically improve an agency's ability to distribute supplies to remote areas and populations most in need.

- Both agencies coordinated closely with NGOs, government and other actors to identify and register those most in need, access field sites, implement activities, share information and prevent duplication.
- One agency reported that without the support of partners and authorities on the ground, particularly health facility and hospital managers and the governorate health office, it would not have been able to reach areas that are generally inaccessible, such as Al Dhala, Lahj and Saadeh.

Fuel shortages can have a hugely negative impact on project delivery and should be included in project designs in contexts that are prone to this risk.

- The fuel shortage in Yemen increased the cost of fuel by an average of 500% since the escalation of conflict and severely delayed both the distribution of supplies and the movement of agency staff to fixed and mobile sites in the field.

# CRISIS RESPONSE SUMMARY

# NIGERIA IDP RESPONSE: 07 April - 09 June, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 71.25 hours | £192,584 | 25,122 | 72,316 |

## RESPONSE TIMELINE

**12:00 APRIL 07** — **Alert:** Flooding **13** agencies send survey **13** agencies support Start Team allocation

**14:15 APRIL 08** — **Start Team Allocation:** **4** team members unanimously vote to activate the Start Fund for **£250,000**

**12:00 APRIL 09** — **Application deadline:** **2** projects apply

**11:15 APRIL 10** — **Project Selection:** (Abuja): **2** projects are funded with a budget of **£219,986**

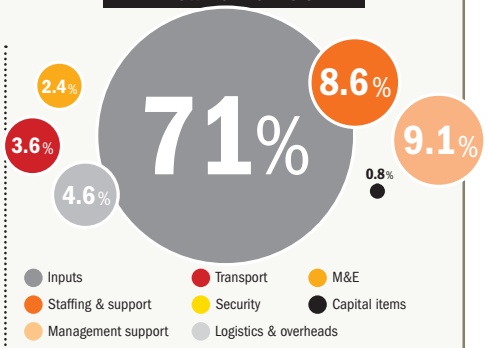
**APRIL 17** — **Projects start:** **2** projects begin implementation within **9** days

**MAY 25** — **Projects end:** **2** projects finish implementing

**JUNE 09** — **Projects report:** **2** projects report (1 on 16/06) reaching **25,122** people with **£192,584**

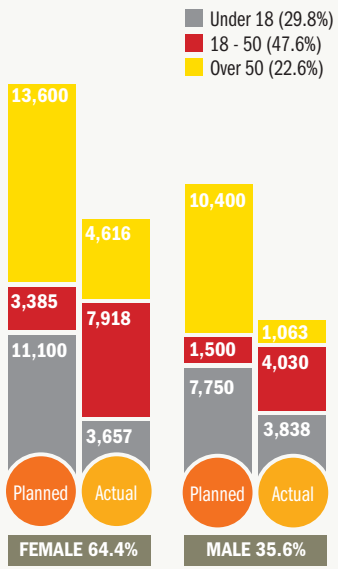
DAY 1 — 24hrs — DAY 2 — 48hrs — DAY 3 — 72hrs — 7 days — 45 days — 60 days

## BREAKDOWN OF FUNDS SPENT




## BREAKDOWN OF PEOPLE REACHED

### Individuals*




*Adjusted Total planned/actual = 47,735/25,122

### Activities*

**Food distribution** (packages and vouchers) — 21,274

**Water containers** — 17,237

**Hygiene promotion training/awareness raising** — 10,000

**Water purification tabs and water sachets** — 7,415

**Hygiene kits and NFIs** (includes oral hygiene kits) — 5,115

**Mosquito nets** — 4,610

**Shelter kits and NFIs** — 3,520

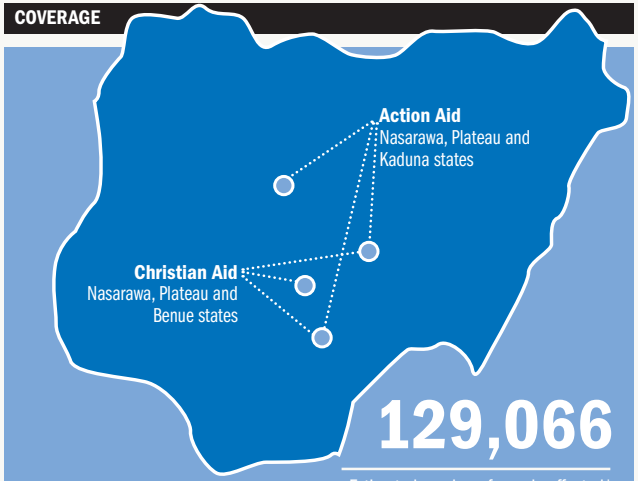
**Borehole rehabilitation** — 3,000

**Psychosocial counselling** — 117

**Trainings in humanitarian responsiveness** — 28

Cumulative Total direct = 72,316 people *Figures refer to number of people assisted

## COVERAGE



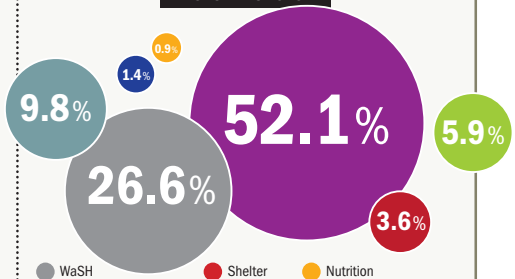

**129,066**
Estimated number of people affected*

**47,735**
Planned reach from Start Fund activities (37%)

**25,122**
Affected people reached from Start Fund activities (19.5%)

As reported in the ACPAS note. Includes both IDPs and victims of local conflict

## INPUTS BY SECTOR*




*The category "Others" corresponds to costs of conducting assessments and promotion activities.

## PEOPLE REACHED BY SECTOR




*In addition,a small percentage of people were reached through nutrition, health and protection activities.

## PROJECT TIMELINE

Needs Assessment — Preparation for implementation — Implementation of Start Fund activities

APRIL — 7 days — MAY — 45 days

Before | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | After

ACTION AID

CHRISTIAN AID

**CRISIS RESPONSE SUMMARY**

# NIGERIA IDP RESPONSE: 07 April - 09 June, 2015



PROJECT DETAILS

| | actionaid | christian aid |
|---|---|---|
| **Funds spent out of funds awarded** | £61,753 out of £89,100 awarded<br>The project repeatedly found cheaper inputs than expected, mostly due to Nigerian currency's volatility, which allowed for FSL activities to be almost 50% cheaper. | £130,832 out of £130,886 awarded |
| **Implementing Partner** | Project Agape (Nassarawa State), YARAC (Plateau State) and YOTASCID (Kaduna State) | Jireh Door Foundation (JDF), Ohonyeta Care Givers (OCAG) and Justice Development and Peace/Caritas of the Catholic Archdiocese of Jos (Plateau State) |
| **Existing presence** | Pre-existing partner | Current Programmes |
| **Procurement** | In country | In country |
| **Activities** | • Food packages (50 kg rice, 10 kg beans, seasoning, salt) distributed to 758 Households (or 3,790 people)<br>• NFI packages (soap, Dettol, toothpaste and brush, mosquito nets, female sanitary towels, blankets, clothes) distributed to 562 Households (or 2,810 people)<br>• Support for Post-Traumatic Stress Disorder (PTSD) for 117 women suffering from violence and abuse (including sexual abuse) | • Bags of mixed grain distributed to 247 lactating mothers<br>• 500 bags of rice, 105 bags of maize, millet and guinea corn, 2 bags of ground nuts, 85 bags of beans, 110 bags of Cassava, 1,175 gallons of cooking oil, 2,000 packages of salt and 125 bags of Semovita distributed to 17,237 people from 3,750 households and mixed grain provided to 247 lactating mothers<br>• WaSH kits (toothpaste and toilet paper) distributed to 2,305 people, water filters to 7,415 people and water containers to 17,237 people<br>• 10,000 people given hygiene awareness training<br>• 1 borehole rehabilitated in 1 camp<br>• Mosquito nets distributed to 1,800 people and blankets to 3,520 people |
| **Additional Information** | **This is the second Start Fund response in Nigeria. The first, in November 2014, also dealt, at least partly, with the humanitarian effects of the insurgency in the northeast by addressing needs related to water and sanitation.**<br><br>**On this occasion, both Action Aid and Christian Aid have confirmed that they will use funds available for learning activities after completion of the project.** | |

## Intervention Summary:

Recently, political violence in Nigeria has increased, especially in the northeast where the Islamist militias of Boko Haram have challenged state power and directly attacked thousands of civilians, causing massive displacement, uncertainty and crisis. Most displaced people have fled to neighbouring countries or stayed in the northeast, but as many as 47,000 IDPs are now living in the central states of Plateau, Nasarawa and Benue, either in host communities or camps. Alongside this influx, ongoing socio-economic conflict (mostly between pastoralist and farmer communities) has claimed 400 lives since the beginning of 2015, provoking the displacement of 82,000 people.

On April 10, the Start Fund allocated resources to two projects aiming to work directly with both IDPs and victims of local violence and partnered with six local organisations. Projects mostly addressed WaSH and FSL needs through the distribution of food kits, NFI for WaSH and infrastructure rehabilitation in camps. In addition, one agency decided to include psycho-social support to victims of violence, sexual abuse and marginalisation.

Agencies conducted assessments and partnered with government bodies and local associations to identify the most pressing needs and most vulnerable areas. The State Emergency Management Agencies guided projects to work in the areas where assistance was lacking. Community leaders and religious authorities participated in distribution activities, and agencies coordinated with OCHA and the WaSH cluster.

The Start Fund spent £192,584 (52% FSL, 26% WaSH) to reach 25,122 people (64% female; 29% under 18 and 13% over 50), or 19.5% of those affected in these three Nigerian states. One agency indicated that some of the project's activities would continue under different programmes, although additional funds were not reported.

## Lessons from the Response:

Participatory inclusion, especially from a gender perspective, is essential in a patriarchal context like Nigeria.

- The intervention offered both psycho-social and material support to women, which helped them develop more influential positions among their households and communities.
- Women's rights, woman leadership and woman empowerment can be boosted when agencies clearly centre their communication mechanisms with affected population on the role that women groups can play for assessment of local needs, distribution of items and other activities.
- Projects follow-up actively involved female IDP representatives and volunteers.

The context where projects are developed is not only limited to the characteristics of the emergency itself but also to the national setting.

- On the one hand, agencies realised that structural conflicts and ongoing violence in central Nigeria, more than the recent influx of IDPs, provoked a need for more protection-oriented activities.
- On the other hand, security-related protection activities were cancelled when security agencies were unavailable because their staff had been deployed to parts of the country considered more unstable given the election and power-shifting at the national level.

Strong networks of local volunteers are an important element to guarantee efficient and speedy interventions.

- Mobilizing networks of volunteers not only contributed to the effectiveness of distribution and promotion activities but also efficiency, because inputs were delivered faster and more efficiently at lower costs.

# CRISIS RESPONSE SUMMARY

# YEMEN ONGOING VIOLENCE RESPONSE: 28 April - 30 June, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 71.5 hours | £593,645 | 74,574 | 80,715 |

## RESPONSE TIMELINE

**11:00 APRIL 28** — **Alert:** Ongoing Violence **16** agencies send survey **8** agencies support allocation telecon (DAY 1, 24hrs)

**13:00 APRIL 29** — **Allocation Telecon:** All **10** committee members vote unanimously to respond with **£700,000** (DAY 2, 48hrs)

**15:00 APRIL 30** — **Application deadline:** **4** projects apply

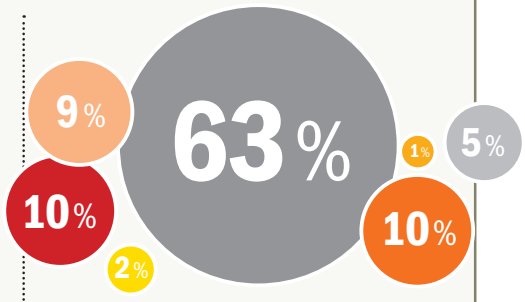
**10:30 MAY 01** — **Project Selection** (Yemen): **4** projects are funded with a budget of **£616,332** (DAY 3, 72hrs)

**MAY 08** — **Projects start:** **2** projects begin implementation within **1** day; one begins after **17** days (7 days)

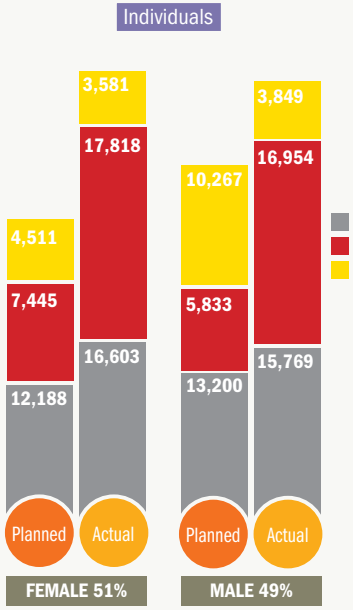
**JUNE 15** — **Projects end:** **4** projects finish implementing (45 days)

**JUNE 30** — **Projects report:** **4** projects report reaching **74,574** people with **£593,645** (60 days)

## BREAKDOWN OF FUNDS SPENT




## BREAKDOWN OF PEOPLE REACHED




Adjusted total actual: 74,574

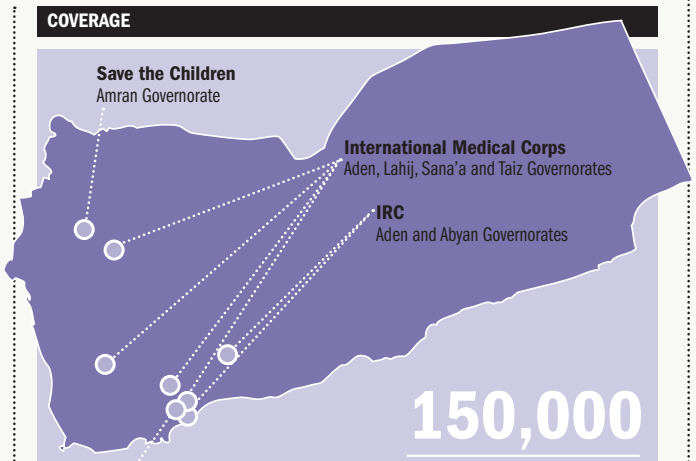
Under 18 (43.4%)
18 - 50 (46.6%)
Over 50 (10%)

Activities*

| | |
|---|---|
| Treatment of trauma victims | 1,500 |
| Hygiene promotion training/awareness | 1,634 |
| Hygiene kits and NFIs | 4,515 |
| Water containers | 4,515 |
| Other WaSH activities | 4,515 |
| Water purification tabs and filters | 9,030 |
| Food distribution (packages and vouchers) | 18,089 |
| Supporting health centres | 36,917 |

*Figures refer to number of people assisted.
Cumulative total direct: 80,715
**Cumulative total indirect: 606,791

## COVERAGE



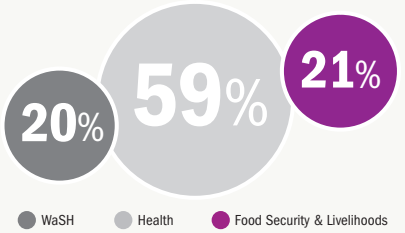

**150,000**
Estimated number of IDPs*

**74,574**
Affected people reached from Start Fund activities (49.7%)

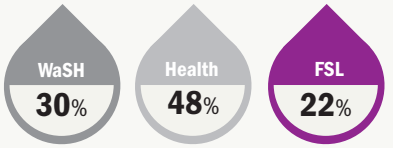
**56,856**
Planned reach from Start Fund activities (37.9%)

*ACAPS briefing note 29 Apr 2015

## INPUTS BY SECTOR

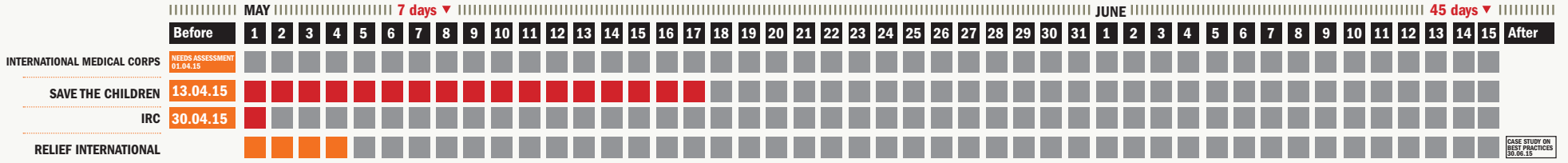



## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment | Preparation for implementation | Implementation of Start Fund activities



# CRISIS RESPONSE SUMMARY

# YEMEN ONGOING VIOLENCE RESPONSE: 28 April - 30 June, 2015



| | International Medical Corps | Save the Children | International Rescue Committee | Relief International |
|---|---|---|---|---|
| **LEVERAGING RESOURCES FOR ADDITIONAL RESPONSE** | | | | |
| **Pre-Start Fund** | | | | |
| **During Start Fund** | | | Swedish Aid (€150,000~£110,200)<br>Dutch MoFA (€674,503~£495,740) | |
| **Post-Start Fund** | ECHO and OFDA | | UN OCHA ($683,870 ~ £447,280) | |
| **Details of additional response** | | | An estimated 118,500 people were expected to be reached thanks to these funds, mostly through WaSH, Nutrition and Health activities in the same regions of Yemen where IRC used Fund resources for its intervention. | |
| **PROJECT DETAILS** | | | | |
| **Funds spent/ funds awarded** | £96,141 out of £102,978 | £121,561 out of £121,561 | £144,624 out of £159,481 | £231,319 out of £233,332 |
| **Implementing Partner** | Direct implementation | Wadyan Association | Direct implementation | Direct implementation |
| **Existing presence** | Current programmes | Current programmes and External Partner | Current programmes | Current programmes |
| **Procurement** | In-country | In-country | In-country | Internationally |
| **Activities** | • 645 IDP households each received two water storage tanks, basic hygiene kits, blankets, water filters and purification tabs, benefiting 4,515 people<br>• 8 community volunteers trained in and implemented hygiene promotion | • 2,890 households received food baskets (containing sugar, rice, cooking oil, tomato paste, beans and salt), benefiting 18,089 people | • 10,278 people treated in four hospitals supported with equipment, medical supplies and emergency drugs<br>• By supporting 13 health facilities, 26,639 people benefited from the provision of essential drugs and medical supplies | • 50 health facilities and three hospitals, whose catchment areas mostly cover IDPs, were supported with medicine, emergency kits, consumables and essential drugs |
| **Additional Information** | **This was the third Start Fund intervention in Yemen in less than 18 months and the second in less than two months. The violent political and social crisis in the country has affected the livelihoods of an estimated 60% of the population (16,000,000).**<br><br>**Start Fund interventions paid special attention to IDPs, which at the launch of this third intervention were estimated at over 150,000 individuals, a 50% increase compared to the previous intervention a few weeks before.** | | | |

## Intervention Summary:

In the context of ongoing political conflict that has affected around 60% of Yemen's population (around 16 million) and forced thousands to flee their homes, the Start Fund was alerted in Yemen only weeks after another successful alert. Four agencies were allocated over £600,000, the largest amount ever made for a single country. Projects were selected on the basis of soundness and realism, but also continuity: one of the implementing agencies was allocated resources for a direct extension of their previous project only a few weeks earlier.

Agencies implemented programmes covering IDP needs in health, WaSH and FSL, with a strong focus on supporting health facilities. Such activities had to be delivered in a tense and insecure environment that by then included foreign military interventions, escalating violence, infrastructure breakdown and polarisation of political conflict in a complex triangle between a weakened government, restless rebels and well equipped fundamentalist organisations —although the latter were less present in the intervention areas.

Security constraints caused important delays in distribution, as well as in accessibility to areas where conflict was more intense. Agencies adapted to changing circumstances by either changing their original plans or strengthening their collaboration with local and international partners in the areas. Constant communication with community representatives and authorities on both side of the conflict improved access to IDP communities, and most agencies had to consider alternative sources of procurement and distribution.

With speed, flexibility and negotiation, agencies supported 63 health facilities and 7 hospitals in five different regions (distribution of medicines, emergency kits and equipment). This was complemented by community-outreach activities such as training of community volunteers in hygiene promotion, distribution of WaSH inputs (water filters, containers, etc) among IDP communities and distribution of food packages to almost 3,000 households. A total of 74,574 people were reached (51% female, 43.4% under 18, 10% over 50) with £593,645, and agencies continued to implement after the Start Fund's 45 day timeframe with at least £1,053,220 sourced from other donors.

## Lessons from the Response:

Engaging in negotiation processes with warring parties secured access for humanitarian assistance.

- In order to guarantee safe distribution of aid to affected people across fighting lines, one agency proactively decided to negotiate with different forces involved in the Yemen conflict.
- Such an uncommon practice —with regards to past Start Fund experiences— was key to the success of the agency's project and allowed it to continue working in the areas after completion of its 45 day project.

Speed and flexibility are especially important for maximising the quality of interventions in conflict-related responses.

- Speed helped secure access to areas that would have been harder to reach later, and flexibility helped switch procurement items as needed.
- Agencies and the L&E Committee suggested that conflict-related circumstances seem to require even greater flexibility, especially regarding implementation timeframes. Projects need to adapt to difficult negotiating processes with warring parties and react to institutional collapse. In Yemen, had agencies enjoyed even greater flexibility activities such as procurement medical drugs could have probably been more effective.
- Additional flexibility helps explain why projects in conflictive settings have better potential to overcome administrative obstacles than projects implemented in other contexts.

Continuity between successive Start Fund interventions can improve the Fund's ability to have a positive influence on the evolution of the crisis for people affected.

- One agency completed the Start Fund's first double activation, which allowed it to continue health and WaSH activities in Aden and also access additional areas that were not accessed previously.
- The Start Fund's previous activation in Yemen was made with the expectation that a second activation be considered at a time when improved access and capacity would allow additional agencies to respond: this Yemen activation was made 14-days into that earlier activation.
- This double activation demonstrates the Fund's adaptability at the system level by supporting timely allocation of resources (efficiency), the right amount of resources (economy) and quality of programming (effectiveness) because new needs could be addressed as more information became available to members.

# CRISIS RESPONSE SUMMARY

# RWANDA REFUGEE INFLUX FROM BURUNDI: APRIL 28 - JUNE 30, 2015

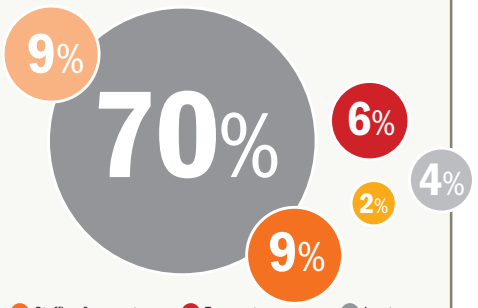
| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 73 hours | £275,098 | 27,625 | 78,511 |

## RESPONSE TIMELINE

| 11:00 APRIL 28 | 13:00 APRIL 29 | 15:00 APRIL 30 | 12:00 MAY 1 | MAY 1 | JUNE 15 | JUNE 30 |
|---|---|---|---|---|---|---|
| **Alert:** Rwanda Refugee Influx from Burundi<br>**14** agencies send survey<br>**14** agencies support allocation meeting | **Allocation meeting:**<br>**8** out of **9** members vote to respond with **£300,000** | **Application deadline:**<br>**5** projects apply | **Project Selection** (Kigali): **4** projects are funded with a budget of **£275,281** | **Projects start:**<br>**4** projects begin implementing immediately | **Projects end:**<br>**4** projects finish implementing | **Projects report:**<br>**4** projects report reaching **27,625** people with **£275,098** |

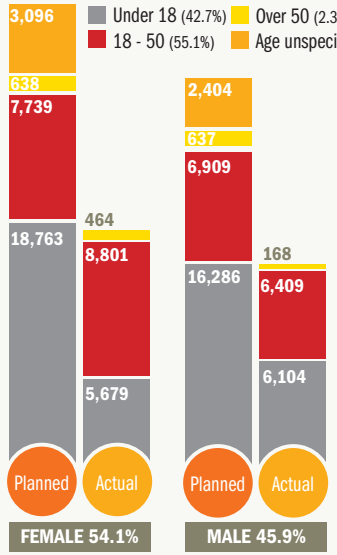
DAY 1 — 24hrs — DAY 2 — 48hrs — DAY 3 — 72hrs — 7 days — 45 days — 60 days

## BREAKDOWN OF FUNDS SPENT




## BREAKDOWN OF PEOPLE REACHED

Individuals*




*Planned and actual reach is based on the gender and age ratios of four overlapping projects in Mahama Camp. Adjusted total direct: 27,625

Activities*

**Therapautic & Supplementary Feeding Program (T/SFP)**: 20,681

**Hygiene kits and NFIs**: 18,000

**Training/Awareness Raising on Child Protection**: 10,420

**Construction of safe spaces**: 8,042

**Recreation**: 7,991

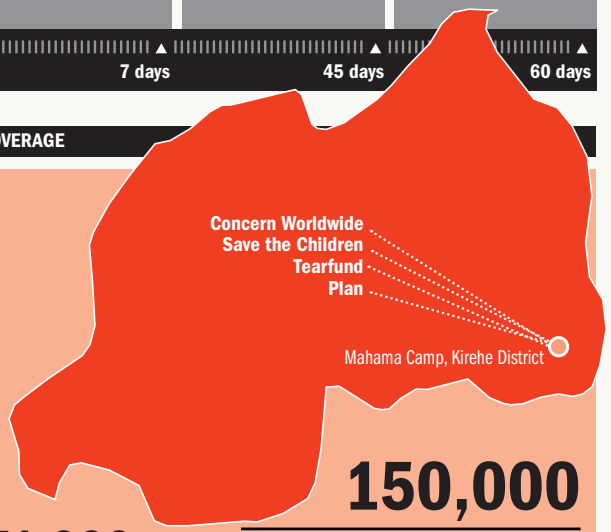
**Education kits**: 6,488

**Vulnerability focal points & referrals**: 3,889

**Nutritious Food Distribution**: 3,000

*Figures refer to number of people assisted Cumulative total direct: 78,511

## COVERAGE




**150,000**
Anticipated number of refugees from Burundi*

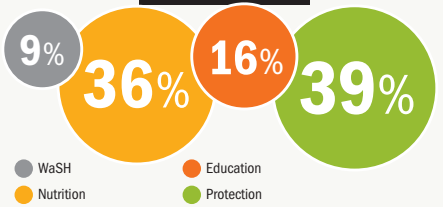
**71,200**
Actual number of refugees from Burundi**

**56,472**
Planned reach from StartFund activities (38%)

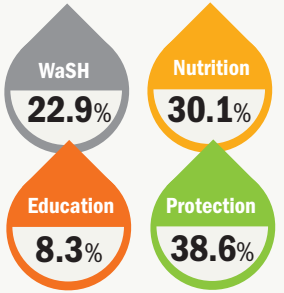
**27,625**
Affected people reached from Start Fund (39%)

*ACAPS April 28 2015 briefing note
**OCHA flash update no. 19 on 31 July 2015

## INPUTS BY SECTOR




## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment — Preparation for implementation — Implementation of Start Fund activities

| | Before | APRIL 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | MAY 31 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CONCERN WORLDWIDE | 22 April | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PLAN | 28 April | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SAVE THE CHILDREN | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TEARFUND | 28 April | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

# CRISIS RESPONSE SUMMARY

# RWANDA REFUGEE INFLUX FROM BURUNDI: APRIL 28 - JUNE 30, 2015



| | Concern Worldwide | Plan | Save the Children | Tearfund |
|---|---|---|---|---|
| **LEVERAGING RESOURCES FOR ADDITIONAL RESPONSE** | | | | |
| **Pre-Start Fund** | £5,900 from Concerns general funds | | | |
| **During Start Fund** | | £30,000 GBP from Jersey Overseas Aid Commission (JOAC); £64,047 ($100,000) from UNICEF; and £307,476 ($480,000) from UNHCR in June 2015 | | Funding from Jersey Government on 20 May 2015 |
| **Post-Start Fund** | | | | |
| **Details of additional response** | The additional funding supported an estimated 27,625 people (entire population of Mahama camp) with maternal infant and young child nutrition (MIYCN) procurement, MIYCN training for community health workers and additional equipment for nutrition centres. | The additional funding is supporting an estimated 15,000 people. | | The additional funding is supporting an estimated 12,000 people. |
| **PROJECT DETAILS** | | | | |
| **Funds spent out of funds awarded** | £40,513 out of £40,513 | £89,633 out of £89,768 | £84,952 out of £85,000 | £60,000 out of £60,000 |
| **Implementing Partner** | American Refugee Committee (ARC) | Direct implementation | Direct implementation | African Evangelical, Enterprise (AEE) Government of Rwanda and UNHCR |
| **Existing presence** | Current programmes | Current programmes | Current programmes | Pre-existing programmes |
| **Procurement** | In-country/locally | In-country/locally | In-country/locally | In-country/locally |
| **Activities** | • 4,629 children between 6 and 59 months assisted through construction of a nutrition centre and therapeutic/supplementary nutrition services<br>• 20,681 people assisted through nutrition screening and education | • 29 children assisted by case management related to psychosocial support and basic food and shelter needs<br>• 47 people affected by sexual gender-based violence (SGBV) assisted by case management<br>• 9,866 people informed about child protection issues through a community awareness campaign<br>• 1,019 unaccompanied and separated children supported with temporary caregivers and referrals<br>• 8,042 children and youth provided with recreational and psychosocial activities through 10 child-friendly spaces, 1 playground, and 3 UNICEF tents<br>• 51 community mobilizers trained on child protection and sexual gender based violence (SGBV) | • 503 vulnerable people identified, registered, informed about available services and referred to relevant services 392 for NFI support, 168 for health treatment, 27 for shelter provision, and 3 for wheelchair provision<br>• 6,488 children registered for classes and provided with learning materials (once teachers are hired and trained) | • 3,000 people provided with nutritious flour to make porridge<br>• 15,000 people provided with WaSH NFI kits<br>• 3,000 girls and women provided with female sanitary pads |
| **Additional Information** | **Save the Children accessed its 1% learning budget of £850 to build the capacity of its staff and partners in the use of data collection and analysis tools to improve community based protection activities in Mahama camp.** | | | |

## Intervention Summary:

On April 26, 2015, Burundian President Nkurunziza announced that he would seek a third term, a violation of the country's constitution and peace accord. In early April, fearing civil unrest, 20,567 people fled into Rwanda at a rate of 200-300 per day. Following the president's announcement, the influx of refugees increased to 3,000 per day, overwhelming reception centres in Bugesera and Nyanza districts and leading UNHCR and the Rwandan government's Ministry of Disaster and Management Affairs (MIDIMAR) to scale up relocation to a refugee camp in the Mahama sector of Kirehe district. Given predictions that this camp's population would increase from 20,000 to 50,000 within a week, a significant funding gap existed in the sectors of Education, Protection, Nutrition and WaSH.

On May 1, the Start Fund allocated £275,281 to four projects (Concern, Plan, Save the Children and Tearfund) that responded in Mahama camp. Concern constructed and supplied a nutrition centre for children and conducted nutrition screening and education. Plan focused on protection activities, particularly for children, including case management, psychosocial support, recreation, assistance to unaccompanied and separated children and people affected by sexual gender based violence. Save the Children planned to provide children with learning materials and identified, registered and referred vulnerable people to services related to NFI support, health treatment and shelter and wheelchair provision. Tearfund provided nutrition support, as well as much-needed WaSH NFIs and female sanitary pads.

Projects experienced several challenges during implementation, including delays in procurement for food distribution and in acquiring permissions from authorities, frequent movement of refugees, change in government protocols that required sector alterations and failure of supporting agencies to complete activities that were a pre-requisite for implementing some Start Fund activities.

The intervening agencies reached 27,625 people (54.1% female, 45.9% male), nearly 39% of those affected but only half as many people as planned as a result of fewer than anticipated numbers of refugees entering Mahama camp. Projects targeted all refugees in Mahama Camp, with particular attention paid to the most vulnerable, including children, pregnant and lactating women, people with HIV/AIDS, and the elderly. Children under 18 (42.7%) and people over 50 (2.3%) together made up 45% of people reached.

## Lessons from the Response:

Having a project up and running in an emergency greatly increases an agency's influence and credibility with other relevant stakeholders.

- Plan noted that based on this project and previous emergencies, it has a greater voice in Cluster meetings and is seen as an equal partner to the UN when it has projects running on the ground.

When an agency depends on the work of another, it should have a contingency plan in place to mitigate the risk of delays by the other agency, and (when possible) should establish an agreement with the other agency to improve accountability.

- Save the Children could not train teachers or disseminate learning materials within 45 days because another agency, ADMA, experienced delays in hiring teachers and building classrooms. There was no formal agreement with ADMA, so it was difficult for Save the Children to play a role in the activities that were outside of its control.

Formal partnerships benefit agencies beyond the duration of their Start Fund projects.

- The MoU that Tearfund entered into with the Rwandan government's Ministry of Disaster Management (MIDIMAR) as a result of this response, along with formal partnership agreements it established with Food for Hungry, World Vision and Living Water International has placed it in a better position for future programming and strategic influence at the national level for policies on social protection and WaSH.

Strong coordination across implementing agencies is critical to reaching the people most in need of assistance within a 45-day emergency response.

- Formal agreements and regular communication between the Rwandan government's Ministry of Disaster Management (MIDIMAR), UNHCR and Start Fund agencies ensured that activities were clearly divided and understood and that gaps and duplications in assistance were avoided.

Screening children upon their arrival at Mahama camp ensured timely identification and treatment of malnourished children.

- Concern Worldwide noted that screening children upon arrival enabled its staff to provide nutrition services before their situation deteriorated.

# CRISIS RESPONSE SUMMARY

# BURUNDI ELECTION VIOLENCE: May 5 - July 7, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 72.5 hours | £427,702 | 41,700 | 76,644 |

## RESPONSE TIMELINE

**12:15 MAY 5** — **Alert:** Election violence **16** agencies send survey **11** agencies support Allocation Committee meeting (DAY 1)

**14:30 MAY 6** — **Allocation: 7** out of **9** Allocation representatives vote to respond with **£450,000** (DAY 2)

**14:30 MAY 7** — **Application deadline: 7** projects apply

**13:00 MAY 8** — **Project Selection:** (Colombia): **4** projects are funded with a budget of **£442,327** (DAY 3)

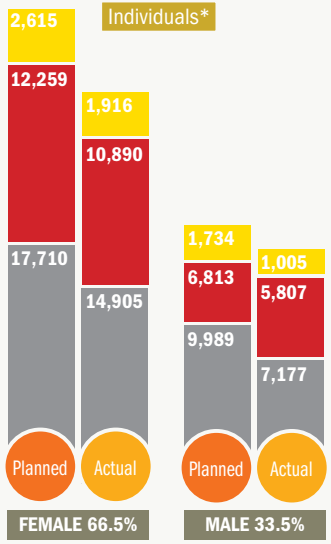
**MAY 8** — **Projects start: 1** project begins implementing immediately and **3** within **3-4** days

**JUNE 22** — **Projects end: 4** projects finish implementation

**JULY 7** — **Projects report: 4** projects report reaching **41,700** people with **£427,702**

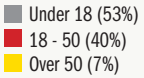
24hrs · 48hrs · 72hrs · 7 days · 45 days · 60 days

## BREAKDOWN OF PEOPLE REACHED




Adjusted Total direct = 41,700

*Fewer people were displaced than anticipated, thus reducing actual reach




Activities*

**Pre-positioning of hygiene kits and NFIs****
36,626

**Community sensitisation (sexual health)**
19,626

**Pre-positioning of shelter kits and NFIs****
18,168

**Pre-positioning of medical supplies for health centres****
1,500

**Trainings in humanitarian preparedness and responsiveness**
523

**Pre-positioning of delivery kits for expectant mothers****
150

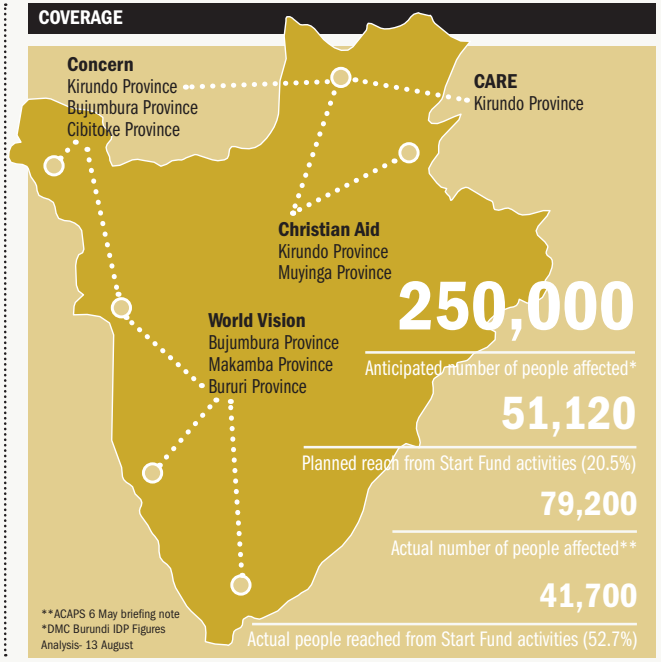
**Training in protection and human rights**
51

Cumulative Total = 76,644

*Figures refer to number of people assisted

**Pre-positioning activities include expected reach of affected people with pre-positioned supplies

## COVERAGE




**250,000**
Anticipated number of people affected*

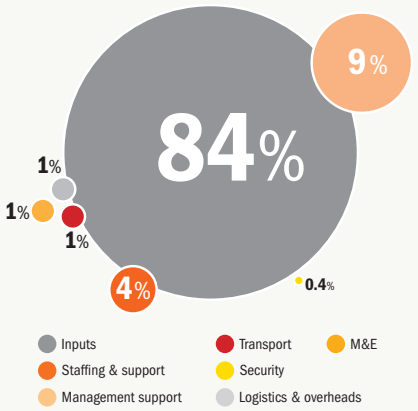
**51,120**
Planned reach from Start Fund activities (20.5%)

**79,200**
Actual number of people affected**

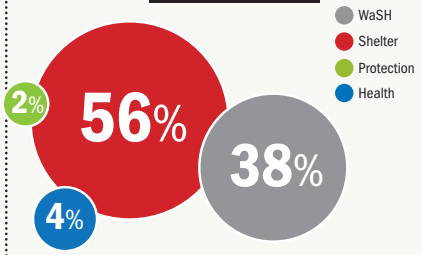
**41,700**
Actual people reached from Start Fund activities (52.7%)

**ACAPS 6 May briefing note
*DMC Burundi IDP Figures Analysis- 13 August

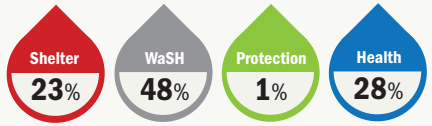
## BREAKDOWN OF FUNDS SPENT




## INPUTS BY SECTOR




## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment · Preparation for implementation · Implementation of Start Fund activities

MAY — 7 days — JUNE — 45 days

| | Before | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | After |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CARE | 16 April | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CHRISTIAN AID | 5 May | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CONCERN | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| WORLD VISION | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

**CRISIS RESPONSE SUMMARY**

# BURUNDI ELECTION VIOLENCE: May 5 - July 7, 2015



| | | | | | |
|---|---|---|---|---|---|
| LEVERAGING RESOURCES | During Start Fund | | | | Internal funds (£30,000) |
| | Post-Start Fund | | | | Two WFP grants for food security and malnutrition (conditional cash transfers for food and nutrition supplementation) |
| | Details of additional response | | | | World Vision internal funds released on 25 May to reach |
| PROJECT DETAILS | Funds spent out of funds awarded | £132,615 out of £146,534 | £76,450 out of £76,450 | £100,565 out of £100,565 | £118,072 out of £118,778 |
| | Implemeting Partner | Direct implementation | Anglican Church of Burundi | Direct implementation | Direct implementation |
| | Existing prescence | Pre-existing partner | Pre-existing partner | Current programmes | Current programmes |
| | Procurement | In-country/locally | In-country/locally | In-country/locally | In-country/locally |
| | Activities | • 4,000 hygiene kits and 1,800 female hygiene kits pre-positioned<br>• 5,000 shelter kits pre-positioned<br>• 600 delivery kits pre-posi tioned for expectant mothers<br>• IEC material pre-positioned on gender-based violence (GBV) and sexual and reproductive health (SRH)<br>• 27 staff members and key community members trained on psychosocial support, GBV and SRH and 24 staff and community members trained on needs assessments and humanitarian principles | • 500 people trained on humanitarian preparedness<br>• 1,500 shelter and NFI kits pre-positioned at key distribution centres<br>• Medical supplies procured for three health centres | • 1,000 shelter NFI kits procured<br>• Feasibility assessment conducted on use of commodity vouchers/cash transfers<br>• 23 staff and partners trained on humanitarian and accountability principles<br>• 6 assessment surveys designed and digitally prepared (3 multi-sectoral rapid assessment tools; 1 beneficiary targeting tool, 1 post-NFI distribution survey, 1 post-cash transfer distribution survey) | • 1,200 hygiene and NFI kits distributed across 2 provinces |
| | Additional Information | • This was the Start Fund's first anticipatory intervention, so all activities focused on crisis anticipation (pre-positioning, sensitisation and training).<br>• CARE accessed an additional 1% learning budget to train staff, local government and community leaders on humanitarian and protection principles, to assist local government and community leaders in defining an emergency working strategy and to agree on a cost-effective community monitoring system for emergencies.<br>• Concern accessed an additional 1% learning budget to publish a learning paper on preparedness. | | | |

## Intervention Summary:

On 26 April 2015, Burundi's ruling party nominated President Pierre Nkurunziza to run for a third term, a move widely viewed as a violation of the constitution and threat to the country's democratic governance. Violent clashes followed, triggering tens of thousands of people to flee. On 5 May, agencies alerted the Start Fund in anticipation that widespread political violence and government crackdowns would lead to as many as 250,000 IDPs in the coming months whose basic needs would not be able to be met by host communities or in the near term by traditional humanitarian funding channels.

On 8 May, 72.5 hours after the Start Fund alert, £442,327 was allocated to 4 projects (CARE, Christian Aid, Concern and World Vision) to address anticipated needs for WaSH, health, shelter and protection (prepositioning, community sensitisation and training activities). Activities also included training on needs assessments and key humanitarian principles, a feasibility assessment on the use of commodity vouchers/cash transfers, and development of M&E tools for multi-sectoral rapid assessments, beneficiary targeting and post distribution monitoring.

Agencies experienced three major obstacles during implementation. First, they faced poor market conditions. Few suppliers were available or accepting purchases without guarantees or partial payments and few companies were willing to transport shelter and NFI kits to Bujumbura given the uncertainty of the security situation. CARE, in particular, found it difficult to source plastic sheeting, and World Vision encountered local market price volatility which required additional negotiations with suppliers and delays to procurement. Second, there was a high degree of insecurity and uncertainty. Christian Aid, for example, was unable to pre-position some kits in local storage centres due to protests and roadblocks, so they remained in Bujumbura. Concern faced a scale-down of its staff which made coordination more challenging, a reduction in working hours, an increase in the cost of transport, and changes in visa procedures for international staff traveling to Burundi which delayed the arrival of head office surge support. Finally, Start Fund agencies found it difficult to implement this anticipatory response within the standard project submission and implementation timeframes, given that procurement and delivery through tender typically take a minimum of 7-8 weeks in Burundi.

The project reached 41,700 people (66.5% female, 33.5% male) with £427,702, 16.7% of those affected and 9,420 fewer than planned. Aid recipients were selected based on displacement status (currently displaced, returned, host population), socio-economic criteria (household assets, access to food) and vulnerability criteria (elderly, child/female-headed households, people with disabilities). Children under 18 (53%) and people over 50 (7%) together made up 60% of people reached.

## Lessons from the Response:

Agencies in Burundi face a severe lack of financial resources for preparedness activities and anticipatory responses may require different timeframes than the regular Start Fund mechanism.

- Concern concluded in its learning paper that resourcing preparedness was the greatest challenge faced by agencies, particularly for pre-positioning of contingency stocks and training, and that despite emergency plans calling for these activities, funds are rarely available from donors prior to the start of a crisis.
- Based on feedback from implementing agencies, anticipatory activations would benefit from: 3-4 days for proposal writing to allow for stronger coordination and 60-75s for implementation to allow for procurement and delivery through tender.
- NFIs are not easy to acquire on the market in the Great Lakes region of Africa. Agencies should therefore consider pre-positioning NFIs and use of cash transfer.

The Start Fund was considered by UN agencies to be a key mechanism to ensure emergency preparedness and complementary to their work.

- IOM and UNHCR, co-leads of the shelter/NFI sector working group, concluded that the Start Fund's procurement and pre-positioning of shelter and NFI kids were complementary to the preparation of UN agencies and the Burundian Red Cross,
- Of the six NGOs who participated in working group meetings, four were Start Fund implementing agencies and served as the main contributors.
- UN partners felt that some of the most important elements of the Inter-Agency Contingency Plan were establishing humanitarian coordination mechanisms, developing contingency response plans and the procurement and prepositioning of key relief items, all of which were included in Start Fund projects.

The shared anticipatory focus of Start Fund projects served as an incentive for inter-agency coordination which significantly strengthened the overall response.

- Given their joint focus on preparedness, all Start Fund agencies highlighted the importance that coordination made to their implementation, such as on joint trainings and advocacy messaging.
- UN bodies strongly welcomed the coordination between Start Fund implementing agencies, given Burundi's focus on international development and lack of humanitarian coordination mechanisms between NGOs and the UN.

There is a risk that assisting returnees can be perceived as rewarding those who left.

- Concern shared in the peer review that this risk can be mitigated by ensuring that socio-economic indicators are used in targeting of affected people.

# CRISIS RESPONSE SUMMARY

# TANZANIA REFUGEE INFLUX FROM BURUNDI: May 21 - July 23, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 72.5 hours | £416,004 | 72,873 | 117,495 |

## RESPONSE TIMELINE

**09:30 MAY 21** — **Alert:** influx of refugees **17** agencies send survey **9** agencies support Start Team decision

**14:30 MAY 22** — **Start Team Allocation:** All **5** Start Fund participants vote to respond with **£450,000**

**14:30 MAY 23** — **Application deadline:** **6** projects apply

**10:00 MAY 24** — **Project Selection:** (Dar es Salaam): **3** projects are funded with a budget of **£430,203**

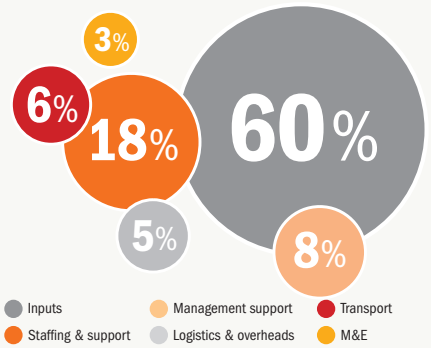
**MAY 31** — **Projects start:** **2** projects begin implementation immediately; **1** begins after **16** days

**JULY 8** — **Projects end:** **3** projects finish implementing

**JULY 23** — **Projects report:** **3** projects report reaching **72,873** people with **£416,004**

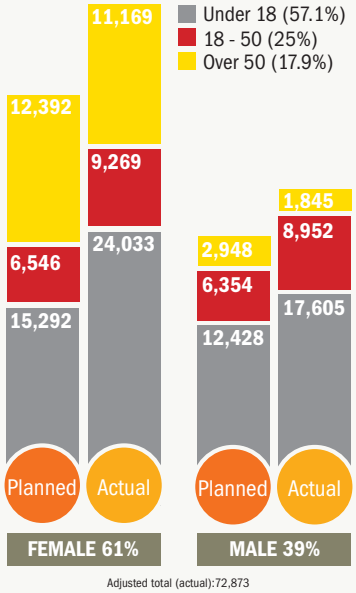
DAY 1 (24hrs) ▲ DAY 2 (48hrs) ▲ DAY 3 (72hrs) ▲ 7 days ▲ 45 days ▲ 60 days

## BREAKDOWN OF FUNDS SPENT




## BREAKDOWN OF PEOPLE REACHED

### Individuals




Adjusted total (actual):72,873

### Activities*

**Construction of latrines**
1,500

**FSL – Cash for work**
1,500

**Age-friendly support kits (mobility aids and clothing)**
2,160

**Recreational spaces for children**
5,922

**Hygiene kits and NFIs**
16,800

**Water containers**
19,754

**Hygiene promotion training/awareness raising**
69,859

Cumulative total direct: 117,495 *Figures refer to number of people assisted

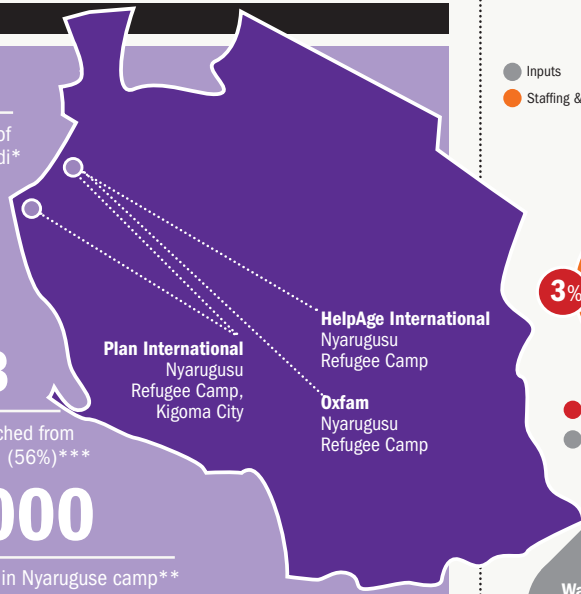
## COVERAGE

**69,713**
Anticipated number of refugees from Barundi*

**55,960**
Planned reach from Start Fund activities (80%)

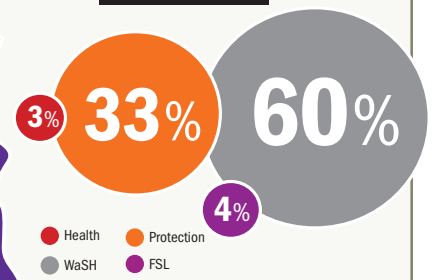
**72,873**
Affected people reached from Start Fund activities (56%)***

**130,000**
Estimated refugees in Nyaruguse camp**

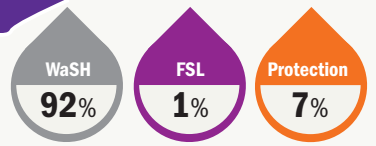



*ACAPS 22 May 2015 briefing note **Oxfam and HelpAge 25 May 2015 joint assessment
***Not including extensive hygiene promotion activities

## INPUTS BY SECTOR

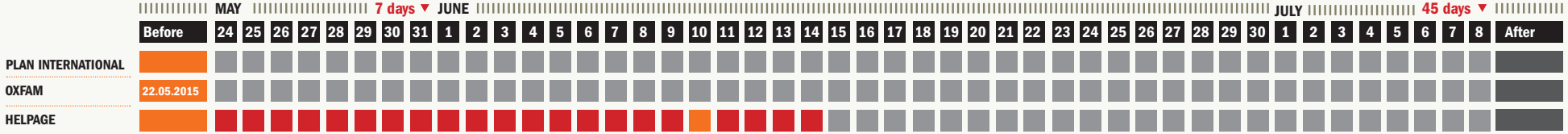



## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment · Preparation for implementation · Implementation of Start Fund



# CRISIS RESPONSE SUMMARY

# TANZANIA REFUGEE INFLUX FROM BURUNDI: May 21 - July 23, 2015



| | | HelpAge International | Plan | Oxfam |
|---|---|---|---|---|
| LEVERAGING RESOURCES FOR ADDITIONAL RESPONSE | Pre-Start Fund | | | Yes |
| | During Start Fund | Jersey Oversea Aid Commission (£29,910) | SIDA (£150,000) | Irish Aid (£30,356), SIDA (£347,441), DFID (£750,000) and Oxfam Hong Kong (£93,307) |
| | Post-Start Fund | | | |
| | Details of additional response | Granted on June 1st | The grant was expected to reach 2,500 people | |
| PROJECT DETAILS | Funds spent out of funds awarded | £80,227 out of £80,325 | £85,651 out of £99,878 | £250,126 out of £250,000 |
| | Implementing Partner | Direct implementation | Tanzania Water & Environmental Sanitation (TWESA) | Tanzania Water & Environmental Sanitation (TWESA) |
| | Existing presence | Current programmes | Current programmes | Current programmes |
| | Procurement | In country | In country | In country and from neighbouring countries |
| | Activities | • 2,160 older people received age-friendly mobility kits and support<br>• 12,800 people received WaSH NFI kits including soap, washing basins and mosquito nets<br>• 12,800 were targeted with awareness activities (hygiene and cholera prevention) | • 4,000 people received NFI and hygiene kits (including mattresses and menstruation towels)<br>• Child-friendly spaces and recreational areas were built and managed to give 5,922 children support and access to recreational activities<br>• 68,859 people were targeted with awareness activities (hygiene and cholera prevention) | • 1,500 people benefited from the Cash for Work activities (cash was used to buy additional food items in the camp) and from the resulting construction of pit latrines<br>• 27,995 were targeted by awareness-raising activities (hygiene and cholera prevention)<br>• Water containers were distributed in the camp to 19,754 individuals |
| | Additional Information | **All three agencies decided to collaborate in the delivery of a common 1% learning activity. An analysis on the advantages and disadvantages of receiving funding for activities in the same area has been prepared with a particular focus on inter-agency collaboration.** | | |

## Intervention Summary:

Over several years, Tanzania has hosted refugees fleeing different conflicts in the region. More recently, a Start Fund alert was activated to address hygiene, protection and food security needs of around 70,000 Burundians forced to leave their country after political unrest increased in April and May. East of Lake Tanganyika in the Kigoma Region, incoming refugees from Burundi are settling in camps where previous groups of Congolese escapees already live (estimates suggest over 63,000).

Such is the context for which three agencies were allocated £430,000 by the Start Fund. Dynamics of collaboration were immediately established between INGOs, local partners and UN agencies (especially UNHCR): task force groups were set into place to address cholera outbreaks, water supply, public health promotion and child protection. However, cooperation with the state did not always occur. Lack of coordination made it hard for agencies to assist refugees thoroughly in the reception sites (such as Kigoma City) before being redirected to the Nyarugusu Refugee Camp.

Agencies carried out activities covering refugees' needs in WaSH, Protection and FSL. Special attention was given to WaSH by all three agencies, each of them with a different focus: hygiene promotion, water distribution and distribution of NFIs and hygiene kits. With regards to protection, one agency especially supported older people's mobility and welfare, whilst another provided children with child-friendly spaces (CFS), paying special attention to unaccompanied children. One agency further conducted activities covering two different sectors: in section 8 of the Nyarugusu Camp, refugees were contracted to construct public latrines and encouraged to spend their income on food in order to complete the WFP assistance to the camp.

As a way of working towards local ownership and strengthening people's involvement, agencies set up a complaints and responses mechanism in the camp. It was particularly useful to tame the increasing tensions between Burundian and Congolese refugees, the latter having lived in the camp for several years. Thanks to this mechanism, for example, a mixed Congolese and Burundian CFS was set up.

The intervening agencies reached 72,873 people (61% female) with £416,004, nearly 56% of those living in Nyaruguse camp, and more than the number of refugees that were anticipated to arrive. Children (57.1%) and older people (17.9%) together made up three-quarters of those reached. This response was part of regional Start Fund responses to the same crisis in Rwanda, DRC and Burundi itself.

## Lessons from the Response:

Preparedness and anticipation plans can improve the environment in which programmes intervene.

- Agencies identified the relative peacefulness of Tanzania as a reason for diminished preparedness capacity in-country. No significant rapid-onset crisis has occurred since 2000, and most agencies did not have enough staff with emergency response experience.
- The presence of experienced staff was also revealed as an important booster when responding to unexpected events. Half-way through the projects, a cholera outbreak had to be addressed. Local partners with little experience were supported by implementing agencies that had previously developed awareness-raising plans and other tools to address such events.

People's participation improves the outcomes of projects. This is particularly relevant in contexts where diverse displaced communities can clash.

- Agencies came to the conclusion that regular meetings with people in the setting of the complaints and responses mechanism yielded good results. As a result, integration and collaboration among displaced communities increased.
- In addition, agencies acknowledged that communication with communities should be two-way: not only can they participate in the definition of goals and activities, but also particular attention should be paid to guarantee that information is effectively shared with them. This is particularly relevant for sharing selection criteria and the outcomes of implemented activities.

# CRISIS RESPONSE SUMMARY

# CAMEROON REFUGEE INFLUX FROM NIGERIA: 1 June - 3 August, 2015

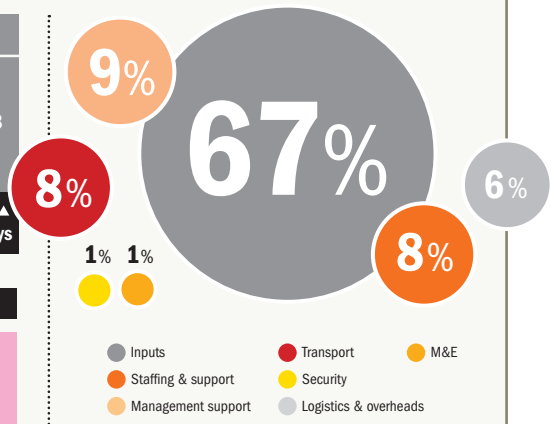
| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 69.75 hrs | £300,000 | 99,068 | 153,893 |

## RESPONSE TIMELINE

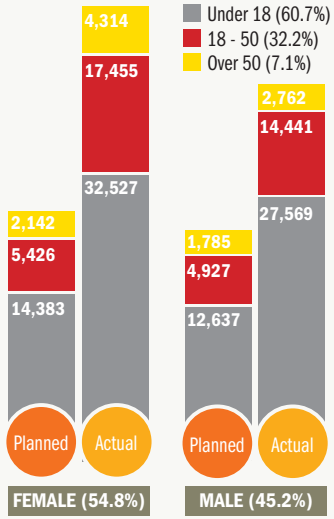
| 11:15 1 JUNE | 11:30 2 JUNE | 11:30 3 JUNE | 09:00 4 JUNE | 4 JUNE | 19 JULY | 3 AUGUST |
|---|---|---|---|---|---|---|
| **Alert:** Influx of refugees from Nigeria **15** agencies send survey **15** agencies support Start Team decision | **Start Team Allocation:** Participants vote to respond with **£300,000** | **Application deadline:** **2** agencies apply with **1** consortium project | **Project Selection** (Cameroon)**: 1** consortium project is funded with a budget of **£300,000** | **Projects start:** **1** consortium project begins implementing within **7** days | **Projects end:** **1** consortium project finishes implementation | **Projects report:** **1** consortium project reports reaching **99,068** people with **£300,000** |

DAY 1 · 24hrs · DAY 2 · 48hrs · DAY 3 · 72hrs · 7 days · 45 days · 60 days

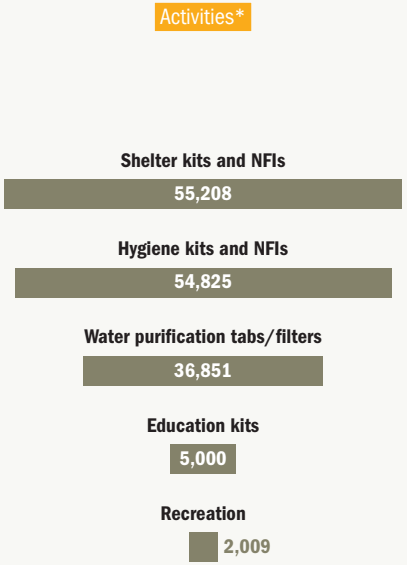
## BREAKDOWN OF FUNDS SPENT




## BREAKDOWN OF PEOPLE REACHED




Adjusted total direct: 99,068



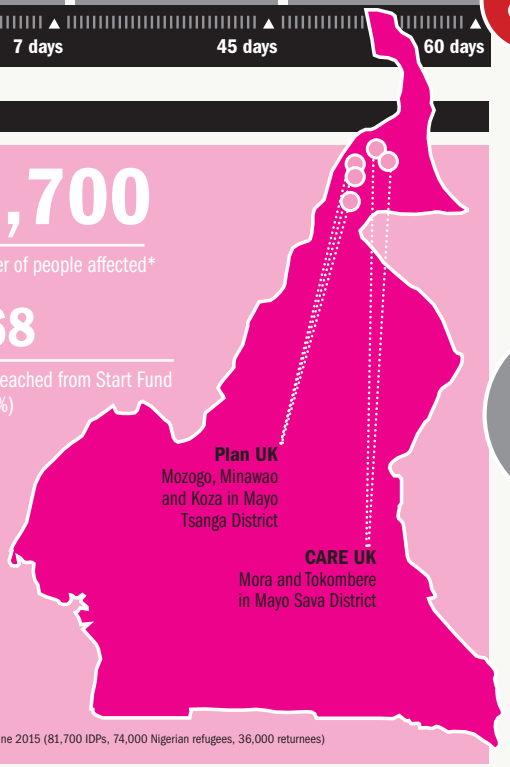

*Figures refer to number of people assisted
Cumulative total direct: 153,893

## COVERAGE

**191,700**
Estimated number of people affected*

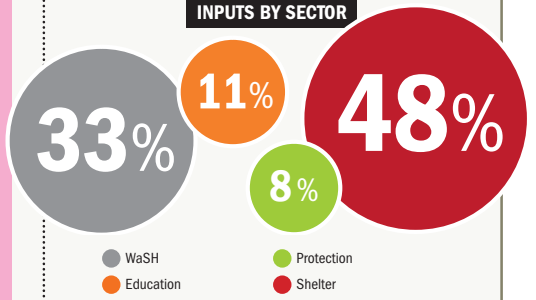
**99,068**
Affected people reached from Start Fund activities (51.68%)

**41,300**
Planned reach from Start Fund activities (21.54%)

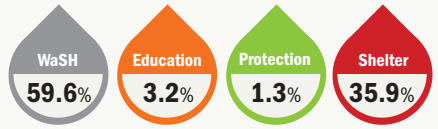



*ACAPS briefing note- 1 June 2015 (81,700 IDPs, 74,000 Nigerian refugees, 36,000 returnees)

## INPUTS BY SECTOR




## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment · Preparation for implementation · Implementation of Start Fund activities

| | JUNE | 7 days ▼ | | | | | | | | | | | | | | | | | | | | | | | | JULY | | | | | | | | | | | | | | | | | 45 days ▼ | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Before | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 28 | 29 | 30 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | After |
| PLAN/CARE | 10.04.15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

# CRISIS RESPONSE SUMMARY

# CAMEROON REFUGEE INFLUX FROM NIGERIA: 1 June - 3 August, 2015



| | | |
|---|---|---|
| LEVERAGING RESOURCES FOR ADDITIONAL RESPONSE | Pre-Start Fund | £220,280 (300,000 Euros) from ECHO on 15 April 2015 |
| | During Start Fund | |
| | Post-Start Fund | |
| | Details of additional response | |
| PROJECT DETAILS | Funds spent out of funds awarded | £300,000 out of £300,000 |
| | Implementing Partner | Direct implementation in consortium |
| | Existing presence | Current programmes |
| | Procurement | In country/locally |
| | Activities | • 4,000 hygiene kits distributed<br>• 4,000 shelter kits distributed<br>• 5,000 school kits distributed to children in refugee camp to attend school in the 2015/2016 academic year<br>• 4 recreational kits distributed to children attending ECCD centres and child friendly spaces<br>• 71,000 aquatabs distributed |
| | Additional Information | **Plan UK and CARE UK accessed this project's 1% learning budget to conduct a learning workshop on 31 July 2015 with community leaders, volunteers and aid recipients. A learning report with recommendations has been produced and shared with the Start Fund.**<br><br>**This response happened concurrently with and complementary to a longer-term Start Network programme being delivered in Cameroon to support refugees from CAR.** |

## Intervention Summary:

In spring 2015, an escalation in attacks by Boko Haram in north-eastern Nigeria, as well as cross-border raids into northern Cameroon, caused a spike in the number of Nigerians fleeing into Cameroon (from 26,000 in December 2014 to 74,000 in May 2015), as well as in the number of returnees (36,000) and IDPs (81,700) living with host families or outdoors in the three divisions in the Far North region of Cameroon (ACAPS 1 June 2015). This crisis was further compounded by acute food insecurity in the region and the risk of a cholera outbreak at the start of the rainy season, placing immense strain on government, community, UN and NGO resources in the region and presenting a significant short term humanitarian funding gap.

On 3 June, the Start Fund allocated £300,000 in less than 70 hours to 1 consortium project jointly led by Plan UK and CARE UK to address refugee needs in Manawao camp and IDP needs in Mayo Tsanga and Mayo Sava districts. Based on assessments by Plan, CARE and IMC that were validated by the Inter-Sector Working Group, this project focused on shelter (shelter kits), followed by WaSH (hygiene kits and aquatabs), education (education kits), and child protection (recreation kits).

Several challenges were encountered during implementation. There were delays in the delivery of relief items from suppliers. The remote location of the area of intervention and insecurity prevented distributions from taking place beyond the early afternoon. Additionally, some people identified to receive assistance did not appear at distribution centres, causing staff to select additional recipients and adjust the composition of remaining relief packages to ensure fairness and equity.

Project activities were also adapted to changes in circumstances. As a result of a school's closure during implementation, funds for education kits were diverted to shelter and WaSH to meet the growing needs of the host community. Additionally, funds were diverted from transportation (which had lower costs as a result of better-than-expected weather) to distribution of education kits to meet this growing need in Manawao camp.

The intervening agencies reached 99,068 people (54.8 female, 45.2% male), nearly 52% of those affected and 57,768 more than planned. Particular attention was paid to vulnerable groups, including women, children, people older than 65 years of age, and people with disabilities. Children under 18 (60.7%) and people over 50 (7.1%) together made up 67.8% of people reached.

## Lessons from the Response:

Stationing village leaders at the entrance of distribution sites makes it easier to physically identify people pre-selected to receive assistance and reduces the likelihood of cheating.

- This method was used in response to difficulties in identifying people in several villages and proved to have the added benefit of preventing several attempts by others to goods that were not meant for them.

The composition of relief kits should be culturally sensitive.

- It was noted in the learning workshop following the completion of this project that some kits were sold by aid recipients because pots were not adapted to local cultural practices.

Agencies should request military support during distributions in areas with a high risk of insecurity.

- It was noted in the learning workshop following the completion of this project that it was a mistake to transport materials to the field without military escorts.

Consortium projects have the potential to increase speed, cost and quality of a response for affected people on the ground.

- Despite the tight 24 hour timeframe for submitting applications, Plan and CARE were able to agree on a joint project and submit a successful consortium project, in part thanks to the positive pre-existing relationships between the agencies on the ground.

# CRISIS RESPONSE SUMMARY

# COLOMBIA LANDSLIDE: 1 June - 3 August, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 54 hours | £73,572 | 734 | 1,976 |

## RESPONSE TIMELINE

**11:00 1 JUNE** — **Alert:** Landslides **13** agencies send survey **10** agencies support a Start Team decision

**9:00 2 JUNE** — **Start Team Allocation:** Participants vote to respond with **£75,000**

**11:30 3 JUNE** — **Application deadline:** **2** projects apply

**17:00 3 JUNE** — **Project Selection** (Colombia)**:** **1** project is funded with a budget of **£74,980**

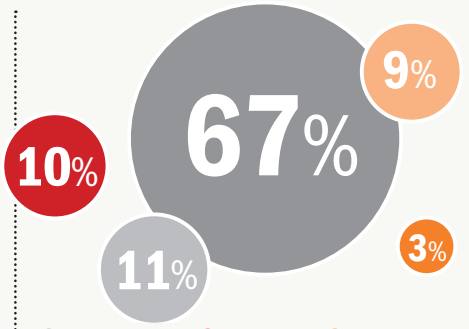
**3 JUNE** — **Projects start:** **1** project begins implementing within **7** days

**18 JULY** — **Projects end:** **1** project finishes implementation

**3 AUGUST** — **Projects report:** **1** project reports reaching **734** people with **£73,572**

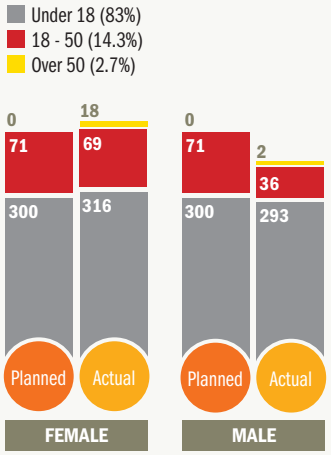
DAY 1 — 24hrs — DAY 2 — 48hrs — DAY 3 — 72hrs — 7 days — 45 days — 60 days

## BREAKDOWN OF FUNDS SPENT



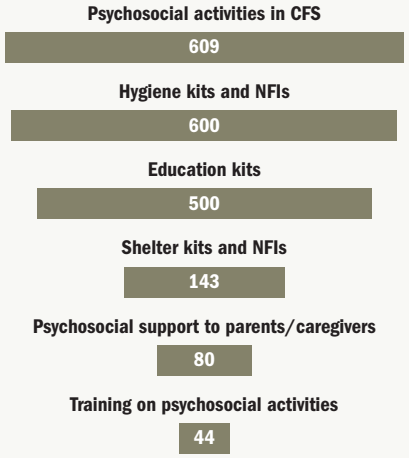

## BREAKDOWN OF PEOPLE REACHED

Individuals




Adjusted total direct: 734

Activities*



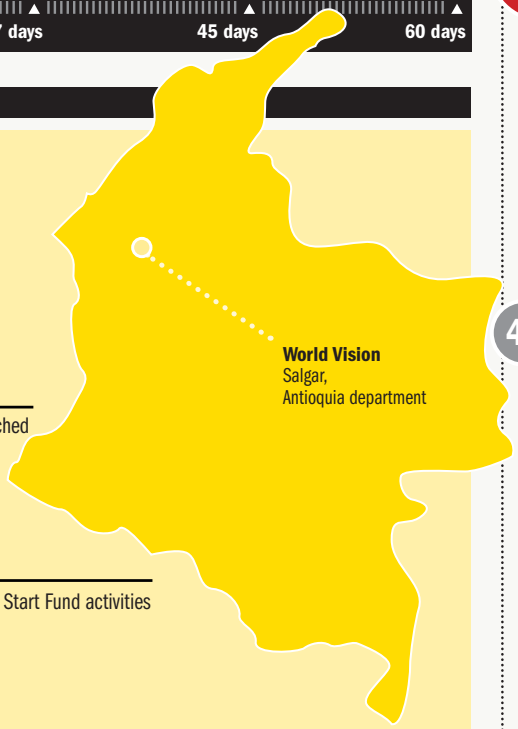

*Figures refer to number of people assisted
Cumulative total direct: 1,976

## COVERAGE

**1,263**
Estimated number of people affected bylandslides*

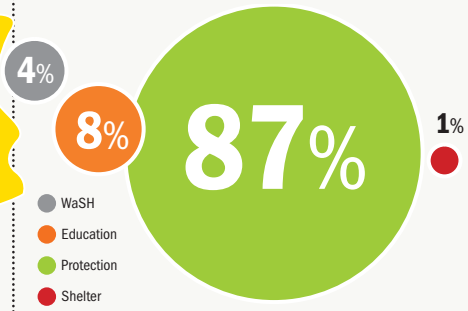
**734**
Affected people reached from Start Fund activities (58.12%)

**742**
Planned reach from Start Fund activities (58.75%)

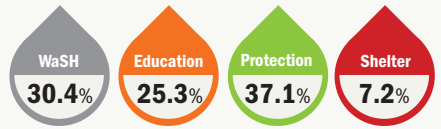



*ACAPS 1 June 2015 briefing note

## INPUTS BY SECTOR*

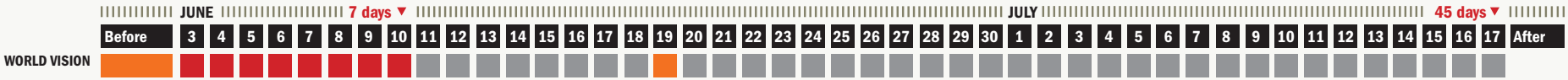



## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment — Preparation for implementation — Implementation of Start Fund activities



CRISIS RESPONSE SUMMARY

# COLOMBIA LANDSLIDE: 1 June - 3 August, 2015



World Vision

For children. For change. For good.

**LEVERAGING RESOURCES FOR ADDITIONAL RESPONSE**

| | |
|---|---|
| Pre-Start Fund | |
| During Start Fund | |
| Post-Start Fund | |
| Details of additional response | |

**PROJECT DETAILS**

| | |
|---|---|
| Funds spent out of funds awarded | £73,572 out of £74,980 |
| Implementing Partner | Direct implementation |
| Existing presence | Current programmes |
| Procurement | In-country/locally |
| Activities | • 4 child-friendly spaces (CFS) established<br>• 11 volunteers trained in design and implementation of CFS activities<br>• 25 psychosocial activity sessions conducted in CFS for 600 children<br>• 500 school kits distributed<br>• 8 psychosocial support sessions conducted for parents/caregivers<br>• 33 teachers and local partners trained on psychosocial methodologies for emergencies<br>• 1 exit strategy designed and implemented<br>• 143 raincoats and boots distributed to children in rural areas<br>• 600 hygiene kits distributed to children participating in CFS |
| Additional Information | **At the time of implementation, this was the smallest Start Fund response to date in terms of the number of people affected and number of people reached.** |

## Intervention Summary:

On 18 May, 2015, after a period of heavy rainfall, the Liboriana River burst its banks, triggering a landslide that swept away cars and homes in the Municipality of Salgar, in the Department (Province) of Antioquia, Colombia. This disaster killed 93 people, injured 48 and damaged or destroyed the homes of another 1,263. Despite action by the National Unit for Disaster Risk Management (UNGRD), a government body that directs, guides and coordinates disaster risk management in Colombia, a needs assessment by the National Education in Emergency Working Group concluded that a significant funding gap remained, particularly in responding to the needs of 1,700 school-aged children and adolescents (1,200 of which faced disruptions to education) at risk of violence, abuse, exploitation and post-traumatic stress.

On 3 June, the Start Fund allocated £74,980 in only 54 hours to 1 project (World Vision) with a focus on Protection (child friendly spaces, child protection training, psychosocial support), followed by WaSH (hygiene kits), Education (education kits), and Shelter (raincoats and boots). The integrated approach of the project increased the overall positive contribution of the Start Fund to the evolution of the crisis for those affected, despite reflecting higher programming costs for the number of people reached.

World Vision's greatest challenge during implementation was finding and engaging local young volunteers, given that several young leaders had died and others had relocated to the city of Medellin. It also adapted several activities to meet needs discovered during implementation. Instead of establishing two child friendly spaces in two schools, it established four child friendly spaces in four schools (two rural and two urban). It also reduced its provision of school kits and provided waterproof coats and plastic boots to facilitate the travel of children to school, given the difficult conditions of the rainy season.

The project reached 734 people (54.9% female, 45.1% male) with £73,572, over 58% of those affected and only 8 fewer than planned. Teachers, parents and caregivers were assisted; however children were specifically targeted as the most vulnerable group affected by the landslide. Children under 18 (83%) and people over 50 (2.7%) together made up 85.7% of people reached.

## Lessons from the Response:

Developing an exit strategy in consultation with the community strengthened the sustainability of the Start Fund's response.

- World Vision implemented an exit strategy with the Municipal Department of Education, Culture and Sport to promote the continuation of and establish guidelines for child friendly space (CFS) activities.
- World Vision continues to monitor the operation of CFS in Salgar after the completion of the project with regular training visits to local partners at least once every two months, and by arranging for Emergency and Humanitarian Affairs staff to visit at least once every three months to train people in comprehensive risk management during the first year after project completion.

For the first time, the Start Fund responded to a micro-crisis affecting less than 2,000 people, and its systems were light enough to respond effectively.

- Responding to a small-scale emergency required an integrated approach to programming to meet the needs of the whole person after targeted coordination with other responders.
- While the most expensive response to date in terms of cost per person supported, an integrated approach to programming focusing on the most vulnerable improved value for money by increasing the likelihood of sustainability and longer-term impact for those reached.

The Start Fund's ability to promote adaptable programming and the agency's capacity to adapt in real-time improved effectiveness of the activities.

- Children were able to utilise education support more effectively because World Vision adapted its programme to provide fewer school kits in order to provide waterproof coats and plastic boots to allow children to reach school during the rainy season.

**CRISIS RESPONSE SUMMARY**

# DRC REFUGEE INFLUX FROM BURUNDI: June 4 - August 6, 2015

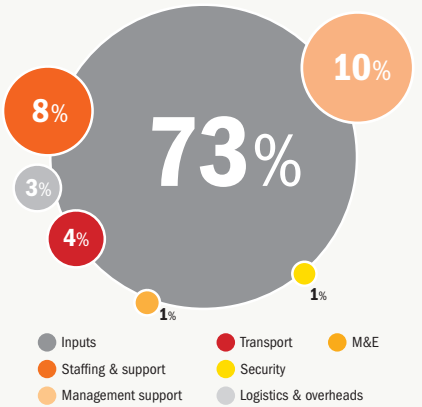
| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 70.5 hours | £293,599 | 35,508 | 49,644 |

## RESPONSE TIMELINE

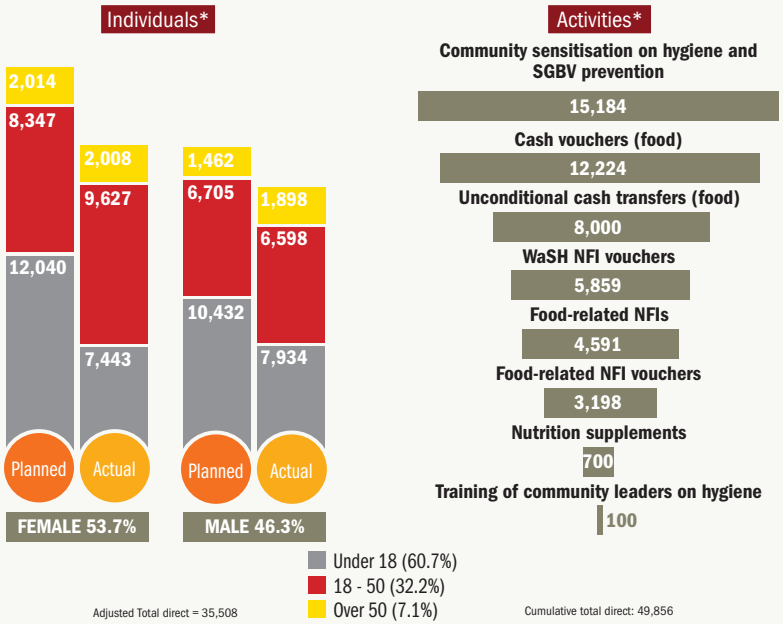
| 14:45 JUNE 4 | 13:00 JUNE 5 | 13:00 JUNE 6 | 13:30 JUNE 7 | JUNE 7 | JULY 21 | AUGUST 6 |
|---|---|---|---|---|---|---|
| **Alert:** Refugee Influx **17** agencies send survey **16** agencies support Allocation meeting | **Allocation: 16** out of **17** Members vote to respond with **£300,000** | **Application deadline: 7** projects apply | **Project Selection:** (Goma): **3** projects are funded with a budget of **£330,000** | **Projects start: 3** projects begin implementing within **2** weeks | **Projects end: 3** projects finish implementation | **Projects report: 3** projects report reaching **35,508** people with **£293,599** |

DAY 1 — 24hrs — DAY 2 — 48hrs — DAY 3 — 72hrs — 7 days — 45 days — 60 days

## BREAKDOWN OF FUNDS SPENT



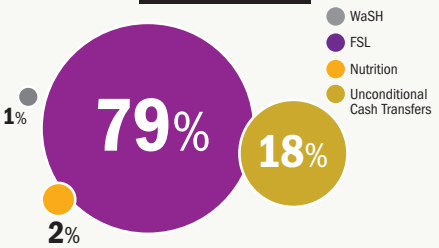

## BREAKDOWN OF PEOPLE REACHED



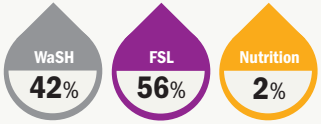

## COVERAGE*




## INPUTS BY SECTOR

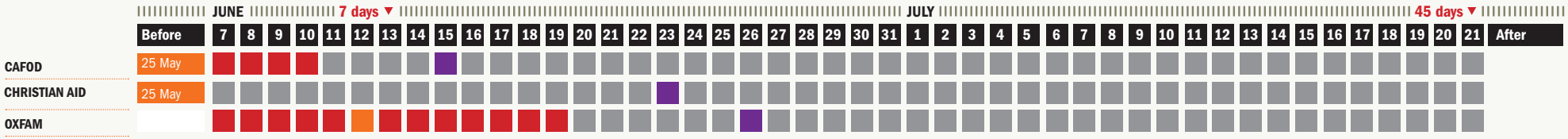



## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Aid first reached recipients · Needs Assessment · Preparation for implementation · Implementation of Start Fund activities



**CRISIS RESPONSE SUMMARY**

# DRC REFUGEE INFLUX FROM BURUNDI: June 4 - August 6, 2015



CAFOD just one world | christian aid | OXFAM

**LEVERAGING RESOURCES FOR ADDITIONAL RESPONSE**

**No additional funding was reported by agencies for continuing response.**

**PROJECT DETAILS**

| | | | |
|---|---|---|---|
| **Funds spent out of funds awarded** | £92,365 spent out of £127,804 | £98,588 spent out of £99,550 | £102,646 spent out of £102,646 |
| **Implemeting Partner** | Caritas Uvira (£120,189) | ECC Meru (£87,700) | |
| **Existing prescence** | | | |
| **Procurement** | | | |
| **Activities** | • 1,200 conditional food vouchers printed, distributed and redeemed during food fairs<br>• 900 conditional NFI vouchers printed, distributed and redeemed during food fairs | • Cash transfers distributed to 1,600 households (890 refugees and 710 host families) for food<br>• Food supplementation kits (dry nutritional food including 1 kg milk, 1 kg sugar and 2kg flour SOSOMA) distributed to 500 children under 5 years of age and 200 other vulnerable people<br>• 60 local community leaders and 40 refugees representatives trained on promoting WaSH and SGBV prevention<br>• 15,184 refugees sensitised on hygiene promotion and SGBV prevention | • Food vouchers distributed to 2,216 households (for rations including dried fish, sugar and vegetable oil)<br>• NFI kits distributed to 1,215 households<br>• WaSH NFI vouchers distributed to 2,123 households (for items including 20L jerry-cans, 30L basins, 600g soap per person, and additional buckets and jerry cans for families of 10+) |
| **Additional Information** | • **This activation was part of a larger regional Start Fund response to election violence in Burundi, which took place in Burundi, DRC, Rwanda and Tanzania.**<br>• **Christian Aid accessed its 1% learning budget for this response (£1,409.00) to meet with key stakeholders by the end of February 2016 to capture and report its project's impact, successes and failures, lessons learned, levels of gender and vulnerable group participation, and effect on local humanitarian mechanisms.** | | |

## Intervention Summary:

On 26 April, 2015, Burundi's ruling party nominated Burundian President Pierre Nkurunziza to run for a third term, a move widely viewed as a violation of the constitution and threat to the country's democratic governance. Violence clashes followed, triggering tens of thousands of people to flee to safer areas of the country, as well as to the neighbouring countries of DRC, Rwanda and Tanzania. On 4 June, ActionAid and CAFOD alerted the Start Fund to an influx of Burundian refugees in South Kivu province, DRC, estimating the number of refugees to reach 20,000 by August 2015 and highlighting the underreported nature of the crisis and significant gap in humanitarian funding to meet people's immediate needs.

On 7 June, 70.5 hours after the Start Fund alert, £330,000 was awarded to three projects (led by CAFOD, Christian Aid and Oxfam) to address needs related to FSL (cash/vouchers for food, food-related NFIs), Nutrition (nutritional supplements), Protection (community training/sensitisation on SGBV prevention) and WaSH (community training/sensitisation on hygiene).

Agencies experienced several major challenges during implementation. CAFOD was unable to carry out unconditional cash transfers to 1,200 households (£32.68 each for 900 refugee households and £13.07 each for 300 host households) as a result of an armed robbery on 23 July, one day before distribution, which led to the loss of funds (£27,824) for this activity. CAFOD and Caritas Uvira communicated this incident to beneficiaries and agreed to carry out cash transfers, as originally planned, after the completion of its Start Fund project, using CAFOD's own internal funds. In addition, Oxfam noted coordination challenges between UN and NGO actors in Bukavu, the provincial capital and Uvira, where the crisis was taking place as a result of distances and rapid changes in need as different private and joint funding mechanisms fell into place.

These projects reached 35,508 people (53.7% female, 46.3% male) with £293,599, 5,492 fewer people than planned, but 15,508 more people than the number of refugees that were expected by August 2015, given that these projects also assisted host communities. Aid recipients were selected based on their level of vulnerability to this crisis, primarily refugees who had arrived into South Kivu and received no other form of assistance and families hosting refugees who were already vulnerable without this additional burden. Oxfam specifically targeted Burundian refugees registered in Lusenda Camp, Fizi, whereas CAFOD (through Caritas Uvira) and Christian Aid (through ECC Meru) targeted refugees outside this camp and host communities. Children under 18 (43.3%) and people over 50 (11%) together made up 54.3% of people reached.

## Lessons from the Response:

Agencies agreed that despite the associated obstacles and risks, direct unconditional cash assistance was effective. Use of cash and vouchers in the future, however, should not be a default recommendation in DRC and should continue to be subject to a feasibility and risk assessment.

- Given the tight 45-day timeframe of Start Fund projects, agencies were not able to carry out a comprehensive needs assessment or deep market assessment and therefore lacked a complete understanding of the specific emergency needs faced by each refugee or host community household. As a result, it was very important that people selected items themselves. In this response, women and girls purchased more clothing than expected, and families purchased mattresses, which agencies had not considered.
- Cash assistance allowed a number of refugees to establish small businesses, something that would not have occurred through vouchers and continues to benefit households months after the completion of Start Fund projects.
- The amount of money paid to the beneficiaries did not influence the market price and instead contributed to the local economy.

Agencies agreed that it would be helpful to establish individual standing contracts with financial service providers in advance of a crisis, and that agencies should considering using the same providers whenever possible to help standardize processes for humanitarian staff and aid recipients.

Holding food and NFI fairs was a successful method for aid recipients to redeem conditional vouchers and select items that would best meet their particular needs

- CAFOD held a successful food and NFI fairs for three days. Maximum prices were fixed in advance with retailers to ensure good value for money.

The 45-day project timeframe in this insecure context prevented communities from being fully engaged.

- Christian Aid felt that there wasn't enough time to train community committees on accountability and core humanitarian standards or to involve a sufficient number of refugees, which consequently led to much greater involvement by host communities than refugees.
- Christian Aid felt that security issues prevented Christian Aid from being able to sufficiently communicate information to aid recipients about cash assistance (e.g. date, time and location of transfers), given the presence of armed groups.

Stronger coordination would have led to cost savings and stronger advocacy.

- Christian Aid felt that joint movement in the field would have led to cost savings due to fewer vehicles and that holding joint advocacy meetings would have strengthened the voice of Start Fund agencies (and partners) in local and national fora.

Start Fund and non-Start Fund projects were not sufficiently integrated in this response.

- Oxfam noted that the quicker start times of Start Fund projects compared to slower projects from other funding sources caused obstacles and frustration among some colleagues and recommends that the Start Fund and DFID work more closely with Pooled Fund and CERF at the Kinshasa level to help tie projects together, even as early as the alert stage.

# CRISIS RESPONSE SUMMARY

# GHANA FLOODING: June 8 - August 10, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 69.5 hours | £75,271 | 5,101 | 12,201 |

## RESPONSE TIMELINE

**15:51 JUNE 8** (DAY 1)
**Alert:** Flooding
**15** agencies send survey
**14** agencies support
Start Team decision

**15:00 JUNE 9** (DAY 2) — 24hrs
**Start Team Allocation**
**14** out of **15** members vote to respond with **£75,000**

**15:00 JUNE 10** — 48hrs
**Application deadline:**
**3** projects apply

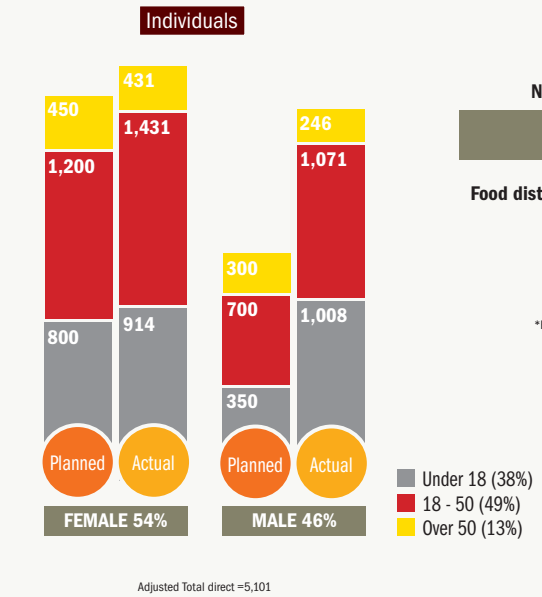
**13:13 JUNE 11** (DAY 3) — 72hrs
**Project Selection:**
Accra, Ghana:
1 project is funded with a budget of **£75,000**

**JUNE 11** — 7 days
**Projects start:**
**1** project starts implementing

**JULY 25** — 45 days
**Projects end:**
**1** project finishes implementing

**AUGUST 10** — 60 days
**Projects report:**
**1** project reports reaching **5,101** people with **£75,271.01**

## BREAKDOWN OF PEOPLE REACHED

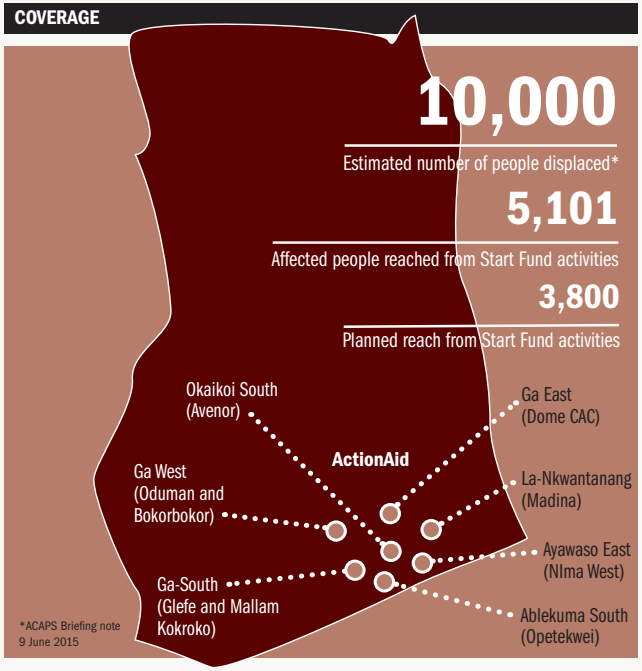



Adjusted Total direct =5,101

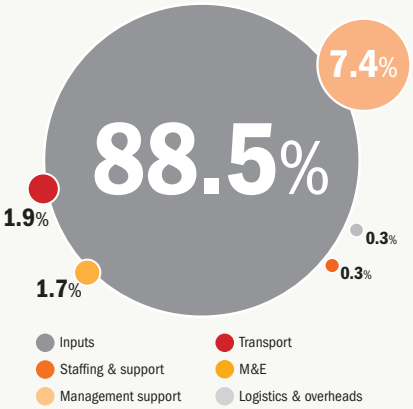



Cumulative Total direct = 12,201
*Figures refer to number of people assisted

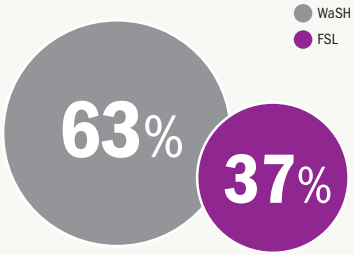
## COVERAGE



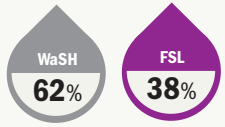

## BREAKDOWN OF FUNDS SPENT




## INPUTS BY SECTOR




## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Aid first reached recipients · Needs Assessment · Preparation for implementation · Implementation of Start Fund activities



CRISIS RESPONSE SUMMARY

# GHANA FLOODING: June 8 - August 10, 2015



actionaid

LEVERAGING RESOURCES

| | |
|---|---|
| During Start Fund | |
| Post-Start Fund | |
| Details of additional response | |

PROJECT DETAILS

| | |
|---|---|
| Funds spent out of funds awarded | £75,271.01 out of £75,000 |
| Implemeting Partner | National Disaster Management Organisation (NADMO) |
| Existing prescence | No pre-existing prescence |
| Procurement | In-country/local |
| Activities | 1,028 households reached with food distributions (3,000 five-kilo bags of rice, 600 gallons of cooking oil, 3,000 packs of sachet drinking water, 1500 containers of shitto) and NFIs (1,200 student size matresses; 1,200 pillows and blankets; 1,500 plastic buckets, 1500 sanitary pads, 500 toilet rolls and 500 pairs of children's sandals). |

## Intervention Summary:

On 3 and 4 June 2015 flooding due to torrential rains affected the greater Accra region of Ghana. 46, 370 people are thought to have been affected, with 9,255 people displaced (IFRC, 11 Jun 2015). The floods, and a resultant inferno caused by an explosion at a petrol station on the night of 3 June killed 160 people. The water level, displacement and damage to property and infrastructure increased the risk that a cholera outbreak, which began in June 2014 and continued into 2015, would worsen.

ActionAid alerted the Start Fund on 8 June in anticipation of a 'severe and extensive' outbreak due to waste and debris being washed into residential areas. The Government of Ghana released £9.4 million to respond but it was unclear at the time of the alert if this would be a sufficiently adequate and timely amount.On 11 June at 13:31, 69.5 hours after the alert was raised, £75,000 was allocated to 1 project (ActionAid) to distribute food, shelter items (mattresses, blankets and pillows) and WaSH items (sanitary materials, slippers and buckets) to the most vulnerable families and at risk groups (women, children, people living with disabilities and older people) in the Greater Accra region.

Standard protocols and the exacerbation caused by the petrol station explosion caused delays in the project, preventing affected people from receiving assistance for 15 days after the start of the project, eight days later than the target of seven days. 88.5% of the budget was spent on inputs and reached 51% of the estimated 10,000 people affected. This was a coverage rate 13% higher than planned (an additional 1,301 individuals reached). 38% of targeted individuals were under 18 years old, 49% were aged 18 – 50 and 13% were aged 50 or older, with a split of 54% Female to 46% Male.

The project concluded on 25th July. As of 16 August WHO reported no cholera cases in the Greater Accra region for 8 consecutive weeks from 28th June onwards. An in depth evaluation would help to determine whether this is attributable to the Start Fund response.

## Lessons from the Response:

Inclusion of community members in implementation improves efficiency of distributions.

- The distribution benefited greatly from the inclusion of community members. Through facial recognition, community members were able to ensure that the correct people received relief items.
- Community members' knowledge of household sizes helped to ensure more equitable distribution. For example ActionAid and the distribution team agreed on a ceiling of five 5-kg bags of rice for households of 5 members or more and three 5-kg bags of rice for households of 4 or fewer.
- Inclusion of community members increased community ownership of the project, which led to increased receptiveness to sensitization activities on harmful traditional practices.

Coordination with other humanitarian actors is key to wide project coverage

- Coordination with the National Disaster Management Organisation (NADMO) helped ActionAid to avoid duplication of efforts as the two actors shared details on the areas they were targeting.

Reduced overhead costs made this proposal more attractive to the Project Selection Committee.

- The project selection committee noted the significantly lower overhead costs of the ActionAid proposal, due to the fact that ActionAid paid its staff through internal budget lines.

# CRISIS RESPONSE SUMMARY

# MALI DISPLACEMENT: June 18 - August 19, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 56.75 hours | £276,919 | 28,221 | 73,851 |

## RESPONSE TIMELINE

**09:00 JUNE 18** — **Alert:** Displacement **16** agencies send survey **16** agencies support an Allocation meeting

**16:45 JUNE 18** — **Allocation: 16** out of **16** members vote to respond with **£300,000**

**17:00 JUNE 19** — **Application deadline:** **7** projects apply

**17:45 JUNE 20** — **Project selection:** (Bamako): **4** projects are funded with a budget of **£300,000**

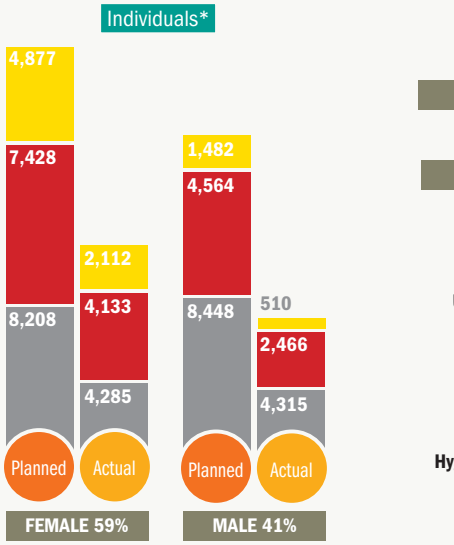
**JUNE 20** — **Project starts:** **4** projects start implementing

**AUGUST 4** — **Project ends:** **4** projects finish implementing

**AUGUST 19** — **Projects report:** **4** projects report reaching **28,221** people with **£276,919**

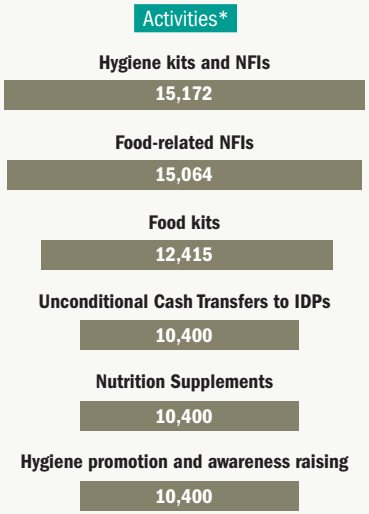
DAY 1 (24hrs) ▲ DAY 2 (48hrs) ▲ DAY 3 (72hrs) ▲ 7 days ▲ 45 days ▲ 60 days

## BREAKDOWN OF PEOPLE REACHED



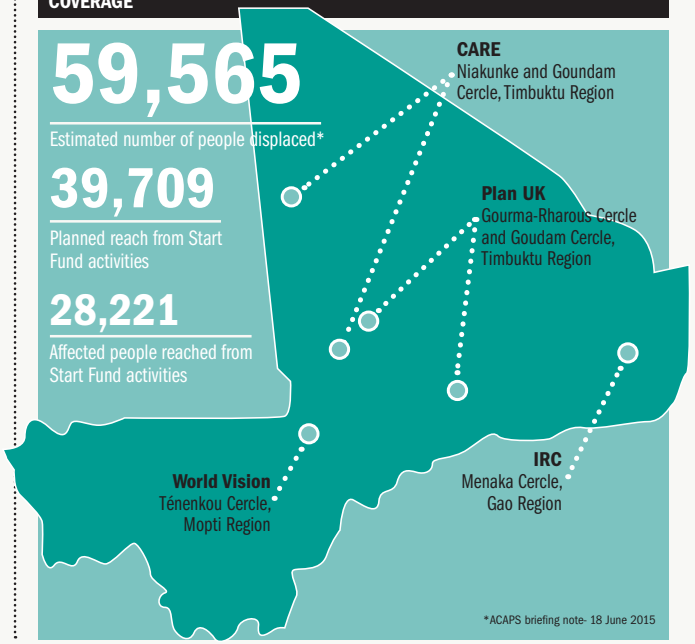

Adjusted Total direct = 28,221

*Graph does not include individual reach by CARE (10,400), which was not disaggregated by age or gender

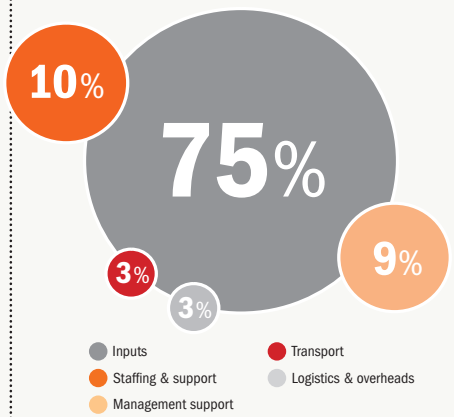



Cumulative Total = 73,851

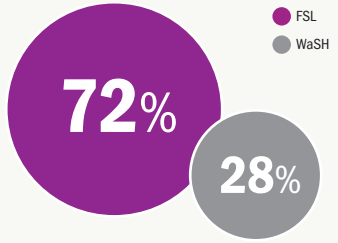
## COVERAGE



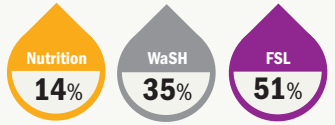

## BREAKDOWN OF FUNDS SPENT




## INPUTS BY SECTOR

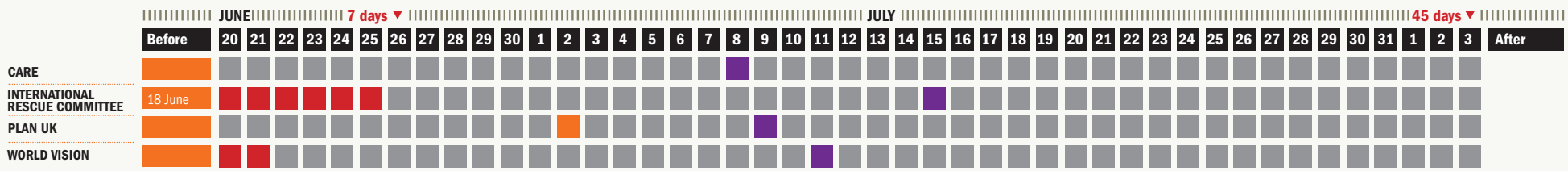



## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment ■ Preparation for implementation ■ Implementation of Start Fund activities ■ Aid recipients receive assistance



**CRISIS RESPONSE SUMMARY**

# MALI DISPLACEMENT: June 18 - August 19, 2015



| | | care | RESCUE | Plan | World Vision |
|---|---|---|---|---|---|
| LEVERAGING RESOURCES | During Start Fund | | | | |
| | Post-Start Fund | | | | |
| | Details of additional response | | | | |
| PROJECT DETAILS | Funds spent out of funds awarded | £96,403 spent out of £104,170 | £39,842 spent out of £50,000 | £98,274 spent out of £99,550 | £118,072 out of £118,778 |
| | Implemeting Partner | | | | |
| | Existing prescence | Existing prescence | Existing prescence | Existing prescence | Existing prescence |
| | Procurement | Internationall | In-country/locally | In-country/locally | In-country/locally |
| | Activities | • Unconditional Cash Transfers (45,000 CFA each) distributed to 1,300 IDP households<br>• Nutrition supplements (high energy biscuits), jerry cans and Aquatabs distributed to 1,300 IDP households.<br>• 24 hygiene promotion and awareness raising sessions related to Gender, Nutrition and WaSH conducted for host communities and IDPs | • Hygiene kits and NFIs (to cover a period of 3 months) distributed to 400 IDP and host-family households (including a synthetic wool blanket, a 20L canister, 1 filter cloth, 10 Aquatabs, oil, 2 semolina bags, 16 pieces of soap, 12 packets of sanitary pads, 4 cotton towels, 1kg of salt, 3kg of sugar | • Hygiene kits and NFIs distributed to 1,910 households (including 4 litres of cleaning product, 4 litres of bleach, 4 Aquatabs, 8 pieces of soap)<br>• Food-related NFIs (1 Broom, 1 rake, 2 20-liter containers, 4 glasses, 1 blanket, 1 kettle, 1 bucket, 1 mat) distributed to 1,910 households<br>• Food kits (50kg of rice and 2.5kg of sugar) distributed to 1,910 households | • Food-related NFI kits distributed to 883 IDP households (including mosquito net, blanket, plastic mat, LED/solar flashlight, plastic bucket and container, metal pot, 5 spoons, 3 plastic cups, plastic washing basin, 10 sachets of soap powder, 2 pieces of soap, 5 Aquatabs) |

## Intervention Summary:

In mid-May 2015, renewed fighting between armed groups in Gao, Mopti and Timbuktu regions of northern Mali led to 59,565 (18 June ACAPS briefing note) new internally displaced people, causing a 37% spike in the national number of IDPs from 27 April and 1 June and placing additional strain on host communities, particularly in Timbuktu. On 18 June, Save the Children and World Vision alerted the Start Fund, noting significant unmet needs of IDPs, vulnerability risks associated with the approaching rainy season, and the need for a quick injection of funding to fill a temporary gap in resources as key actors (including the UNHCR and WFP) worked to gather information and resources before responding.

On 20 June, 56.75 hours after the Start Fund alert, £300,000 was awarded to four agencies (CARE, IRC, Plan UK, World Vision) to address needs related to FSL (cash transfers, food kits and NFIs), Nutrition (nutritional supplements) and WaSH (hygiene kits and NFIs, hygiene promotion and awareness raising).

CARE, IRC and World Vision experienced several challenges during implementation. Insecurity events (such as an attack on Minusma soldiers) took place in CARE's area of operations (Guandam Cercle), however CARE managed to avoid delays to its activities by instead preparing from a neighbouring Cercle. IRC found it difficult to access certain areas due to rain, and needed to procure certain products (particularly Aquatabs and filters) in Bamako due to the lack of local suppliers in Menaka Cercle, causing delays. It also required additional vigilance during staff movements, due to the presence of armed groups and bandits on main axis roads. Additionally, flooding on roads delayed World Vision's distribution, as well as field monitoring and post-distribution monitoring visits, which it conducted partly using canoes.

These four projects reached 28,221 people (59% female, 41% male), with £276,919, 47% of the total affected population and 11,488 fewer people than planned. Agencies targeted the most vulnerable IDPs and host-family households, with particular attention paid to female-headed households, households with more than two children, and households with either a family member who is sick or disabled. Children under 18 (48%) and people over 50 (15%) together made up 63% of people reached.

## Lessons from the Response:

All four Start Fund projects reached beneficiaries between 18 and 25 days after their official start dates, 11 days or more later than the Start Fund's 7-day target.

World Vision successfully used Last Mile Mobile Solutions (LMMS) biometric software to improve registration of aid recipients.
Involving the community in project implementation contributed to cost and time savings.

- In World Vision's project, members of the affected population helped with both procurement and distribution, preventing the need for warehouse rental to store food-related NFI kits. The community also facilitated World Vision's navigation through flooded areas due to rains.

CARE found that unconditional cash transfers were appropriate and effective in areas with functioning markets.

CARE found that its nutrition awareness sessions positively influenced people's use of its unconditional cash transfers, with a great portion of funds being spent on nutritious food.

Plan UK's Start Fund project strengthened its position and credibility when communicating with DFID about the wider problems it has faced from El Nino.

# CRISIS RESPONSE SUMMARY

# COLOMBIA OIL SPILL: 13 July - 13 September, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (adjusted cumulative reach) |
|---|---|---|---|
| 50 hours | £196,776 | 10,176 | 30,034 |

## RESPONSE TIMELINE

**16:30 13 JULY** — **Alert:** Oil Spill **16** agencies send survey **16** agencies support a Start Team decision

**15:00 14 JULY** — **Allocation:** **16** out of **16** members vote to respond with **£200,000**

**15:00 15 JULY** — **Application deadline:** **2** projects apply

**18:22 15 JULY** — **Project Selection** (Bogota)**:** **2** projects are funded with a budget of **£200,000**

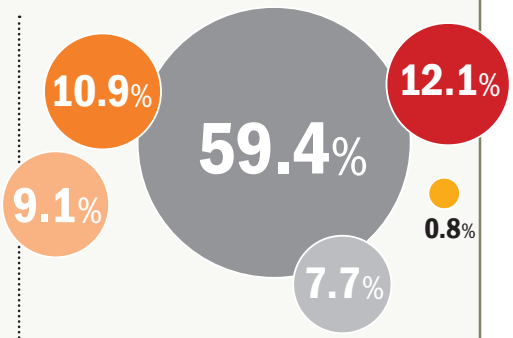
**15 JULY** — **Projects start:** **2** projects start implementing

**29 AUGUST** — **Projects end:** **2** projects finish implementing

**13 SEPTEMBER** — **Projects report:** **2** projects report reaching **10,176** people with **£196,776**

DAY 1 — 24hrs — DAY 2 — 48hrs — DAY 3 — 72hrs — 7 days — 45 days — 60 days

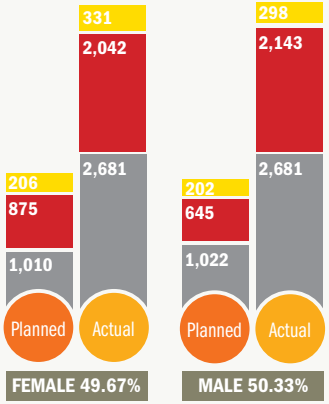
## BREAKDOWN OF FUNDS SPENT




## BREAKDOWN OF PEOPLE REACHED

Demographics

- Under 18 (52.69%)
- 18 - 50 (41.13%)
- Over 50 (6.18%)




Adjusted total direct: 10,176

Activities*

**Water purification tabs/filters**
10,176

**Water containers**
8,866

**Hygiene kits and NFIs**
3,626

**Hygiene promotion training/awareness raising**
3,626

**Food distribution (packages & vouchers)**
2,800

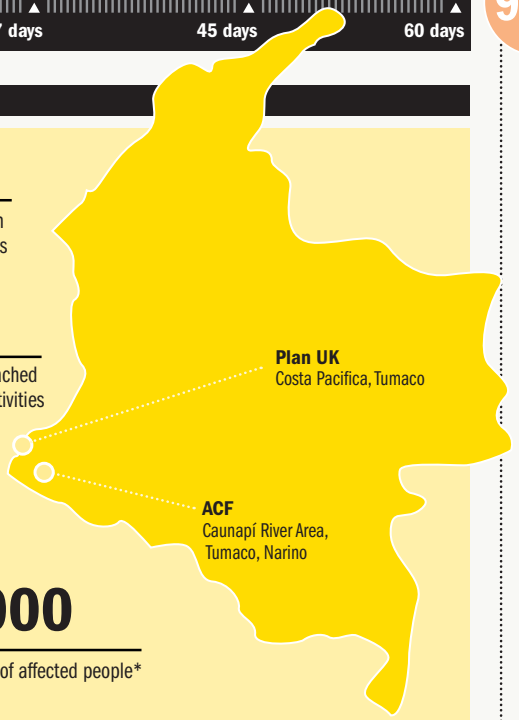
**Other WaSH activities**
940

*Figures are estimates of number of people assisted.
Cumulative total direct: 30,034

## COVERAGE

**3,960**
Planned reach from Start Fund activities

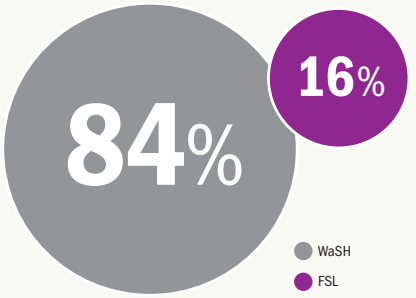
**10,176**
Affected people reached from Start Fund activities



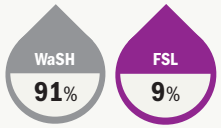

**200,000**
Estimated number of affected people*

* ACAPS Briefing Note 13 July 2015e

## INPUTS BY SECTOR*

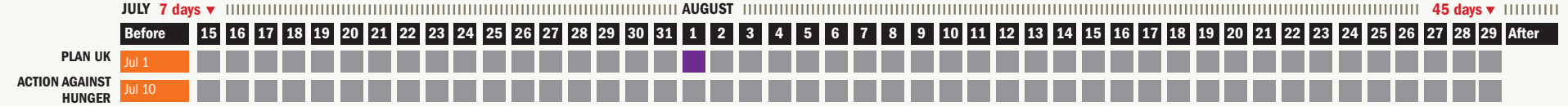



## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment — Preparation for implementation — Implementation of Start Fund activities — Aid recipients receive assistance



# CRISIS RESPONSE SUMMARY

# COLOMBIA OIL SPILL: 13 July - 13 September, 2015



| | | ACTION AGAINST HUNGER ACF INTERNATIONAL | Plan |
|---|---|---|---|
| LEVERAGING RESOURCES FOR ADDITIONAL RESPONSE | Pre-Start Fund | | |
| | During Start Fund | | |
| | Post-Start Fund | | |
| | Details of additional response | ACF has implemented humanitarian projects in Nariño Department for several years and will continue after this Start Fund project through WaSH relief and strengthening of humanitarian rapid response. | |
| PROJECT DETAILS | Funds spent out of funds awarded | £96,776 out of £100,000 | £100,000 out of £100,000 |
| | Implementing Partner | | |
| | Existing presence | Pre existing presence | Pre existing presence |
| | Procurement | In-country/local | In-country/local |
| | Activities | • 880 household water tanks and water filters distributed<br>• 268 water quality samples taken and analysed<br>• 21 training sessions conducted on the PHAST methodology for water management, garbage disposition, practices of hygiene and healthy environments to improve the target population's knowledge & practices.<br>• 880 hygiene kits distributed | • 800 water tanks distributed<br>• 1,000 water filters distributed<br>• 558 food packages distributed (25 lbs of rice, 3 kg of beans, 3 kg of lentils, 3 liters of oil, 1 kg of sugar, 2.5 kg of pasta, 5 cans of tuna, 1 lb of coffee, 1 kg of powder milk and 1 kg of wheat flour) |
| | Additional Information | **This was the Start Fund's first activation in response to an oil spill.** | |

## Intervention Summary:

On 21 June 2015, armed rebels attacked the Trasandino pipeline in the Nariño Department within Tumaco Municipality, Colombia, spilling an estimated 1.55 million litres of oil into Pianulpi creek, which feeds into the Mira river and subsequently into the Pacific Ocean, causing 'the worst environmental and social damage of the last ten years in Colombia', according to the Colombian Ministry of the Environment. 200,000 people were affected, 160,000 of whom lost access to water in the municipal area of Tumaco. According to UN OCHA estimates (27 June Flash Update Report), the oil spill damaged 70% of the mangroves in Tumaco Bay, severely impacting the livelihoods and food security of a population dependent on fisheries and harvesting of molluscs. ACF and Plan UK alerted the Start Fund on 14 July, noting from the assessment an urgent gap in humanitarian funding in the sectors of WaSH, health, FSL and nutrition.

On 15 July, 50 hours after the Start Fund alert, £200,000 was awarded to two projects (ACF and Plan UK), aiming to quickly address the rapidly deteriorating WaSH and health situation of affected households, as identified by a MIRA needs assessment published on 7 July. Activities focused on distribution of household water tanks, filters and hygiene kits, and also conducting training and sensitisation on hygiene and sanitation practices. Plan UK also planned to recondition community wells in 11 villages, but instead used those funds to distribute food packages, given this high need and the ability of the Red Cross and Tumaco Cooperation Agency to carry out well reconditioning instead.

Agencies faced several challenges during implementation. Both agencies faced a gasoline shortage, which caused some changes to ACF's delivery dates and prevented Plan UK from implementing for 10 days. Agencies were also restricted for 10 days from meeting with Tumaco's community councils, due to the murder of the President of the Alto Mira community council on 3 August. Access to the affected areas was dependent on acceptance by armed groups and local councils, however these relationships also led to a collaborative advantage on logistics by gaining access to river boats to reach inaccessible areas. Agencies also found it difficult to involve the affected population in decision-making processes without compromising the speed of responses.

The projects reached 10,176 people (50.3% male, 49.6% female) with £196,776, 5% of those affected and 6,216 more than planned. Aid recipients were selected based on vulnerability (children under 12, pregnant and lactating women, and the elderly) and priority communities identified by the needs assessment. Children under 18 (52.7%) and people over 50 (6.1%) together made up 58.8% of people reached.

## Lessons from the Response:

ACF and Plan UK, as a result of the Start Fund, were the fastest responding agencies in this particular crisis.

Contact and coordination with communities and local authorities was key to the success of this response.
- Plan UK noted that coordination with local relief committees and support by community leaders was crucial to identifying aid recipients, prioritising needs, and delivering services safely and in a timely manner.

Access was dependent on an acceptance security strategy, based on a shared understanding with the local councils and armed actors and an approach of expanding areas of delivery step-by-step to build trust.
- Working with community councils enabled ACF to gain safe access to affected populations and reach the hardest to reach areas through council provision of river transport.

Future small scale, short term crises are to be expected in Colombia due to the complex security context and vulnerable populations (in this case, Afro-descendent minorities).
- It is important that Start Network members in Colombia collaborate closely at the national level to streamline coordination.
- Agencies recommended that the Start Fund inform OCHA of the 4Ws of Start projects to further enhance coordination.

# CRISIS RESPONSE SUMMARY

# MAURITANIA DROUGHT: July 29 - September 29, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 55.5 hours | £275,006 | 34,182 | 44,715 |

## RESPONSE TIMELINE

**13:30 JULY 29** — **Alert:** Drought **15** agencies send survey **15** agencies support Start Team decision (DAY 1)

**14:00 JULY 30** — **Allocation:** **15** out of **15** members vote to respond with **£300,000** (DAY 2)

**14:00 JULY 31** — **Application deadline:** **2** projects apply

**21:00 JULY 31** — **Project Selection:** Virtual, Mauritania: **2** projects are funded with a budget of **£274,986** (DAY 3)

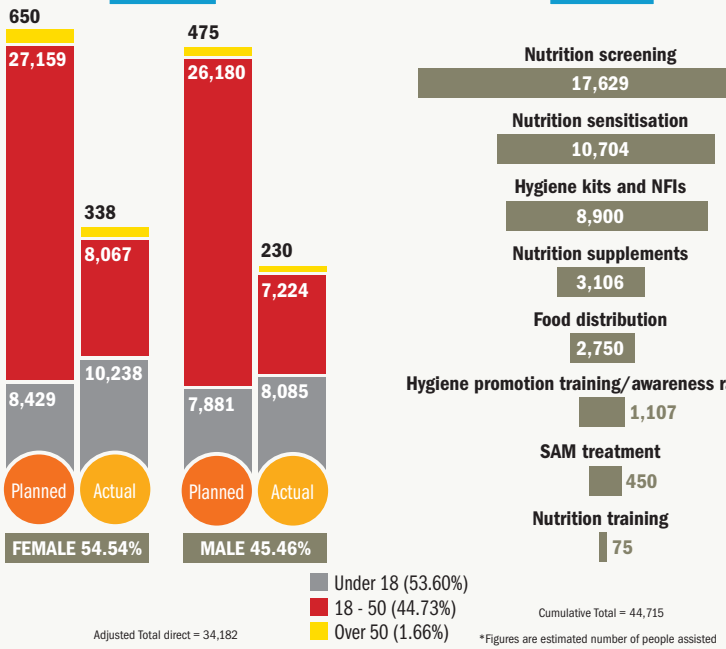
**AUGUST 4** — **Projects start:** **2** projects start implementing

**SEPTEMBER 14** — **Projects end:** **2** projects finish implementing

**SEPTEMBER 29** — **Projects report:** **2** projects report reaching **34,182** people with **£275,006**

24hrs · 48hrs · 72hrs · 7 days · 45 days · 60 days

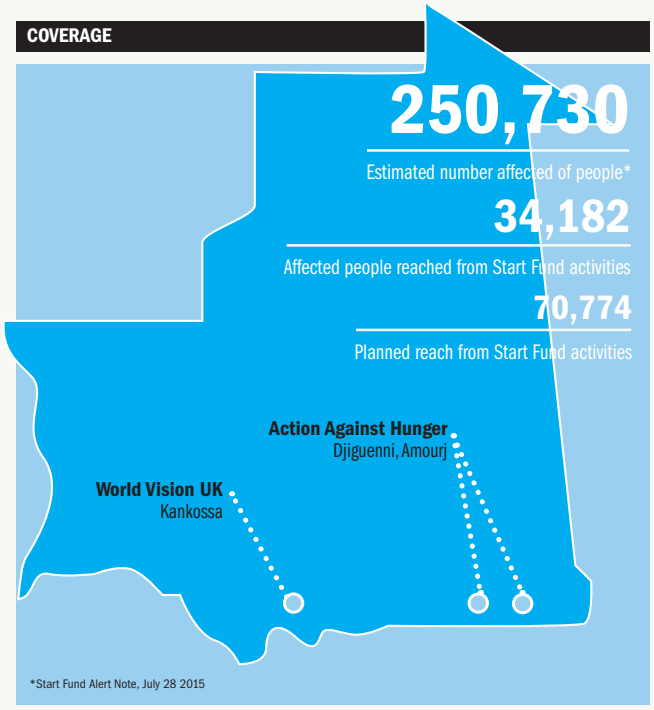
## BREAKDOWN OF PEOPLE REACHED



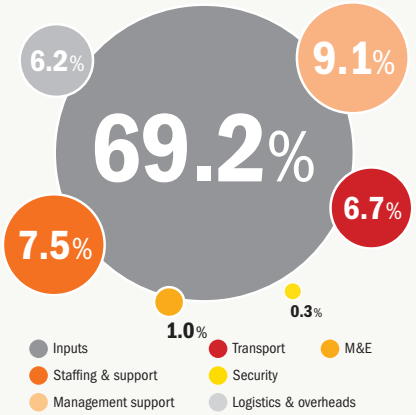




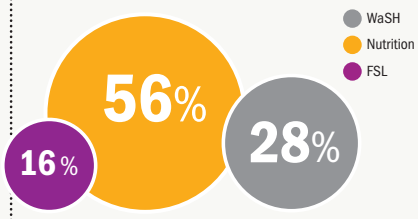
## COVERAGE



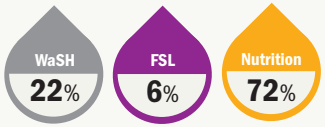

## BREAKDOWN OF FUNDS SPENT




## INPUTS BY SECTOR

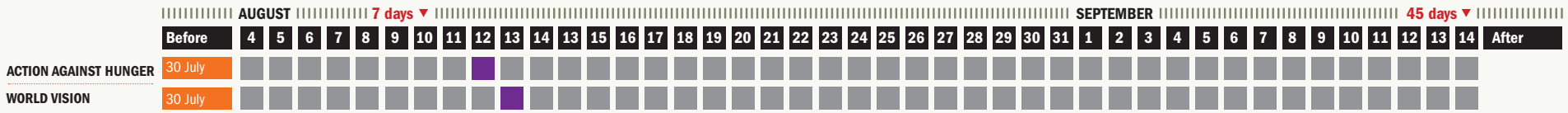



## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Aid first reached recipients · Needs Assessment · Preparation for implementation · Implementation of Start Fund activities



**CRISIS RESPONSE SUMMARY**

# MAURITANIA DROUGHT: July 29 - September 29, 2015



**LEVERAGING RESOURCES FOR ADDITIONAL RESPONSE**

**No additional funding was reported by agencies for continuing response.**

| PROJECT DETAILS | | |
|---|---|---|
| **Funds spent out of funds awarded** | £199,383 out of £199,383 | £75,623 out of £75,623 |
| **Implementing Partner** | | |
| **Existing presence** | Pre-existing presence | Pre-existing presence |
| **Procurement** | In-Country/Local | In-Country/Local |
| **Activities** | • 45 health centres received improved water systems(1,000m water tank filled by regular trucking)<br>• 150 health workers trained on SAM screening<br>• 9954 people sensitized on best practices (exclusive breast feeding, use bed nets, hand washing)<br>• 1907 food rations and 1960 hygeine kits distributed to health | • 100 households reached with food rations (50kg rice, 5L oil, 4 pieces soap)<br>• 15 health centre staff received in depth training on SAM treatment<br>• 162 children received treatment for SAM and their families received food rations and hygeine kits (1 hand wash kit, 2 bottles bleach, 1 flexible bottle, 2 pieces soap) |
| **Additional Information** | **Both agencies accessed the 1% learning budget (£2,750.06) to carry out joint learning workshops in Kankossa district in September 2015 and Nouakchott in October 2015 and develop a learning report and case study by December 2015 that includes recommendations for improved performance in future humanitarian responses.** | |

## Intervention Summary:

In June 2015, a SMART survey conducted by the government with ECHO and UNICEF funds revealed an alarming deterioration in food security as a result of repetitive droughts in southern Mauritania since 2012 and the high production and harvest deficit registered during the 2014 agricultural season. Particularly worrying were the increases in GAM and SAM rates from July 2014 to June 2015, with a GAM rise from 12% to 17% and SAM rise from 1% to 3% in Hodh El Chargui Region, and a GAM rise from 14% to 22% and SAM rise from 1% to 5% in Kankossa District within the Assaba Region. On 28 July, two agencies alerted the Start Fund to this crisis, noting that GAM rates had surpassed WHO alert thresholds and that there existed a humanitarian funding gap, given the insufficient government response and lack of major humanitarian actors responding in the most vulnerable districts.

On 31 July, 55.5 hours after the Start Fund alert, £274,986 was allocated to 2 projects (ACF and World Vision) aiming to prevent an increase in the rate of GAM in the most vulnerable areas. Activities focused on supporting health centres identified during the SMART survey. This support included stocking of food rations (protection rations and discharge rations) and hygiene kits as well as setting up water supply systems, training staff on SAM treatment, awareness raising on malnutrition and hygiene, and incentivising community led screening for SAM cases.

Agencies faced three main challenges. First, logistical challenges due to the rains and the remoteness of the target areas was a challegne for both agencies. Secondly there were delays in getting signatures from partner agencies which led to ACF's proposal being submitted before proper discussions on the project could be completed. Thirdly the delay in the recruitment of a key technical position for ACF required a surge deployment whilst the recruitment took place.

The project reached 34,182 people (54.5% female, 45.4% male) with £275,006, 10.7% of those affected and 36,592 fewer than planned. Aid recipients were selected based on screening for SAM, socio-economic status (number of people in the household, ownership of which types of usable land, number of animals owned) and vulnerability criteria (pregnant and lactating women, children younger than 59 months). Children under 18 (53.6%) and people over 50 (1.6%) together made 55.2% of people reached.

## Lessons from the Response:

**Though short in duration (45 days), the Start Fund was able to lay the foundations for a longer-term drought response.**

- ACF opened an office in Hodh el Chargui for this project, allowing it to gain knowledge of the local context and to gather technical data on the affected area. This knowledge was then channelled at the national level through the nutrition sector working group and led to ACF securing additional funds from UNICEF to extend the period of the response and scope of its interventions.

**Adopting a mobile strategy of nutrition screening, treatment and sensitisation through home visits was an effective method of addressing malnutrition cases in areas more than 10 km from health centres.**

**This response is an example of data directly leading to impact, given that the alert came in large part to the results of a 'SMART' survey that was conducted by the government with ECHO and UNICEF funds.**

# CRISIS RESPONSE SUMMARY

# PAKISTAN FLOODING: August 4 - October 6, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 70 hours | £402,106 | 46,689 | 105,624 |

## RESPONSE TIMELINE

**16:30 AUGUST 4** (DAY 1)
**Alert:** Flooding
**19** agencies send survey
**16** agencies support Start Team decision

**14:00 AUGUST 5** (DAY 2 — 24hrs)
**Allocation: 16** out of **19** members vote to respond with **£400,000**

**15:00 AUGUST 6** (48hrs)
**Application deadline:**
**4** projects apply

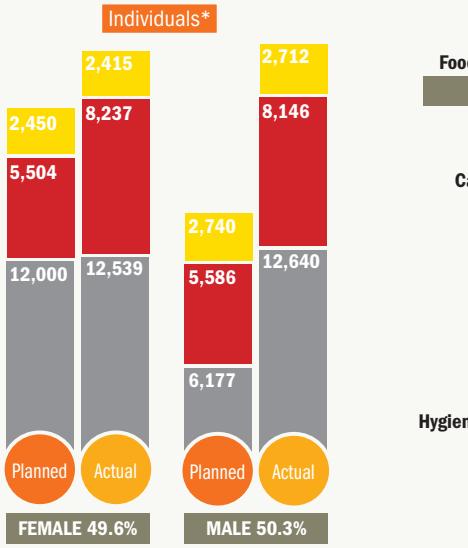
**13:55 AUGUST 7** (DAY 3 — 72hrs)
**Project selection:**
Islamabad, Pakistan **4** projects are funded with a budget of **£400,000**

**AUGUST 7** (7 days)
**Projects start:**
**4** projects start implementing

**SEPTEMBER 21** (45 days)
**Projects end:**
**4** projects finish implementing

**OCTOBER 6** (60 days)
**Project reports:**
**4** projects report reaching **46,689** people with **£402,106**

## BREAKDOWN OF PEOPLE REACHED




*Adjusted total direct: 139,021

Under 18 (53.9%)
18 - 50 (35%)
Over 50 (10.9%)

Activities*

| | |
|---|---|
| Food distribution (packages and vouchers) | 19,036 |
| Training | 5,066 |
| Cash transfer (UCT, for food, for work) | 3,789 |
| Household gardens | 1,932 |
| Capacity building | 1,518 |
| Agroforestry activities | 1,481 |
| Hygiene promotion training/awareness raising | 1,100 |
| Nutrition supplements | 571 |

*Figures refer to number of people assisted

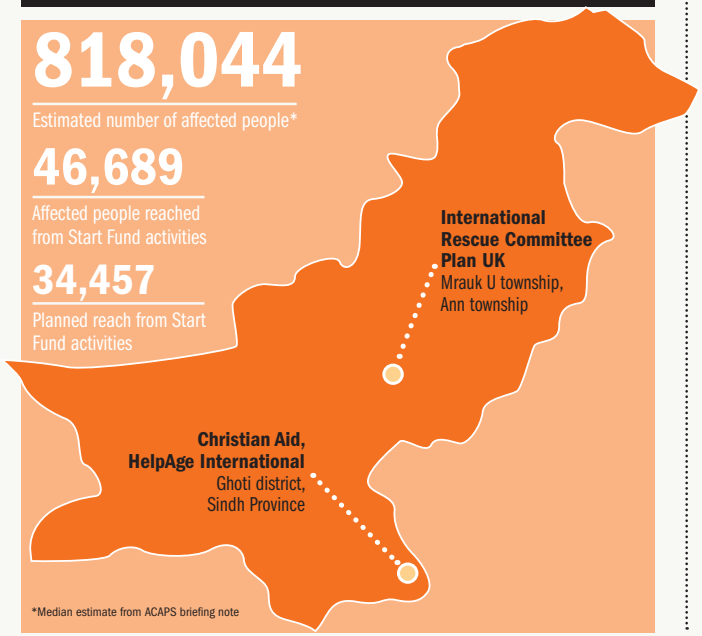
Cumulative total direct: 105,624

## COVERAGE

**818,044**
Estimated number of affected people*

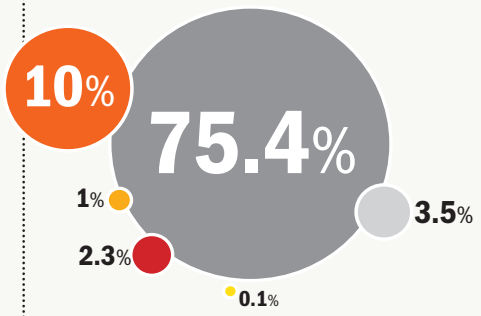
**46,689**
Affected people reached from Start Fund activities

**34,457**
Planned reach from Start Fund activities

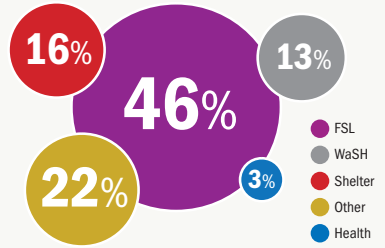



*Median estimate from ACAPS briefing note

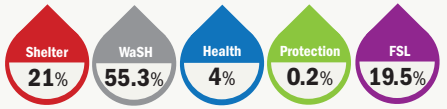
## BREAKDOWN OF FUNDS SPENT




## INPUTS BY SECTOR




## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment · Preparation for implementation · Implementation of Start Fund activities · Aid recipients receive assistance

| | Before | AUGUST 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | SEPTEMBER 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | After |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 7 days ▼ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | 45 days ▼ | |
| PLAN UK | 30 July | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| INTERNATIONAL RESCUE COMMITTEE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| HELPAGE INTERNATIONAL | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CHRISTIAN AID | 29 July | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

**CRISIS RESPONSE SUMMARY**

# PAKISTAN FLOODING: August 4 - October 6, 2015



| | | christian aid | HelpAge International age helps | RESCUE | Plan |
|---|---|---|---|---|---|
| LEVERAGING RESOURCES | Pre-Start Fund | | | | Unilever (EUR 32,293) |
| | During Start Fund | Christian Aid (£250,000) | | | Plan International (EUR 54,382) |
| | Details of additional response | Additional internal Christian Aid funds reached an estimated 450 people. | | | Unilever funds used to pre-position stock ahead of the monsoon season. Internal Plan International funds came toward the end of the Start Fund implementation (23 September). |
| PROJECT DETAILS | Funds spent out of funds awarded | £70,039 out of £70,002 | £92,216 out of £91,786 | £117,849 out of £117,849 | £122,002 out of £120,363 |
| | Implemeting Partner | Community World Service Asia | Sindh Rural Support Organization (SRSO) | | |
| | Existing prescence | Current programmes | Current programmes | Current programmes | Pre-existing partner |
| | Procurement | In Country/Local | In Country/Local | In Country/Local | In Country/Local |
| | Activities | • 1,236 households received family food parcels | • 4,222 people received health services from the Mobile Health clinic<br>• 200 elderly people and people living with disabilites received mobility aid<br>• 1,250 most vulnerable affected households received cash grants | • 1,585 households received cash assistance aimed at covering their food needs for a month | • 3,000 hygiene kits and 12,000 children's hygiene kits distributed-<br>• 20 hand pumps installed<br>• 5,200 hygiene promotion posters disseminated through hygiene sessions<br>• 3,000 temporary shelter kits distributed to 3,000 families |
| | Additional information | • This was a concurrent response with 42_India_Flooding and 43_Myanmar_Flooding, caused by the same storm | | | |

## Intervention Summary:

Between mid-July and 4 August 2015, monsoon flooding affected more than 900,000 people in Pakistan, mostly in Sindh, Gilgit Baltistan, Punjab, Khyber Pakhtunkhwa and Baluchistan province resulting in 151 deaths. The floods destroyed many houses, local markets, link roads, connecting bridges and micro-hydro power stations and damaged thousands of acres of agricultural land ready to harvest crops. Heavy monsoon rains were expected to continue into August across Pakistan, particularly in Sindh province. Christian Aid alerted the Start Fund on 4 August, noting that affected families would have potentially lost their livelihoods along with most of their belongings and faced poor sanitation and shelter conditions.

On 7 August, 70 hours after the Start Fund Alert, £400,000 was awarded to 4 projects (Christian Aid, International Rescue Committee, HelpAge International and Plan UK), aiming to address WaSH, Shelter and FSL needs. Activities focused on food security and livelihoods (through unconditional cash transfers and food distributions), Mobile Health unit activities, hygiene kits and hand pump installation as well as case specific mobility support. Due to an increase in the number of flood affected households in the camps, IRC complemented their Start Fund activities with WaSH installations (latrines and hand pumps) and the distribution of tents funded by an emergency SIDA grant. This worked in synergy with HelpAge's provision of drinking water.

Agencies faced several challenges during implementation. IRC was affected because their cash transfer service partner, Tameer Mobile Bank, were not fully functional at the Rajanpur branch, causing a delay to cash assistance. HelpAge found it challenging to distribute cash grants in Ghoti district, Sindh province, due to its remote location and lack of infrastructure, meaning that affected families had to make a two hour boat trip to the nearest commercial hub to access cash assistance. Christian Aid experienced a four day delay in obtaining permission to operate from the District Governor.

The project reached 46, 689 people (50.3% female, 49.7% male) with £402,106, 5.7% of those affected and 12,232 more than planned. Aid targeted households affected by the floods in addition to specific vulnerability (people living with disabilities, the elderly, households with an unaccompanied or separated child, female headed households, households with a pregnant or lactating woman and households without shelter). Children under 18 (53.9%) and people over 50 (11%) together made up 64.9% of people reached.

## Lessons from the Response:

As normal service providers may be unavailable in an emergency, contingency planning is key for pragmatic implementation

- IRC resolved to conduct pre-assessment of service providers and maintain a pool of service providers in IRC coverage areas to make rapid response more effective.

In contexts where the target population is a small proportion of the affected population (most vulnerable), it can be challenging to identify these people for distribution.

- Plan UK were able to work closely with partners (CBOs, CSOs and volunteers) to ensure the rigorous implementation of their eligibility criteria.
- Due to the large number of affected people, Christian Aid chose to relocate the distribution point to a nearby gym as the initial location became insecure during distributions.

Coordination with other Start Network agencies on the ground leads to more effective humanitarian action.

- HelpAge International reported that this helped to avoid duplication of efforts and led to reaching more beneficiaries through cash assistance.

The affected population size was underestimated, similar to the concurrent typhoon crisis in Myanmar, and is indicative of the challenge of information gaps in the immediate hours and days after a severe weather event.

- Peer review participants noted that coordinating assessments using rapid methodologies is key to closing information gaps (in this case Medair shared their data early on).
- It was also noted that this kind of information gap is characteristic of a severe weather event.

# CRISIS RESPONSE SUMMARY

## FLOODING IN INDIA: 4 August - 6 October, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 70.5 hrs | £294,751 | 69,169 | 121,517 |

### RESPONSE TIMELINE

**16:30 4 AUGUST** (DAY 1)
**Alert:** Flooding
**17** agencies send survey
**14** agencies support
Start Team decision

**15:00 5 AUGUST** (DAY 2 — 24hrs)
**Allocation Telecon:**
**14** out of **17**
Members vote to respond with **£300,000**

**15:00 6 AUGUST** (48hrs)
**Application deadline:**
**6** projects apply

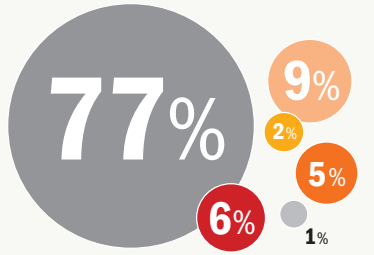
**15:00 7 AUGUST** (DAY 3 — 72hrs)
**Project Selection:**
(New Delhi): **3** projects are funded with a budget of **£300,000**

**7 AUGUST** (7 days)
**Projects start:**
**3** projects begin implementing within **7** days

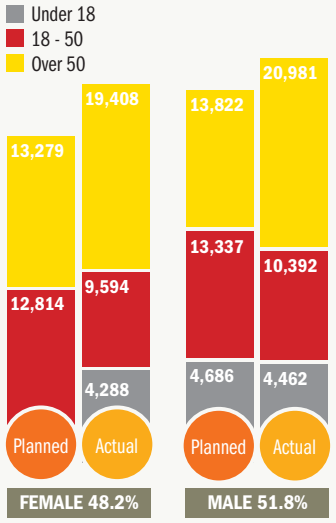
**21 SEPTEMBER** (45 days)
**Projects end:**
**3** projects finish implementing

**6 OCTOBER** (60 days)
**Projects report:**
**3** projects report reaching **69,169** people with **£294,751**

### BREAKDOWN OF FUNDS SPENT




### BREAKDOWN OF PEOPLE REACHED



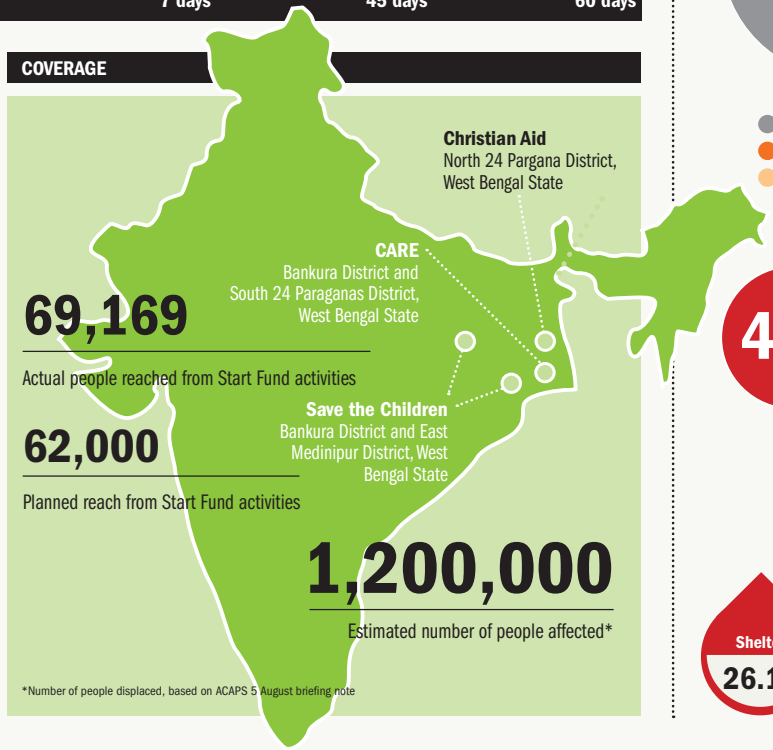

*Adjusted total direct: 69,169

Activities*

| | |
|---|---|
| Water purification tabs/filters | 34,189 |
| Disinfection of water sources and sanitation | 32,802 |
| Hygiene kits and NFIs | 18,652 |
| Shelter kits and NFIs | 18,652 |
| Emergency shelter | 13,088 |
| Unconditional cash transfers | 4,134 |

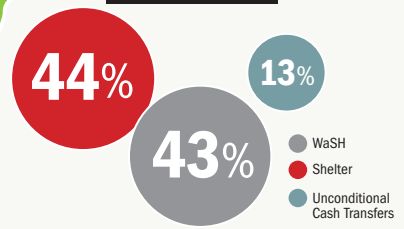
*Cumulative total direct: 121,517

### COVERAGE




*Number of people displaced, based on ACAPS 5 August briefing note

### INPUTS BY SECTOR

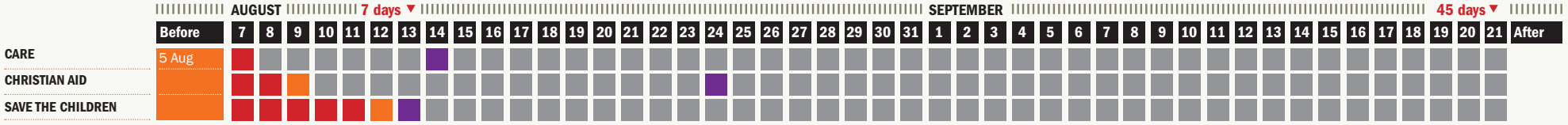



### PEOPLE REACHED BY SECTOR




### PROJECT TIMELINE

Needs Assessment · Preparation for implementation · Implementation of Start Fund activities · Aid recipients receive assistance



**CRISIS RESPONSE SUMMARY**

# FLOODING IN INDIA: 4 August - 6 October, 2015



| | | CARE | Christian Aid | Save the Children |
|---|---|---|---|---|
| LEVERAGING RESOURCES | Pre-Start Fund | | | |
| | During Start Fund | | £10,000 of internal funds secured on 17 August 2015 to reach 3,000 people | |
| | Post-Start Fund | | | |
| | Details of additional response | | | |
| PROJECT DETAILS | Funds spent out of funds awarded | £112,664 out of £117,913 | £88,330 out of £88,330 | £93,757 out of £93,757 |
| | Implementing Partner | | £8,947 spent through Indo-Global Social Service Society (IGSSS) | |
| | Existing presence | Existing presence | Existing presence and Pre-existing partner | Existing presence |
| | Procurement | | | |
| | Activities | • 7,325 water kits distributed in two districts<br>• 1,324 shelter kits distributed in two districts<br>• 1,000 unconditional cash transfers provided to 1,000 households in two districts<br>• Female hygiene kits distributed to women and girls in two districts | • Shelter kits distributed to 1,500 households in 12 villages<br>• Hygiene kits distributed to 1,500 households across 5 villages<br>• NFI kits (bucket, lid, mug, blanket, torch, plastic mat, mosquito net, utensils) distributed to 1,500 households<br>• Water filters distributed to 1,250 households in ten villages<br>• 24 hygiene awareness sessions conducted in 12 villages and WaSH IEC (Information, Education, Communication) materials displayed in schools, government and public spaces in four villages;<br>• 100 water points are chlorinated in four villages<br>• 200 water tests are conducted and status of water quality reported.<br>• KAP (Knowledge, Attitude and Practice) surveys conducted and documented against KAP endline surveys in 12 villages.<br>• PDM (Post Distribution Monitoring) surveys conducted amongst 15% of total aid recipients in 12 villages<br>• Nine tons of bleaching powder distributed in four villages | • Hygiene kits (including mosquito nets) distributed to 1,550 households across 19 target communities<br>• Shelter kits (shelter items, tarpaulins and rope) distributed to 1,550 households across 19 target communities<br>• NFI kits (solar lamps, cotton blankets and floor mats) distributed to 1,550 households across 19 target communities<br>• WASH activities (including water purification and disinfection) undertaken in 19 target communities |
| | Additional Information | **This Start Fund activation coincided with two others in Pakistan and Myanmar, which were also for flooding.** | | |

## Intervention Summary:

Heavy monsoon rains in June and July 2015, combined with the landfall of Cyclone 'Komen' on 30 July, triggered widespread flooding across West Bengal, Gujarat and Odisha states in India, killing at least 204 people and displacing more than 1.2 million people. On 4 August, ActionAid alerted the Start Fund to flooding in 10 districts in West Bengal state, where villagers faced severe damage to crops and fisheries, noting a temporary gap in humanitarian funding and the availability of NGOs to supplement government efforts.

On 7 August, 70.5 hours after the Start Fund alert, £300,000 was allocated to 3 projects (CARE, Christian Aid and Save the Children) to address needs related to shelter (emergency shelter and NFIs) and WaSH (hygiene kits, water purification). In response to a WaSH progressive assessment that found that receding flood waters were contaminated with decomposed vegetable content, Christian Aid added water filters and Save the Children added water purification sachets to their distributions to help prevent an outbreak of water-borne disease. Christian Aid also adapted to the increasing risk of a diarrhoea outbreak by providing bleaching powder to use as a disinfectant.

Agencies experienced several major obstacles during implementation. CARE, due to rains, was required to organise a second distribution to reach aid recipients who were unable to make the first distribution, and also faced delays in procuring mosquito nets that first needed to be dried in sunlight. It also depended on boats during distribution, which occasionally broke down. Christian Aid, in two of its selected villages, faced resistance from local political leaders who threatened to disrupt relief work if assistance was only given to the most vulnerable residents. As a result, Christian Aid changed its selection to two other villages that were equally affected and in need, but more receptive to assistance. Additionally, Save the Children faced delays in distribution as a result of the government's lack of coordination and interest in the response.

These projects reached 69,169 people (48.2% female, 51.8% male) with £294,751, 5.76% of those affected and 11,231 more than planned. Aid recipients were selected based on their level of vulnerability, including those who lost crops, food stocks, houses and essential belongings. Special emphasis was given to female-headed households, pregnant and lactating women, families with the most number of children, elderly, people with disabilities, religious minorities and secluded castes. Children under 18 (29%) and people over 50 (13%) together made up 42% of people reached.

## Lessons from the Response:

There was strong coordination between Start Fund implementing agencies, but little collaboration on activities due to conflicting implementation timelines. In retrospect, there should have been more harmonization, such as on the composition of relief kits.

A careful balance needs to be struck between agencies and local government, given the positive and negative impacts of this relationship on project implementation.

- Local government (Panchayat) leaders helped Christian Aid reach out to badly affected villages and identify vulnerable families, but provided beneficiary lists that showed political bias, requiring Christian Aid to make adjustments.

Distributions serve as an opportunity to inform and receive immediate feedback from aid recipients.

- CARE found it helpful to use the waiting times of aid recipients during distribution to display the composition of its kits, to receive immediate focus group feedback on the items being provided, and to give instructions on the use of certain items, such as Aquatabs and female sanitary napkins. Female volunteers and a health worker were also included in the distribution to show women in private how to use female items.

Agencies, in many cases, can improve project implementation by working through local partners.

- By working with Kenduadihi Bikash Society and Kajla Jana Kalyan Samiti, Save the Children gained access to strong expertise in Disaster Risk Reduction and was able to more easily navigate the political sensitivities that exist in West Bengal where local government leaders often view international relief work with suspicion.

# CRISIS RESPONSE SUMMARY

# MYANMAR FLOODING: August 4 - October 6, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 69.5 hours | £486,297 | 139,021 | 228,665 |

## RESPONSE TIMELINE

**16:30 AUGUST 4** (DAY 1)
**Alert:** Flooding
**17** agencies send survey
**17** agencies support an Allocation meeting

**14:00 AUGUST 5** (DAY 2 — 24hrs)
**Allocation: 17** out of **17** members vote to respond with **£500,000**

**15:00 AUGUST 6** (48hrs)
**Application deadline:** **13** projects apply

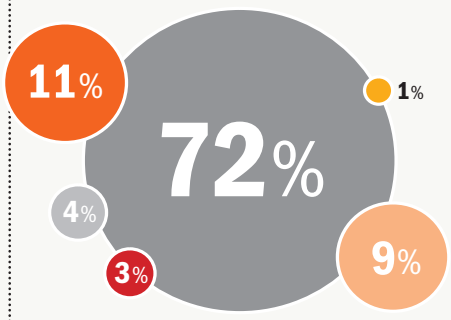
**13:55 AUGUST 7** (DAY 3 — 72hrs)
**Project selection:** (Yangon): **4** projects are funded with a budget of **£500,000**

**AUGUST 7** (7 days)
**Projects start:** **4** projects start implementing

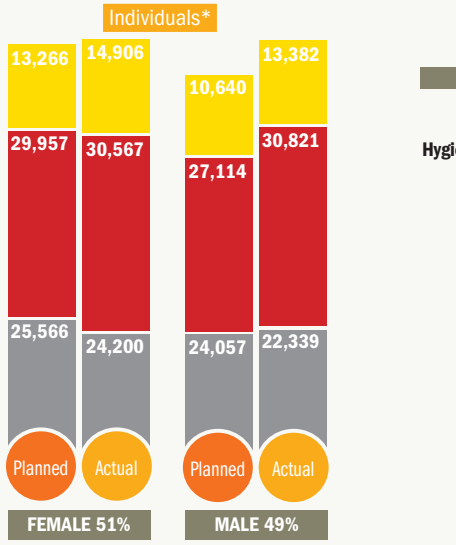
**SEPTEMBER 21** (45 days)
**Projects end:** **4** projects finish implementing

**OCTOBER 6** (60 days)
**Project reports:** **4** projects report reaching **139,021** people with **£486,297**

## BREAKDOWN OF FUNDS SPENT




## BREAKDOWN OF PEOPLE REACHED




*Adjusted total direct: 139,021

Activities*

| | |
|---|---|
| Pond and well rehabilitation | 90,498 |
| Unconditional cash transfers | 24,932 |
| Hygiene promotion training/awareness raising | 18,110 |
| Latrine construction/repairs | 17,794 |
| Oral Rehydration Salt distribution | 13,047 |
| Food distribution (rice) | 12,850 |
| Purification of water points | 12,307 |
| Debris removal | 11,420 |
| Hygiene kits and NFIs | 10,520 |
| Bottled water distribution | 8,913 |
| Shelter kit distribution (tarpaulins/plastic sheeting) | 8,274 |

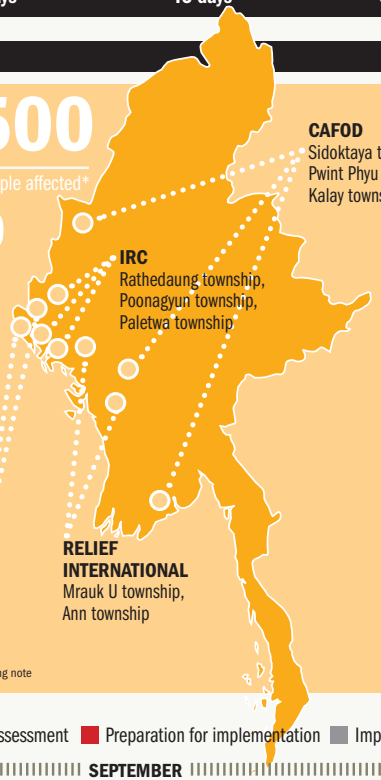
*Cumulative total direct: 228,665

## COVERAGE

**238,500**
Estimated number of people affected*

**130,560**
Planned reach from Start Fund activities

**139,021**
Affected people reached from Start Fund activities



**CAFOD**
Sidoktaya township, Pwint Phyu township, Kalay township

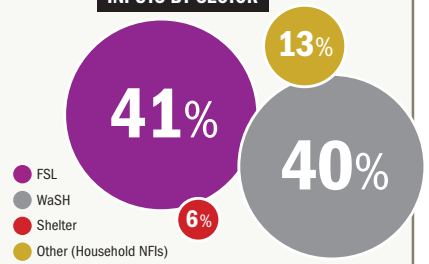
**IRC**
Rathedaung township, Poonagyun township, Paletwa township

**CARE**
Buthiduang township, Maungdaw township

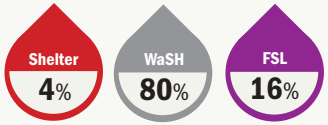
**RELIEF INTERNATIONAL**
Mrauk U township, Ann township

*Median estimate from ACAPS briefing note

## INPUTS BY SECTOR

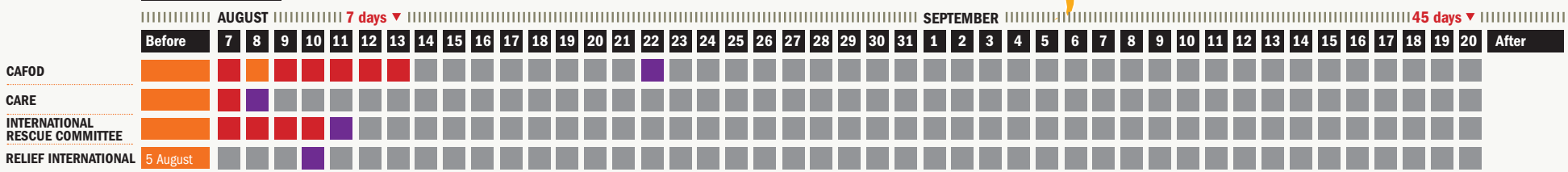



## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment · Preparation for implementation · Implementation of Start Fund activities · Aid recipients receive assistance



## CRISIS RESPONSE SUMMARY

# MYANMAR FLOODING: August 4 - October 6, 2015



| | | CAFOD | care | RESCUE | RELIEF INTERNATIONAL |
|---|---|---|---|---|---|
| LEVERAGING RESOURCES | Pre-Start Fund | Telenor ($120,000) on 10 August | | | |
| | During Start Fund | Dan Church Aid (40,000 DCA) on 16 August; Oxfam (£20,000) on 19 August | | Stichting Vluchteling ($50,000); Gates Foundation ($700,000); UNICEF ($158,820) | OFDA ($149,999) on 20 September |
| | Details of additional response | Estimated beneficiary reach from additional funds: 16,000 | | Additional funding focused on Aquatabs, family kits, shelter kits, pond rehabilitation, water supply renovation, WaSH infrastructure and latrine repairs, debris removal, and logistics support for food distribution. Estimated beneficiary reach from additional funds: 30,000 | Estimated beneficiary reach from additional funds: 21,800 |
| PROJECT DETAILS | Funds spent out of funds awarded | £162,862 spent out of £163,680 | £146,320 spent out of £146,320 | £105,000 spent out of £105,000 | £72,115 spent out of £85,000 |
| | Implemeting Partner | Network Activities Group (NAG) (£149,680) | | | |
| | Existing prescence | Working through external partner | Existing prescence | Existing prescence | Existing prescence |
| | Procurement | In country/locally | In-country/locally | In-country/locally | In-country/locally |
| | Activities | • Debris/waste removal in 71 villages.<br>• Hand dug wells and deep tube wells cleaned in 71 villages.<br>• 133,695 litres of bottled water distributed<br>• 13,407 packs of Oral Rehydration Salt distributed to 13,407 peoples in 71 villages.<br>• Water guard treatment to 1287 water sources in 71 villages.<br>• 71 hygiene promotion campaigns conducted in 71 villages.<br>• 819 Fly Proof Latrines constructed in 71 villages.<br>• 71 Community Feedback Mechanisms installed in 71 villages.<br>• Cash for food transfers to 4,740 households (13,000 MMK each) for access to 75% food rations for one month. | • 750 tarpaulins distributed.<br>• 650 NFI kits distributed (added during implementation in response to need).<br>• 1900 latrines targeted with fly-proofing and handwashing materials.<br>• 47 ponds/wells rehabilitated in 36 villages.<br>• 61 community outreach workers trained in hygiene promotion messaging. | • Water purification tables (Aquatabs) distributed to 30 villages in Ponnagyun and Rathedaung.<br>• Family protection and hygiene kits distributed to 947 households in Poletwa.<br>• Ceramic water filters distributed to 1,462 households, including 260 households in IDP camp.<br>• Plastic sheeting distributed to 550 households.<br>• 75 hygiene promotion sessions conducted across 30 villages in Rathedaung and Ponnagyun.<br>• Ponds dewatered, embankments around ponds renovated (where needed), and temporary RWC tanks erected in 15 villages in Rathedaung and Ponnagyun | • 16 ponds pumped, 58 wells pumped, 19 rainwater harvesting systems erected, 20 rainwater tanks erected.<br>• 13 hygiene promotion sessions conducted.<br>• Hygiene kits distributed to 1,194 households.<br>• WaSH information and instructional leaflets distributed to 500 households.<br>• Unconditional cash transfers distributed to 436 households (50,000 MMK each).<br>• 750 bags of 50kg rice distributed to 2,570 households |
| | Additional information | • **This Start Fund activation coincided with two others in India and Pakistan as part of a regional flooding emergency.**<br>• **CARE accessed the Start Fund's 1% learning budget for this response to conduct an After Action Review (AAR) workshop in September to capture key lessons learnt and recommendations for improving future humanitarian responses in Myanmar.** | | | |

## Intervention Summary:

Heavy monsoon rains in June and July 2015, combined with the landfall of Cyclone 'Komen' on 30 July, triggered widespread flooding and landslides in Chin and Rakhine State in the Sagiang and Magway regions of Myanmar, killing (according to government figures) 36 people and affecting approximately 300,000 people. On 31 July, President U Thein Sein declared these areas natural disaster zones and, along with the Myanmar Red Cross and local NGOs, began providing assistance in the form of relief items and medical care. On 4 August, Oxfam alerted the Start Fund, noting a short-term gap in funding to meet people's immediate needs, particularly those of the roughly 50,000 who were expected to be temporarily displaced from their homes for several weeks until the flood waters recede.

On 7 August, 69.5 hours after the Start Fund alert, £500,000 was awarded to four agencies (CAFOD- through the local partner NAG, CARE, International Rescue Committee, Relief International) to address needs related to FSL (cash transfers, rice distribution), Shelter (Tarpaulins and plastic sheeting) and WaSH (hygiene kits and NFIs, hygiene promotion, pond dewatering, purification of water points, debris removal, bottled water distribution, well rehabilitation, and latrine construction/repairs). During implementation, CARE discovered that the need for pond cleaning and renovations was less than anticipated, so redirected a portion of funds for this activity to procurement of NFI kits.

Implementing agencies experienced several challenges during implementation. All encountered disruptions to needs assessments and procurement and delivery of supplies due to flooded roads, collapsed bridges and landslides. CAFOD's partner, NAG, was unable to procure items in three townships where markets were not fully functional and instead purchased from neighbouring townships. It also faced delays in its cash transfers as a result of longer than anticipated bank processing times. Additionally, CARE's latrine activities were challenged by low availability of construction materials (bamboo), as well as a lengthy permit process.

These four projects reached 139,021 people (51% female, 49% male), with £486.297, 58% of the total affected population and 8,461 more people than planned. Agencies targeted households with the lowest income, most severe damage to homes, and greatest loss of crops, with particular attention paid to the female-headed households, orphans, people living with chronic illnesses, and older people without support of a relative. Children under 18 (34%) and people over 50 (21%) together made up 55% of people reached.

## Lessons from the Response:

There was an information gap at the start of the crisis resulting in an underestimation of its impact and the size of the affected population, causing a delay in raising an alert, though it is not clear that anything could have been done to avoid this.

The largest impact that Start Fund activities had on the crisis was with water storage systems and pond de-watering, given that Shelter and NFIs were not distributed quickly enough.

Cash for Work and Food for Work activities generated a feeling of buy–in and involvement from the affected population.

The Start Fund enables member agencies to implement in geographical locations outside of their previous areas of operation.

- This Start Fund activation enabled IRC to establish an operational presence in the remote location of Poletwa, an area no other NGO had reached. This was a highly worthwhile recommendation by the Project Selection Committee because it enabled IRC to then scale up WaSH activities in Poletwa through funding from UNICEF and CERF. Now, a considerable portion of IRC's funds are dedicated to Poletwa in part because it was able to show that it could respond in that location with its Start Fund project.

Support from the Myanmar government was highly beneficial to NAG's project delivery.

- CAFOD's implementing partner, NAG, received strong support from the Department of Rural Development on the technical design and construction of fly-proof latrines, as well as advise on costs, quantities and guidance on cleaning. NAG also worked in partnership with the Myanmar Health Assistant Association (MHAA), which supported with technical and human resources in Sidoktaya Township. Government administrative departments also helped with the coordination of the response.

Cash transfers served as a successful substitute to in-kind distribution and enabled households to more flexibility meet their particular needs.

- Relief International initially planned to distribute NFI kits to households. However, upon consultation with the affected population, it discovered that standardised kits would not meet the wide degree of variation between each family's needs, particularly when it came to children (e.g. gender and size specifications for clothing). To overcome this challenge, it instead provided cash transfers to introduce flexibility for families and support local businesses.

Coordination between NGOs was vital to the safe and successful delivery of cash transfers to targeted households.

- Relief International worked closely with the DRC and ICRC to share good practice and determine the most appropriate method and approach for delivering cash transfers. It was agreed that each NGO would operate the same practice in a standardised manner, which likely contributed to the lack of tension between communities from this activity.

**CRISIS RESPONSE SUMMARY**

# BURKINA FASO FLOODING: August 18 - October 20, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 60.75 hours | £144,031 | 14,194 | 30,284 |

## RESPONSE TIMELINE

**10:20 AUGUST 18** — **Alert:** Drought **17** agencies send survey **17** agencies support an Allocation meeting

**14:00 AUGUST 19** — **Allocation:** **17** out of **17** members vote to respond with **£200,000**

**14:00 AUGUST 20** — **Application deadline:** **2** projects apply

**21:00 AUGUST 20** — **Project Selection:** (Ougadougou) **2** projects are funded with a budget of **£220,000**

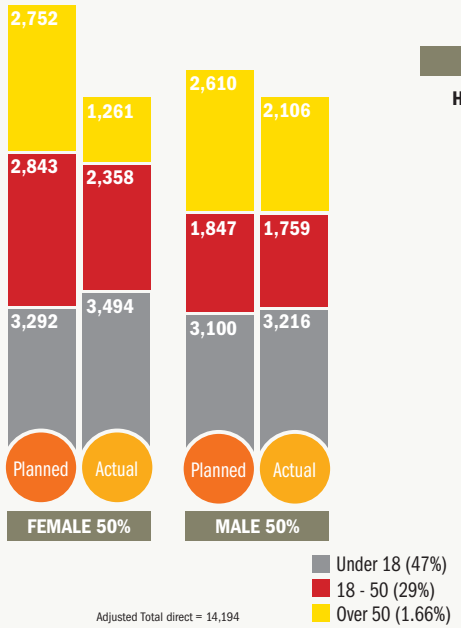
**AUGUST 22** — **Projects start:** **2** projects start implementing

**OCTOBER 5** — **Projects end:** **2** projects finish implementing

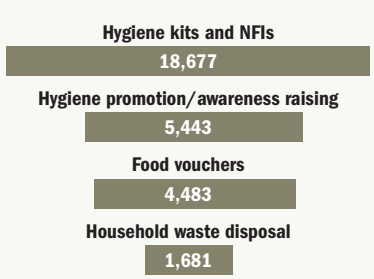
**OCTOBER 20** — **Projects report:** **2** projects report reaching **14,194** people with **£144,031**

DAY 1 — 24hrs — DAY 2 — 48hrs — DAY 3 — 72hrs — 7 days — 45 days — 60 days

## BREAKDOWN OF PEOPLE REACHED

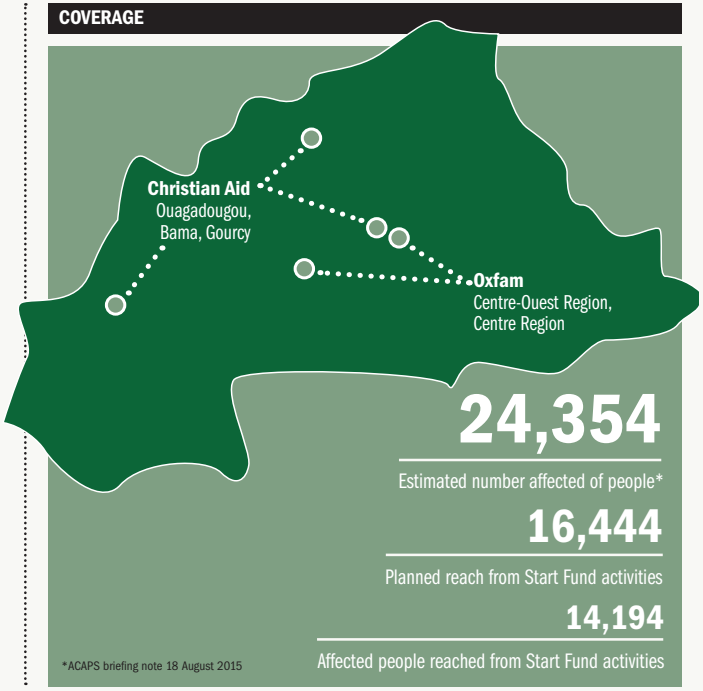



Adjusted Total direct = 14,194

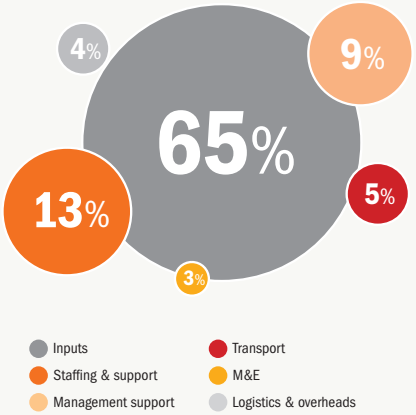



Cumulative Total = 30,284

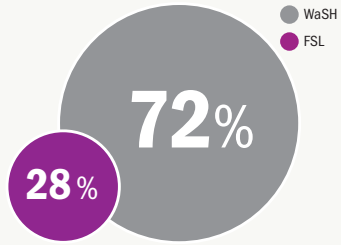
## COVERAGE



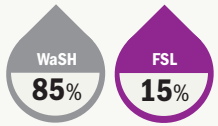

## BREAKDOWN OF FUNDS SPENT




## INPUTS BY SECTOR

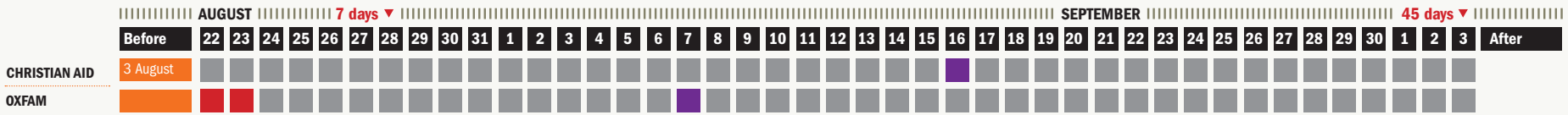



## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Aid first reached recipients — Needs Assessment — Preparation for implementation — Implementation of Start Fund activities



CRISIS RESPONSE SUMMARY

# BURKINA FASO FLOODING: August 18 - October 20, 2015



christian aid

OXFAM

**LEVERAGING RESOURCES FOR ADDITIONAL RESPONSE**

**No additional funding was reported by agencies for continuing response.**

**PROJECT DETAILS**

| | | |
|---|---|---|
| **Funds spent out of funds awarded** | £90,946 spent out of £90,047 | £53,085 spent out of £129,953 |
| **Implementing Partners** | AGED, Reseau MARP and AIRTEL (mobile phone agency) | |
| **Existing presence** | Working through external partner | Existing presence |
| **Procurement** | In-country/locally | In-country/locally |
| **Activities** | • Food vouchers distributed to 850 households in the municipalities of Ouagadougou, Gourcy and Bama<br>• NFI kits distributed to 850 households in the municipalities of Ouagadougou, and Bama Gourcy<br>• WaSH (hygiene and water purification) kits distributed to 850 households in the municipalities of Ouagadougou, and Bama Gourcy<br>• 27 awareness sessions conducted in the municipalities of Ouagadougou, Gourcy and Bama | • WaSH kits distributed to 1,250 households (including 20L jerry can, soap, bleach, mosquito nets)<br>• 20 school cleaning kits distributed (including buckets, brooms, brushes, gloves and protection items and bleach)<br>• 15 household waste disposal units erected<br>• 13 hygiene awareness campaigns conducted during WaSH kit distribution |
| **Additional Information** | • **Christian Aid and Oxfam jointly accessed the 1% learning budget for this response (£2,200) to run a learning workshop in November 2015 and develop a lessons learnt report.** | |

## Intervention Summary:

On 28 July 2015, severe flooding caused by unusually high rains and strong wind affected central and southern parts of Burkina Faso, killing eight people, injuring 54, destroying 1,240 homes, destroying crops, food supplies and livestock, and affecting (according to OCHA) at least 24,354 people, the majority of whom reside in Bissighin and Kilwin neighbourhoods of Ouagadougou (Centre region) and Dallo department (Centre Oest region). With further rains expected until the end of August, on 18 August, Christian Aid alerted the Start Fund, noting that those most affected were among the poorest in the country and that many of their most basic needs remained unmet.

On 22 August, 60.75 hours after the Start Fund alert, £220,000 was awarded to two agencies (Christian Aid and Oxfam) to address needs related to FSL (food vouchers) and WaSH (hygiene kits and NFIs, hygiene promotion, household waste disposal).

Implementing agencies experienced several challenges during implementation. A political coup from 16-29 September caused the following disruptions to Start Fund projects:

- Christian Aid requested an extra two weeks to finish its capacity building for DRR and Post Distribution Monitoring. This was allowed, given that these activities did not have costs associated with them outside of the 45-day timeframe, and it was given an extra week to submit its report form.
- Oxfam was forced to suspend activities for 15 days for security reasons and requested an extension from 5 October to 31 October. Given that the Start Fund does not allow for no cost extensions, Oxfam was told that any remaining activity costs incurred before 5 October would be acceptable, and that any unspent funds would need to be put back into the disbursement pot. Oxfam managed to resume its activities on 29 September 2015.
- Both projects reached fewer affected people than planned.

Additionally, Oxfam reported a number of issues with government services, including an absence of a governmental response plan, weak coordination between government officials and humanitarian agencies, and a delay in making available lists and locations of affected people, requiring Oxfam to conduct its own needs assessment and contact households directly by phone to locate them. The government also removed affected people from schools to begin the new academic year, despite not having an alternative relocation plan in place, causing Oxfam to abandon its activities planned in schools and making it difficult to identify and access affected people.

These four projects reached 14,194 people (50% female, 50% male), with £144,031, 58% of the total affected population and 2,250 fewer people than planned. Agencies targeted households displaced by the flooding, with particular attention paid to pregnant and lactating women, people with disabilities, and the elderly. Children under 18 (47%) and people over 50 (24%) together made up 71% of people reached.

## Lessons from the Response:

**Both agencies felt that the alert was well timed, the amount allocated was appropriate, given the length of the project and their available capacity, and that the response took place over an appropriate period (45 days).**

**Christian Aid and Oxfam effectively coordinated their interventions to avoid duplication in the same area.**

- Since both agencies shared a common area in in Ouagadougou, they agreed that Oxfam would take charge of hygiene promotion in the Ouagadougou area and that Christian Aid would implement hygiene promotion in its two other areas of intervention (Bama and Gourcy).

**Christian Aid overcame issues with verification (due to people's loss of civil status document during the flooding) by involving community leaders and social action service members in distribution.**

**Precautions taken during Christian Aid's cash distribution operation (encoded vouchers) helped to avoid the intrusion of non-beneficiaries.**
**Based on a joint 2-day learning workshop in November 2015, Christian Aid and Oxfam identified obstacles to conducting a joint needs assessment, accessing contingency funds and training staff in local agencies, and also noted the lack of an early warning system (details to follow).**

# CRISIS RESPONSE SUMMARY

# COLOMBIA DISPLACEMENT: 24 August - 26 October, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total- activities) |
|---|---|---|---|
| 48.25 hours | £70,781 | 434 | 2,371 |

## RESPONSE TIMELINE

**16:45 24 AUGUST** — **Alert:** Displacement **16** agencies send survey **13** agencies support an Allocation

**13:45 25 AUGUST** — **Allocation:** **13** out of **16** members vote to respond with **£75,000**

**14:00 26 AUGUST** — **Application deadline:** **1** project applies

**17:00 26 AUGUST** — **Project Selection** (Bogota)**:** **1** project is funded with a budget of **£66,898**

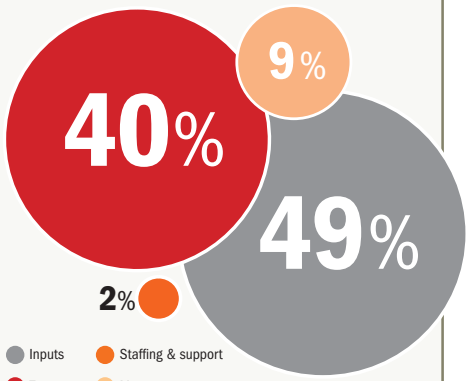
**26 AUGUST** — **Project starts:** **1** project begins implementing

**10 OCTOBER** — **Project ends:** **1** project finishes implementation

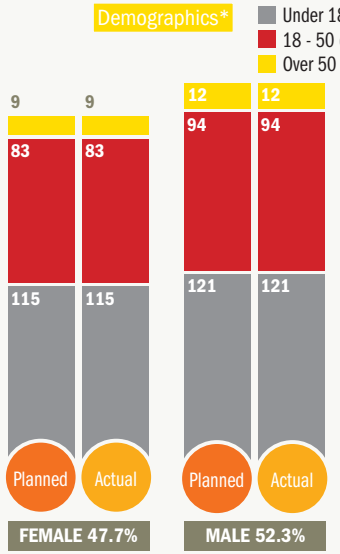
**26 OCTOBER** — **Project reports:** **1** project reports reaching **434** people with **£70,781**

DAY 1 — 24hrs — DAY 2 — 48hrs — DAY 3 — 72hrs — 7 days — 45 days — 60 days

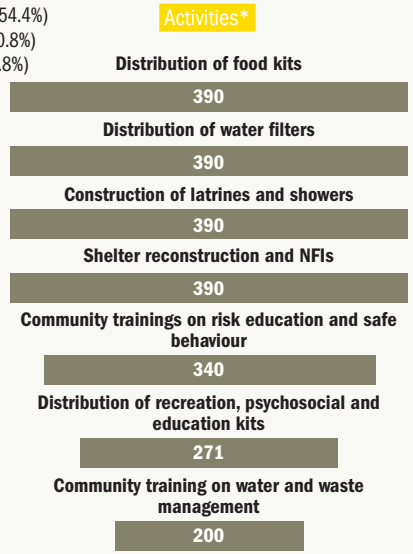
## BREAKDOWN OF FUNDS SPENT




## BREAKDOWN OF PEOPLE REACHED




*Adjusted total direct: 434



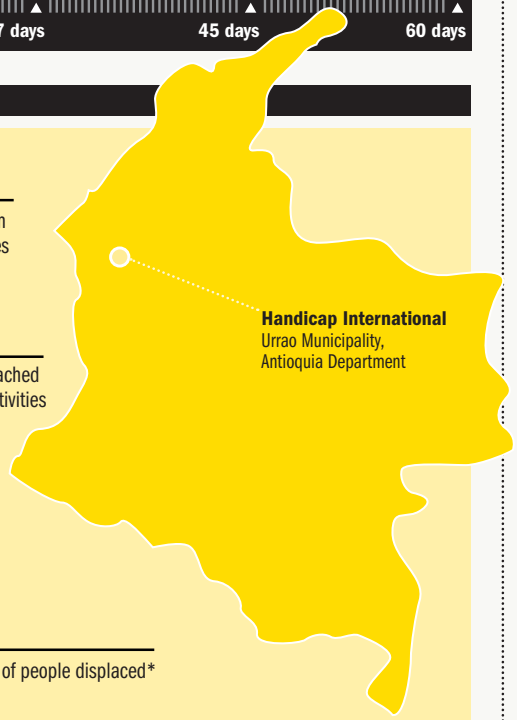

*Cumulative total direct: 2,371

## COVERAGE

**434**
Planned reach from Start Fund activities

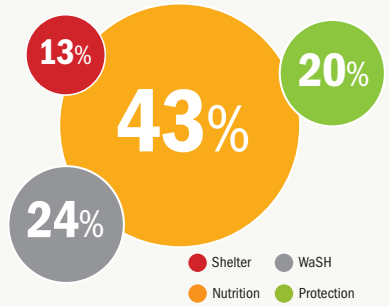
**434**
Affected people reached from Start Fund activities

**434**
Estimated number of people displaced*

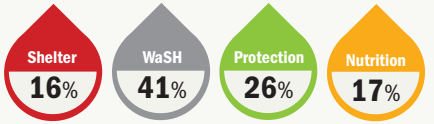



*24 August 2015 ACAPS briefing note

## INPUTS BY SECTOR*



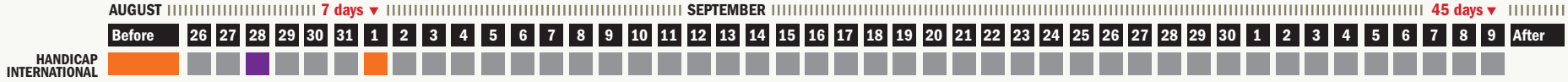

## PEOPLE REACHED BY SECTOR*




*Funds spent on Education and people reached by Education are included within 'Protection'

## PROJECT TIMELINE

Needs Assessment — Preparation for implementation — Implementation of Start Fund activities — Aid recipients receive assistance



CRISIS RESPONSE SUMMARY

# COLOMBIA DISPLACEMENT: 24 August - 26 October, 2015



HANDICAP INTERNATIONAL

PROJECT DETAILS

| | |
|---|---|
| Funds spent out of funds awarded | £92,365 spent out of £127,804 |
| Implementing Partner | |
| Existing presence Procurement | |
| Activities | • 109 families receive food stock and nutritional supplements to ensure their caloric intake complies with the Institute for Family Welfare indications for 45 days<br>• 6 schools and 109 families receive double filtering filters for access to safe water<br>• 200 people increase their knowledge of water and garbage handling through a workshop on waste management, established border limits for activities carried out in the river and reinforcement of management of water tanks and filters<br>• Three latrine blocks (1 male, 1 female, 1 unisex) and two shower units (1 male, 1 female) constructed and water tanks reinforced through hoses, adhesives, joints and pipes<br>• Shelter conditions for 109 families improved through reinforced plastic sheeting, separation of kitchens from sleeping areas, confinement of animals, digging of canals, and provision of items to prevent the spread of ticks, fleas and diseases.<br>• 42 recreational and psychosocial kits delivered to 6 displaced communities (6 traditional sewing kits, 6 musical kits, 6 reading kits, 6 education game kits, 12 school supply kits, 6 sports kits, 6 art kits)<br>• 5 workshops on risk education and safe behaviour<br>• 1 reinforcement workshop for indigenous security guards |
| Additional Information | • **This is the smallest Start Fund activation to date, in terms of the number of people affected by a crisis and the number of people reached.** |

## Intervention Summary:

On 26 June, 2015, military clashes between the Colombian government and rebel forces displaced 434 of the 600 Embera Eyabida indigenous people living in Urrao, the capital of Urrao Minicipality, located in Antioquia department, Colombia. Following the withdrawal of rebel forces, this population was unable to return to their homes and livelihoods due to the heavy presence of anti-personnel mines and unexploded ordinances left behind. It relocated to Amburra, an eight-family village two-days walk from Urrao, but soon suffered from malnutrition, given the lack of access to roads, food, clean drinking water or sanitation, leading to one child death and the evacuation (via helicopter) of 14 others (including 8 children) to Urrao on 13 August. On 21 August, Handicap International alerted the Start Fund to this crisis, noting the government's inability to intervene due to the ongoing conflict and warning that current levels of malnutrition and other health issues would increase attempts by this population to travel through heavily mined areas.

On 26 August, 48.25 hours after the Start Fund alert, £66,898 was awarded to one project, led by Handicap International, to address needs related to Education (educational materials), Nutrition (food kits), Protection (community trainings and distribution of recreational/psychosocial kits), Shelter (shelter reconstruction and NFIs) and WaSH (water filters, construction of latrines/showers, training/sensitisation). During implementation, it was discovered that the affected population was accessing water from a source near an open defecation area. As a result, WaSH activities were expanded to install the intake of water in the upper tributary to ensure access to uncontaminated water.

Handicap International experienced several major challenges during implementation. First, these communities are located in a heavily forested area that is difficult to access, requiring materials to be delivered by helicopter, which was expensive and constrained by rains. Second, few people speak Spanish, making it difficult to communicate with the majority of these communities who retain their ethnic language, Embera. Agency staff were supported by teachers and the guard chief for interpretation in trainings and other activities. Third, it took time to gain the trust of this population when making structural changes to shelters. Additionally, these communities do not usually live next to each other, requiring Handicap International to run a psychosocial workshop and work with the guard chief to establish rules of co-existence to manage internal conflicts.

This project reached 434 people (47.7% female, 52.3% male) with £70,781, 100% of the people displaced. Children under 18 (54.4%) and people over 50 (4.8%) together made up 59.2% of people reached.

## Lessons from the Response:

The Alert was not raised earlier due to expected government support that failed to materialise.

The budget was appropriate despite concerns during project selection that it was too high. The lack of information (due to the small scale of the crisis) added to the lack of clarity at the project selection stage.

By targeting and reaching 100% of the affected population, the Start Fund had a significant positive impact on this crisis.

- Handicap International felt that its project effectively mitigated an escalation of tensions between armed groups, government forces and local communities and prevented this crisis from becoming a larger one.
- Before this project, communities lacked access to clean water and experienced high cases of Diarrhoea. By the end of this project, fewer cases of Diarrhoea were reported to government authorities.

Working with the Indigenous Organization of Antioquia during the project formulation and implementation allowed the project to be accepted within a community that is typically reluctant to receive outside assistance.

Identifying groups within the community to support the project ensured that activities would continue after the project's completion and that progress would be maintained.

Given the remote and heavily forested location of the affected population, it was critical to use a helicopter for human transportation and aid delivery.

# CRISIS RESPONSE SUMMARY

# ETHIOPIA DISPLACEMENT: August 24 - October 26, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 69.75 hours | £178,954 | 19,360 | 23,209 |

## RESPONSE TIMELINE

**16:45 AUGUST 24** (DAY 1)
**Alert:** Flooding
**18** agencies send survey
**18** agencies support an Allocation meeting

**13:40 AUGUST 25** (DAY 2) — 24hrs
**Allocation:**
**18** out of **18** members vote to respond with **£200,000**

**14:00 AUGUST 26** — 48hrs
**Application deadline:**
**2** projects apply

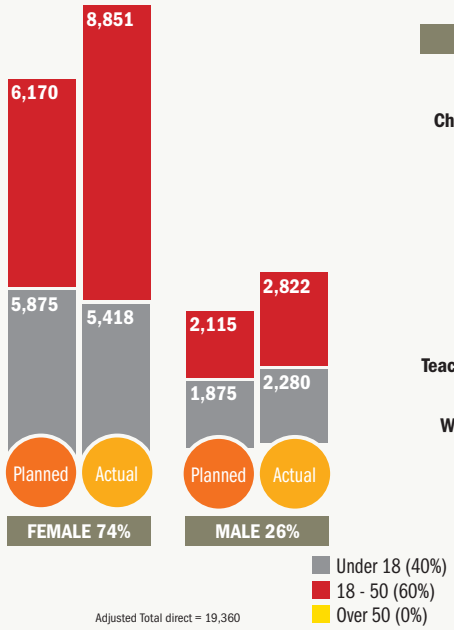
**14:30 AUGUST 27** (DAY 3) — 72hrs
**Project Selection:**
(Addis Ababa): **2** projects are funded with a budget of **£178,616**

**SEPTEMBER 1** — 7 days
**Projects start:**
**2** projects start implementing

**OCTOBER 11** — 45 days
**Projects end:**
**2** projects finish implementing

**OCTOBER 26** — 60 days
**Projects report:**
**2** projects report reaching **19,360** people with **£178,954**

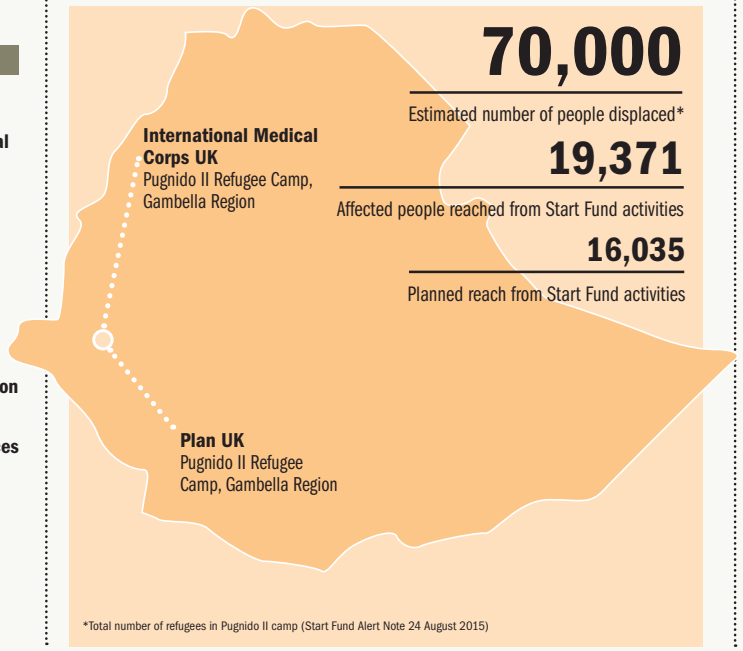
## BREAKDOWN OF PEOPLE REACHED



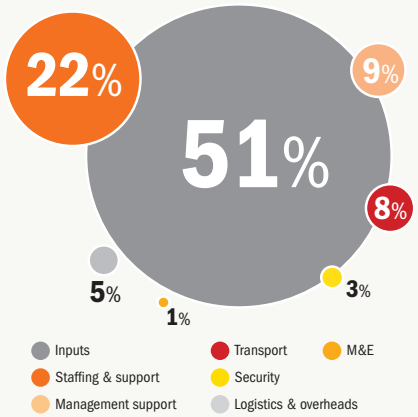




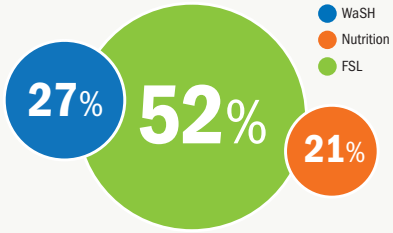
## COVERAGE



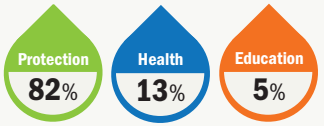

## BREAKDOWN OF FUNDS SPENT




## INPUTS BY SECTOR

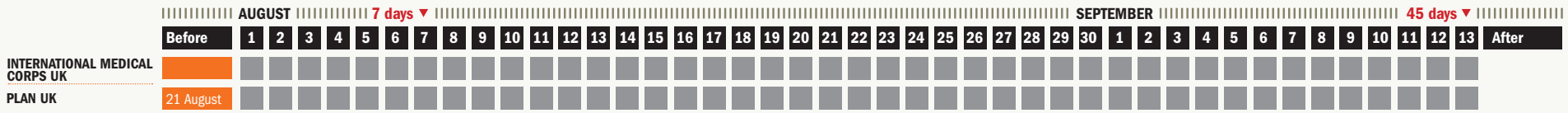



## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Aid first reached recipients · Needs Assessment · Preparation for implementation · Implementation of Start Fund activities



**CRISIS RESPONSE SUMMARY**

# ETHIOPIA DISPLACEMENT: August 24 - October 26, 2015



| | | International Medical Corps | Plan |
|---|---|---|---|
| LEVERAGING RESOURCES | Pre-Start Fund | | |
| | During Start Fund | | UNHCR (720,983 Euros) on 1 September 2015 |
| | Post-Start Fund | BPRM and UNHCR | |
| | Details of additional response | IMC UK secured additional funding for temporary women structures and case management | Plan UK continued to implement the same activities with UNHCR funding. Estimated beneficiary reach from additional funds: 10,000. |
| PROJECT DETAILS | Funds spent out of funds awarded | £100,000 spent out of £100,000 | £78,954 spent out of £78,616 |
| | Implementing Partner | | |
| | Existing presence | Existing presence | Existing presence |
| | Procurement | In country/locally | In country/locally |
| | Activities | • Case management/psychosocial services provided to 6 SGBV survivors (including medical care and referrals to partners)<br>• Information against SGBV (according to IASC guidelines) shared with 14,308 community members<br>• workshop conducted with 37 participants on mainstreaming SGBV services across sectors<br>• Clinical services (identification, assessment, diagnosis and treatment) provided to 11 individuals with severe mental health disorders<br>• Psychosocial services (through individual home visits, group discussions with caretakers and neighbours, 1 recreational activity and establishment of 1 semi-permanent recreational facility) provided to 11 individuals with severe mental health disorders<br>• Providing emergency obstetric and newborn health services to 86 high risk, pregnant and labouring mothers, including fuel coupons to support referral service for labouring mothers, medical equipment provision, medication, and 300 infant care kits<br>• Sexual reproductive health services provided to 2,931 women and girls through home visits, provision of condoms and infection prevention materials to Pugnido II ARRA health centre, and training of community facilitators) | • 1 CFS constructed and equipped, with 782 children attending daily<br>• 63 social workers selected and trained on child protection, case management, CFS, and codes of conduct<br>• 2,163 separated and unaccompanied children identified and registered.<br>• 37 foster parents identified and trained on positive discipline, parenting skills, child care, treatment and psychosocial support<br>• NFIs and recreational materials distributed to 632 separated and unaccompanied children, care takers, foster parents and parents of the most vulnerable children.<br>• 43 refugee teachers selected and trained on basic pedagogical skills and child centre teaching methodology.<br>• 51 ECCD facilitators recruited and trained on child care and positive discipline.<br>• Outdoor and indoor play materials procured and distributed to CFS and to two ECCD centres in which 1,191 children participate.<br>• School supplies, including bags, books and pens, distributed to 857 children. |

## Intervention Summary:

Since the start of the conflict in neighbouring South Sudan on 15 December 2013, more than 218,700 South Sudanese have crossed into Ethiopia's Gambella region, fleeing from violence and food insecurity. The majority of these new arrivals (mostly women and children) have been assisted in five refugee camps that reached full capacity by the summer of 2015, requiring the Ethiopian government and UNHCR to open a sixth camp (Pugnido II) to relocate about 10,527 registered refugees awaiting assistance and 45,854 others living within the host community. On 24 August, International Medical Corps UK and Plan UK, along with Concern, International Rescue Committee, Norwegian Refugee Council and Save the Children, alerted the Start Fund to the vulnerable condition of these people, most of whom lost all belongings and had passed through insecure areas with very high exposure to sexual abuse and psychological trauma.

Responding to the existing gap in funding to meet the basic emergency needs of these refugees, on 1 September, 69.75 hours after the Start Fund alert, £178,616 was awarded to two agencies (International Medical Corps UK and Plan UK) to address needs in Pugnido II refugee camp related to Education (Education kits, teacher/facilitator training), Health (sexual reproductive health services and materials, clinical and psychosocial services) and Protection (child case study management and psychosocial services, SGBV prevention awareness, CFS construction/recreation).

Implementing agencies experienced several challenges during implementation. For International Medical Corps, internal supply chain processes, particularly in getting a waiver to procure supplies locally at Gambella, caused some delays to its activities. Externally, staff from partner organisations were not immediately available at the start of the project for planned trainings on sexual reproductive health, SGBV and mental health services. The refugee community in Pugnido II did not have any formal and recognized leadership structure at the start of the project, which made it difficult to mobilize the community to participate in project activities. The short duration of the project also made it difficult to hire qualitied people. Some candidates declined job offers due to the short contract period. Plan UK, due to lack of potential suppliers in Gambella, had to procure some materials in Addis Ababa. Additionally, it took the agency longer than anticipated to transport materials to the camp, given its remote location.

These two projects reached 19,360 people (74% female, 26% male), with £178,954, 28% of the total population of Pugnido II refugee camp and 3,336 more people than planned. Agencies targeted the most vulnerable displaced households, with particular attention paid to women, girls, individuals with mental disorders, separated and unaccompanied children, children with disabilities and child victims of SGBV.

## Lessons from the Response:

**Plan UK learned the importance of having a team ready for a 45-day project. It was working in another camp when its Start Fund project was approved, so was able to deploy that team quickly to that new project. It also conducted many of the same activities as in other camps, so was already familiar with the challenges and process.**

**International Medical Corps worked with communities in the new Pugnido II refugee camp through people who informally offered themselves to provide leadership. This informal structure is a useful resource in contexts where no formalized structure yet exists.**

**Plan UK felt that operating at the entry points of the new camp was key to raising awareness on child protection concerns and identifying and registering the most vulnerable children (unaccompanied and separated children) early on, thus preventing further separation or violence and exploitation.**

**Several activities benefitted aid recipients beyond the 45-day implementation period:**

- The 2,000 unaccompanied children who were identified by Plan UK continued to get assistance after the 45-day timeframe through a best interest assessment and linking them to different mechanisms such as alternative family care.
- Social workers who were trained by Plan UK on CFS and psychosocial management formed child protection committees and continued to be used by agencies.
- IMC UK established protection referral pathways that continued through a case manager who was supported by another grant.

# CRISIS RESPONSE SUMMARY

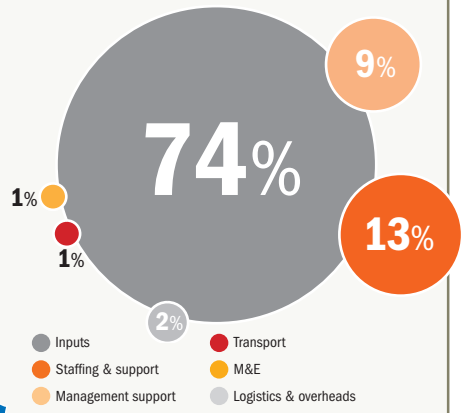
## NIGERIA INFLUX OF RETURNEES FROM CAMEROON: 24 August - 26 October, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total- activities) |
|---|---|---|---|
| 49.5 hours | £149,861 | 20,000 | 39,012 |

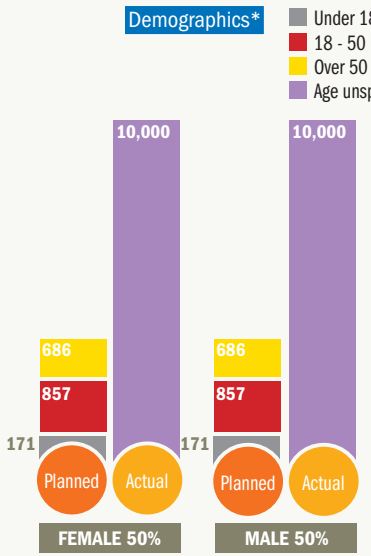
### RESPONSE TIMELINE

| 16:45 24 AUGUST | 13:45 25 AUGUST | 14:00 26 AUGUST | 18:30 26 AUGUST | 26 AUGUST | 10 OCTOBER | 26 OCTOBER |
|---|---|---|---|---|---|---|
| **Alert:** Returnees 14 agencies send survey 14 agencies support an Allocation meeting | **Allocation:** 14 out of 14 members vote to respond with £300,000 | **Application deadline:** 1 project applies | **Project Selection** (Abuja): 1 project is funded with a budget of £161,802 | **Project starts:** 1 project begins implementing | **Project ends:** 1 project finishes implementation | **Project reports:** 1 project reports reaching 20,000 people with £149,861 |
| DAY 1 | DAY 2 | | DAY 3 | | | |
| 24hrs | 48hrs | | 72hrs | 7 days | 45 days | 60 days |

### BREAKDOWN OF FUNDS SPENT




### BREAKDOWN OF PEOPLE REACHED




*Adjusted total direct: 20,000
*Actual reach reported was not disaggregated by age or gender. 50/50 gender split is an estimate based on the gender ratio for planned reach

Activities*

**Hygiene awareness campaign and WaSH training of community volunteers**
20,020

**Distribution of WaSH NFI kits**
13,433

**Protection kits distributed**
3,668

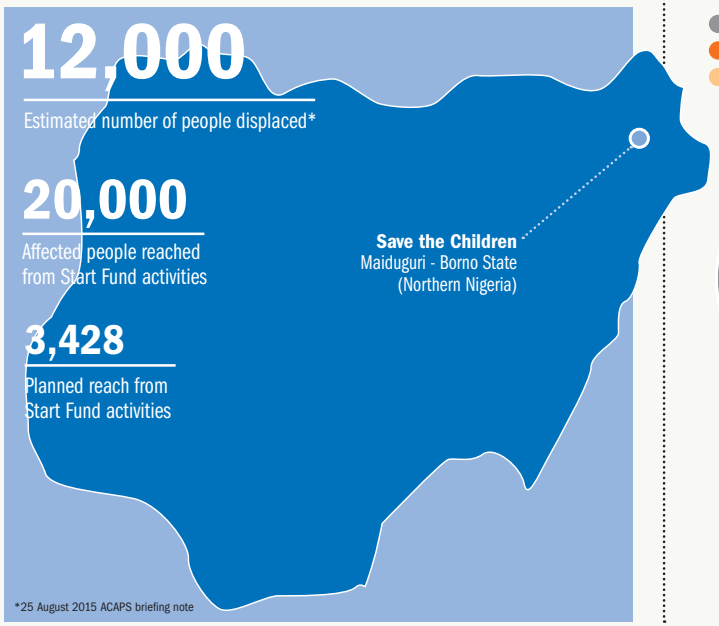
**Distribution of WaSH IEC materials**
1,000

**Child referrals to existing CFS facilities**
476

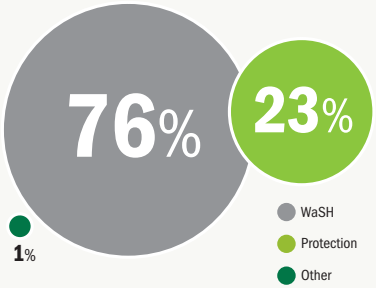
**Training for child protection committee members, animators and case workers**
415

*Cumulative total direct: 39,012

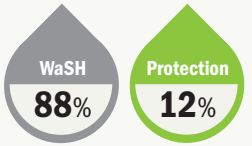
### COVERAGE




### INPUTS BY SECTOR




### PEOPLE REACHED BY SECTOR




### PROJECT TIMELINE

Needs Assessment | Preparation for implementation | Implementation of Start Fund activities | Aid recipients receive assistance

| | AUGUST (7 days) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | SEPTEMBER (45 days) | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Before | 26 | 27 | 28 | 29 | 30 | 31 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | After |
| SAVE THE CHILDREN | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

# CRISIS RESPONSE SUMMARY

# NIGERIA INFLUX OF RETURNEES FROM CAMEROON: 24 August - 26 October, 2015



Save the Children

**LEVERAGING RESOURCES**

| | |
|---|---|
| Pre-Start Fund | |
| During Start Fund | |
| Post-Start Fund | UNICEF and ECHO |
| Details of additional response | |

**PROJECT DETAILS**

| | |
|---|---|
| Funds spent out of funds awarded | £149,861 spent out of £161,802 |
| Implementing Partner | EYN, Centre for Child Health and Development (CHAD)) |
| Existing presence | Existing prescence |
| Procurement | In-country/local |
| Activities | • Hygiene promotion and awareness activities conducted in 10 IDP camps. Topics included safe disposal of excreta, effective hand washing, and reducing contamination of household drinking water, following the community lead total sanitation (CLTS) approach<br>• 1,916 WaSH NFI kits distributed (including bathing soap, laundry soap, female sanitary pad, aqua-tabs, water storage containers, blankets, sleeping mats, liquid antiseptic, tooth paste, tooth brush, petroleum jelly and Long Lasting Mosquito Nets ( LLINs)<br>• Protection kits distributed to 1,210 households, including underwear, jumpers, slippers, trousers, shirts, and dresses<br>• 1,000 IEC materials distributed on hygiene and sanitation and available service providers within and outside the returnee camps, including messages on cholera prevention. Materials were translated into 2 local languages (Hausa and Kanuri)<br>• 1-day training conducted for 20 Community Volunteers (CV) on identification of beneficiaries and conduct of hygiene promotion and awareness activities<br>• 84 people trained to support Child Protection activities, including registration of registration of unaccompanied and separated children<br>• 331 caregivers from Child Protection Committees in the camps trained on child protection issues affecting returnee children, including on operating child friendly spaces, identifying vulnerable children and finding sustainable solutions<br>• 476 children referred to existing CFS facilities |

## Intervention Summary:

In July 2015, Cameroon announced it was forcibly sending home as many as 15,000 Nigerians who entered its territory fleeing attacks by the Islamist group Boko Haram. These Nigerians, who had not formerly applied for asylum in Cameroon, had been living within host communities or had taken up temporary shelter in fields along the border region, in the hope of returning when the violence subsided. By the end of July and early August, security forces began deporting them, ostensibly over fears that they could have ties to Boko Haram, which had been responsible for a recent string of suicide bombings and other deadly attacks in Cameroon's Far North Region. On 24 August, Save the Children alerted the Start Fund, noting that 12,000 returnees had been displaced in Nigeria for weeks, lacked essential personal belongings, and lacked basic services as they were being relocated by the government within camps and makeshift settlements.

On 26 August, 49.5 hours after the Start Fund alert, £161,812 was awarded to Save the Children to address needs related to Protection (through its local partner, CHAD) and WaSH (through its local partner, EYN) within three host communities (Semari, Umarari and Malari) and five camps (Gubio camp, Government College Camp, EYN Centre Camp, Sanda Kyarimi camp, ATC camp).

Save the Children experienced several challenges during implementation. Implementation took place within a highly volatile security situation characterised by frequent bomb attacks by Boko Haram, which, which closed the field office and halted the project for an entire week on one occasion and caused disruptions to the movement of procured items on 21 and 22 September.

The situation also required security checks on aid recipients before they could receive items, causing fatigue and frustration amongst the population. Additionally, a cholera outbreak in the camps posed a serious threat, with 600 cases and 15 deaths reported as of 26 October. Save the Children expanded its hygiene promotion activities to more camps and communities to help mitigate this threat.

This project reached 20,000 people (an estimated 50% female, 50% male) with £149,861, 16,572 more than planned due to cost savings and favourable exchange rates, and 8,000 more than the estimated number of returnees, given that activities also reached host communities. This project targeted IDPs who had not benefited from basic services, particularly the most vulnerable, including unaccompanied children, widows, lactating mothers, families with malnourished children, child-headed households, and mothers with children under 5 years of age. Children under 18 (estimated at 40%) and people over 50 (estimated at 10%) together made up 50% of people reached.

## Lessons from the Response:

The disbursement amount (£161,802) was insufficient for the scale of this crisis and Save the Children could have absorbed more funding.

- As a result of limited funds compared to the needs of the affected population, Save the Children was limited to targeting only the most vulnerable groups and could have reached 'thousands' more people in need of basic services.

The speed of the funding from Start Fund allowed Save the Children to meet immediate needs and have a real crisis level impact on the lives of the returnees.

- Interaction with aid recipients following the distribution of hygiene items revealed that many families had lacked urgent items and had gone for weeks without bathing. WaSH activities therefore likely reduced the number of people affected by the unseasonal outbreak of cholera.
- CRS facilitators noted that many the children showed fewer signs of distress after spending time in CFS and have also been able to integrate with the other IDP children.

Existing presence and ongoing programming enabled Protection activities to take place within a short (45 day) project timeframe.

- It can be difficult to implement child protection activities within a 45-day period, however it was possible in this case because Save the Children already had a functioning Child Protection system in place in the area of operation, so it only needed to identify aid recipients and integrate them into the existing systems. It also had existing relationships with the state system that helped tremendously.

By engaging with the community, Save the Children was able to learn about the gender and cultural intricacies for clothing (e.g. culturally appropriate dresses), which helped those materials to be used optimally.

Working with partners greatly enhanced the speed and quality of Save the Children's project.

- EYN (WaSH partner) facilitated access to communities and advised on the best approaches for carrying out distributions in the camps and host communities.
- CHAD (Centre for Child Health and Development) provided 49 Animators and 7 facilitators, who participated in the identification and registration of the returnees in the selected locations, coordinated the fabrication of the dresses, and supervised the CFS. Chad also provided 30 volunteers to distribute kits and IEC materials.

# CRISIS RESPONSE SUMMARY

# NIGERIA FLOODING: 8 September - 10 November, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total- activities) |
|---|---|---|---|
| 70.75 hours | £282,302 | 54,656 | 78,150 |

## RESPONSE TIMELINE

**17:30 8 SEPTEMBER** — **Alert:** Flooding **16** agencies send survey **16** agencies support an Allocation meeting (DAY 1)

**14:00 9 SEPTEMBER** — **Allocation:** **16** out of **16** members vote to respond with **£300,000** (DAY 2)

**14:00 10 SEPTEMBER** — **Application deadline:** **1** project applies

**18:30 11 SEPTEMBER** — **Project Selection** (Abuja)**:** **1** project is funded with a budget of **£282,300** (DAY 3)

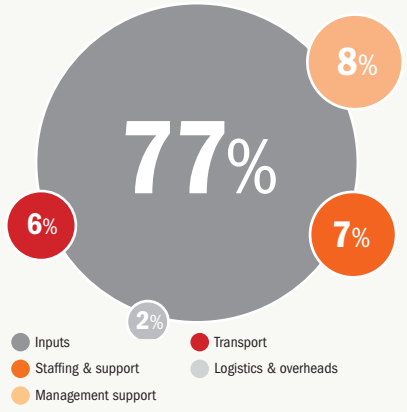
**11 SEPTEMBER** — **Project starts:** **1** project begins implementing

**26 OCTOBER** — **Project ends:** **1** project finishes implementation

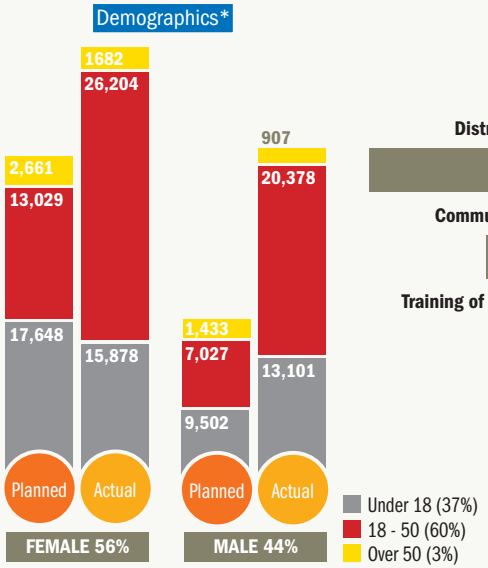
**10 NOVEMBER** — **Project reports:** **1** project reports reaching **54,656** people with **£282,302**

24hrs · 48hrs · 72hrs · 7 days · 45 days · 60 days

## BREAKDOWN OF FUNDS SPENT




## BREAKDOWN OF PEOPLE REACHED

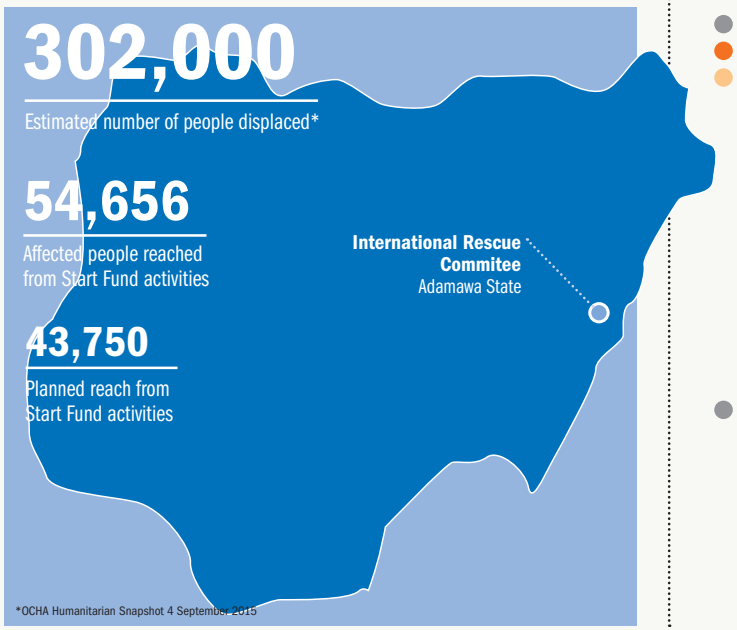



*Adjusted total direct: 54,656




*Cumulative total direct: 78,150

## COVERAGE*




*OCHA Humanitarian Snapshot 4 September 2015

## INPUTS BY SECTOR




## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment · Preparation for implementation · Implementation of Start Fund activities · Aid recipients receive assistance

SEPTEMBER — 7 days ▼ — OCTOBER — 45 days ▼

| | Before | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | After |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| INTERNATIONAL RESCUE COMMITTEE | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

**CRISIS RESPONSE SUMMARY**

# NIGERIA FLOODING: 8 September - 10 November, 2015



**LEVERAGING RESOURCES**

| | |
|---|---|
| Pre-Start Fund | |
| During Start Fund | |
| Post-Start Fund | |
| Details of additional response | |

**PROJECT DETAILS**

| | |
|---|---|
| Funds spent out of funds awarded | £282,302 spent out of £282,300 |
| Implementing Partner | |
| Existing presence | Existing prescence |
| Procurement | In-country/local |
| Activities | • 7,808 WaSH NFI kits distributed<br>• 70 community volunteers trained on good hygiene practices |

## Intervention Summary:

On 30 August 2015, torrential rains, combined with a dam technological failure, caused widespread flooding in Adamawa State, Nigeria, washing away homes, farmland and livelihoods within communities that were already facing a number of challenges, including recent insurgent attacks that have displaced 1 million people in the Northeast of the country (IRC Flood Update in Adamawa State NE Nigeria, September 2015). On 8 September, Save the Children and the International Rescue Committee (IRC) alerted the Start Fund, noting that 302,200 people had been affected and that a critical funding gap remained, due to lack of donor interest and the inaccessibility of many affected areas where people sought higher ground and faced increasing isolation.

On 11 September, 70.75 hours after the Start Fund alert, £282,300 was awarded to the IRC to address needs related to WaSH, particularly hygiene kits and access to clean water to mitigate the risk of an outbreak of cholera or other sanitation-related diseases.

The IRC experienced several challenges during implementation. First, many roads were completely submerged in water, delaying access to certain affected areas and requiring aid recipients to travel for roughly an hour to reach distribution centres in neighbouring communities. Second, beneficiary selection for WaSH was difficult, given the large scale of the flooding. The IRC worked closely with the NFI and Shelter working groups and OCHA at the state level to communicate and respond to resource gaps. Third, communities voiced a high need for food, which the IRC was unable to provide but was able to communicate to the FSL working group at the state level. Additionally, cultural barriers limited the participation of women in the response.

This project reached 54,656 people (56% female, 44% male), with £282,302, 15% of the total affected population and 10,906 more people than planned, due to lower than expected costs of WaSH kits and lower technical advisor travel costs as a result of greater remote support. The IRC targeted the most vulnerable households affected by the flooding, with particular attention paid to pregnant or lactating women, people with disabilities, and the elderly. Children under 18 (37%) and people over 50 (3%) together made up 40% of people reached.

## Lessons from the Response:

The level of funding was appropriate.

Recommendations from the Project Selection Committee were very helpful, particularly streamlining the WaSH kits to essential items to reach more of the affected population.

Based on procurement delays in this response, IRC will develop a plan for tapping into existing stock from its warehouse for future Start Fund projects to get supplies out more quickly (note: Start Fund allows projects to use its funding to reimburse depleted stock).

Working with local authorities and partners helped IRC gain timely access to the flood-affected communities.

- IRC had pre-existing presence in just two of the eight communities that it assisted. It was able to obtain timely community buy-in to its project by involving local authorities from the start of the project and also working closely with two local NGO partners, the Centre for Caring, Empowerment and Peace Initiatives (CCEPI) and Goggoji Zumunchi Development Initiative (GZDI), both of which have a strong local presence and networks. This engagement was especially helpful for synthesizing a list of beneficiaries from over 300,000 affected individuals.

# CRISIS RESPONSE SUMMARY

# COLOMBIA DISPLACEMENT: September 16 - November 17, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 49.5 hours | £180,136 | 6,761 | 9,812 |

## RESPONSE TIMELINE

**15:45 SEPTEMBER 16** — **Alert:** Displacement **15** agencies send survey **13** agencies support Start Team decision

**10:15 SEPTEMBER 17** — **Allocation: 13** out of **15** members vote to respond with **£180,000**

**12:00 SEPTEMBER 18** — **Application deadline:** **4** projects apply

**17:00 SEPTEMBER 18** — **Project selection:** Virtual, Colombia: **4** projects are funded with a budget of **£180,000**

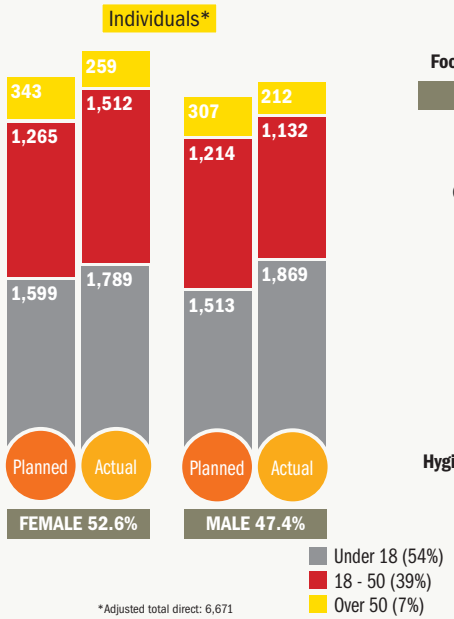
**SEPTEMBER 21** — **Projects start:** **4** projects start implementing within 7 days

**NOVEMBER 2** — **Projects end:** **4** projects finish implementing

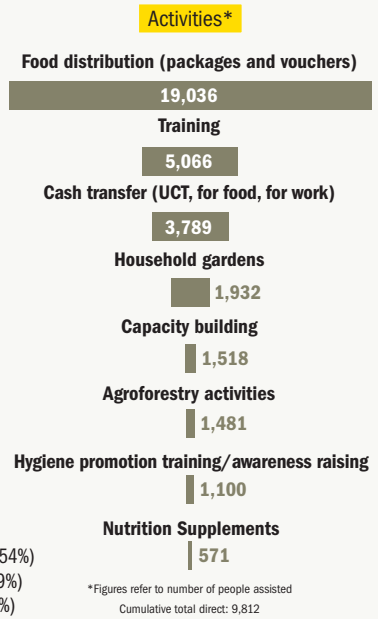
**NOVEMBER 17** — **Project reports:** **4** projects report reaching **6,761** people with **£180,136**

DAY 1 — 24hrs — DAY 2 — 48hrs — DAY 3 — 72hrs — 7 days — 45 days — 60 days

## BREAKDOWN OF PEOPLE REACHED




*Adjusted total direct: 6,671




*Figures refer to number of people assisted
Cumulative total direct: 9,812

## COVERAGE

**21,434**
Estimated number of people affected*

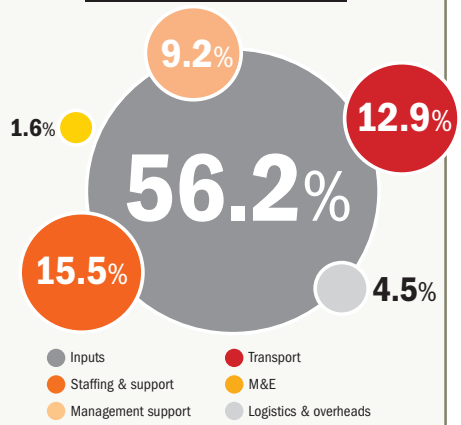
**6,773**
Affected people reached from Start Fund activities

**6,241**
Planned reach from Start Fund activities

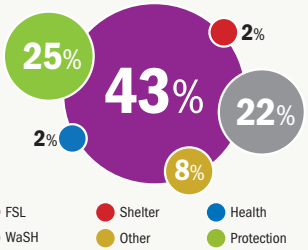



* ACAPS Briefing Note, 17 September 2015

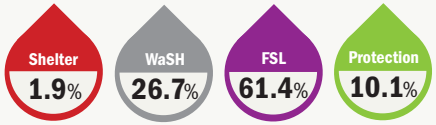
## BREAKDOWN OF FUNDS SPENT




## INPUTS BY SECTOR




## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment — Preparation for implementation — Implementation of Start Fund activities — Aid recipients receive assistance

| | AUGUST (7 days) | | | | | | | | | | | | | | SEPTEMBER (45 days) | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Before | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 1 | After |
| WORLD VISION | 26 August | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PLAN UK | 18 Sept | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| OXFAM | 17 Sept | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ACTION AGAINST HUNGER | 1 Sept | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

CRISIS RESPONSE SUMMARY

# COLOMBIA DISPLACEMENT: September 16 - November 17, 2015



| LEVERAGING RESOURCES FOR ADDITIONAL RESPONSE | | | | |
|---|---|---|---|---|
| No additional funding was reported by agencies for continuing response. | | | | |
| **PROJECT DETAILS** | | | | |
| **Funds spent out of funds awarded** | £43,403 out of £43,401 | £41,000 out of £41,000 | £44,055 out of £44,055 | £51,678 out of £51,544 |
| **Implemeting Partner** | | | | |
| **Existing prescence** | No existing prescence | Current programmes | Existing prescence | Current programmes |
| **Procurement** | In country/local | In-country/local | In-country/local | In-country/local |
| **Activities** | ● 8,000 food stamps for an amount of $86,000 given to 1,303 people<br>● 171 families received non-food vouchers and hygiene vouchers<br>● 50 families received shelter cash assistance | ● Maintenance of 150 goat herds<br>● Knapsack weaving and bracelet making for sale by women's groups<br>● 250 food packages distributed | ● 500 hygiene kits, plus an additional 176 neo natal specific hygiene kits, distributed with introductory sessions on how to use them | ● 3 Child Friendly spaces built with 67 volunteers trained to run regular sessions for children and additional sessions for parents.<br>● Awareness raising sessions with teachers on the subject of child protection<br>● 350 food stamps given to specific families |
| **Additional information** | ● **This was the second time that Plan UK and ACF implemented Start Fund projects in Colombia, and both felt that it was the only opportunity to gain funding and respond within 72 hours.** | | | |

## Intervention Summary:

Since August 21, due to political dispute between Colombia and Venezuela, 1,482 people were deported from Venezuela to Colombia, and a further 19,952 returned for fear of persecution. Government capacity to address the humanitarian needs of returnees was stretched, particularly in the department of Norte de Santander, which saw the concentration of returnees. The other affected departments were La Gujira, Aracua and Vichada. Due to the presence of Armed Groups (AGs), the negative economic effect of the border closure on the above mentioned departments, the fact that many returnees had left without time to gather assets to support their displacement and some cases of family members being separated, meant that the returnees were significantly more vulnerable.

On 18 September, 49.5 hours after raising the Start Fund alert, £180,000 was awarded to 4 projects (Action Against Hunger, Oxfam, Plan UK and World Vision), aiming to address Food Security and Livelihoods (FSL), Shelter, Child Protection and WASH needs. Activities focused on FSL (maintenance of goat herds, food packages and vouchers, capacity building on knapsack weaving and bracelet making), WaSH (hygiene kits including neo natal specific hygiene kits) and Child Protection (establishing CFSs and awareness raising with teachers and parents).

Agencies faced several challenges during implementation. World Vision found that teachers had very limited time during the day to take part in child protection awareness raising sessions. Plan UK found that because many of the affected communities are nomadic and regularly move across a largely porous border in hard to reach places, it was hard to get reliable census data to establish needs. To address this challenge Plan UK worked with local community leaders to identify the most vulnerable households. Oxfam found that some members of the women's group underestimated the time it would take to make a mochila. This made it harder to commercialize the products.

The project reached 6,761 people (52.6% female, 47.4%) with £180,136, 31.6% of those affected and 532 more than planned. Aid targeted single parent headed families, families with the highest number of children under 5, with pregnant and lactating women, without a steady source of income, with seven or more members and families form the Wayuu ethnic group. Children under 18 (54%) and people over 50 (7%) comprised 61% of people reached.

## Lessons from the Response:

Agencies felt that they were correct to not use unconditional cash transfers in this context.

- ACF distributed food and hygiene vouchers instead of unconditional cash in order to focus assistance on WaSH needs that it had identified. However, ACF does increasingly consider unconditional cash transfers in its responses.
- Plan UK distributed hygiene kits instead of unconditional cash or vouchers because the areas where it operated were rural and would have required people to travel (which is expensive) to acquire cash and purchase goods themselves.

A back up plan for procurement of goods and services can mitigate the risk of delay.

- Plan UK found that providers had difficulty making timely deliveries and had to quickly identify other suppliers and modify agreements to ensure all items were available to be delivered.
- Oxfam's transport contractor hired a driver without travel expenses, tools or the necessary local knowledge to perform the role. A local driver was then hired who facilitated the implementation thanks to their knowledge of local communities, roads and dialect.

Colombia's situation of instability combined with its vulnerability to natural hazards means that the Start Fund can expect more 'off the radar', small scale, short timeframe and, in some contexts, 'complex' humanitarian crises.

- This was the fifth Start Fund response in Colombia, all occurring since December 2014.
- Understanding of the political context is crucial to understanding how the Start Fund can have crisis level impact in Colombia.

# CRISIS RESPONSE SUMMARY

# SIERRA LEONE FLOODING: September 22 - November 24, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 71 hours | £88,798 | 120,755 | 133,270 |

## RESPONSE TIMELINE

**13:00 SEPTEMBER 22** — DAY 1 — 24hrs
**Alert:** Flooding
**16** agencies send survey
**15** agencies support Start Team decision

**11:15 SEPTEMBER 23** — DAY 2 — 48hrs
**Allocation:**
**15** out of **16** members vote to respond with **£100,000**

**12:00 SEPTEMBER 24** — 72hrs
**Application deadline:**
**2** projects apply

**11:54 SEPTEMBER 25** — DAY 3
**Project Selection:**
Freetown, Sierra Leone:
**2** projects are funded with a budget of **£95,486**

**SEPTEMBER 27** — 7 days
**Projects start:**
**2** projects start implementing within 5 days

**NOVEMBER 9** — 45 days
**Projects end:**
**2** projects finish implementing

**NOVEMBER 24** — 60 days
**Projects report:**
**2** projects report reaching **120755** people with **£88,798**

## BREAKDOWN OF PEOPLE REACHED

Individuals

| | Planned | Actual |
|---|---|---|
| FEMALE 54.2% | 242 | 802 |
| | 44,141 | 43,869 |
| | 19,790 | 20,782 |
| MALE 45.8% | 138 | 316 |
| | 37,573 | 37,725 |
| | 16,391 | 17,261 |

Adjusted Total direct = 12,0755

Under 18 (31.5%)
18 - 50 (67.6%)
Over 50 (0.9%)

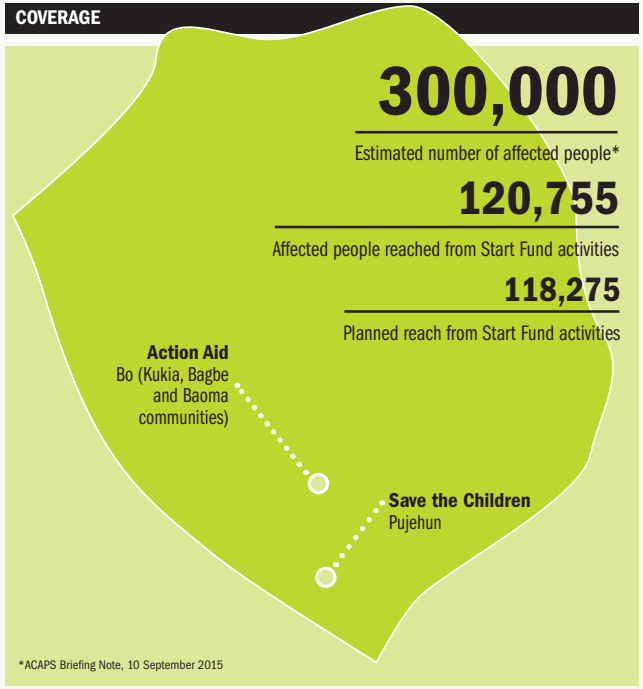
Activities*

| | |
|---|---|
| Construction of latrines, showers | 3,836 |
| Safe water access | 3,809 |
| Food distribution (packages and vouchers) | 3,419 |
| Hygiene kits and NFIs | 2,177 |
| Shelter kits and NFIs | 964 |
| NFIs (tools and equipment) | 447 |
| Education kits | 303 |
| Case specific support to sit the NPSE exam | 40 |

Cumulative Total = 13,3270

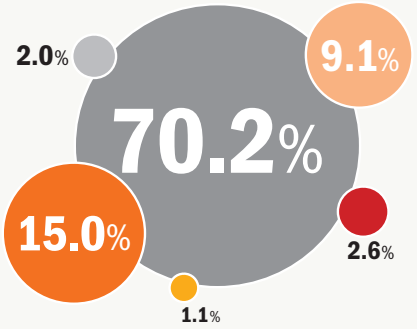
*Figures are estimated number of people assisted

## COVERAGE

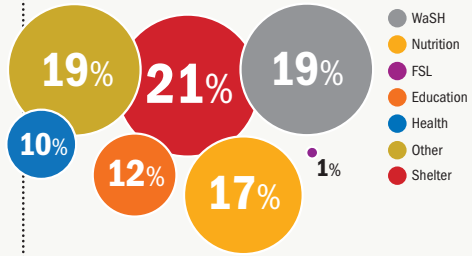



*ACAPS Briefing Note, 10 September 2015

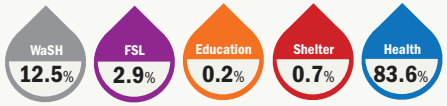
## BREAKDOWN OF FUNDS SPENT




## INPUTS BY SECTOR

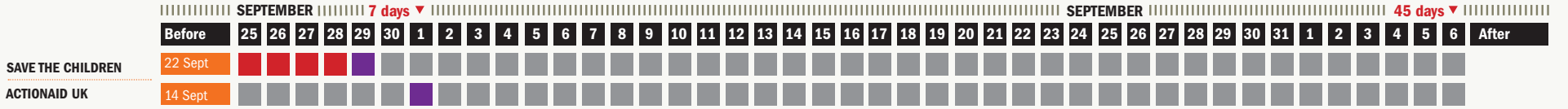



## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Aid first reached recipients · Needs Assessment · Preparation for implementation · Implementation of Start Fund activities



**CRISIS RESPONSE SUMMARY**

# SIERRA LEONE FLOODING: September 22 - November 24, 2015



actionaid

Save the Children

**LEVERAGING RESOURCES FOR ADDITIONAL RESPONSE**

**No additional funding was reported by agencies for continuing response.**

**PROJECT DETAILS**

| | | |
|---|---|---|
| **Funds spent out of funds awarded** | £47,126 out of £47,120 | £41,672 out of £48,366 |
| **Implementing Partner** | Movement for Peace and Development Agency (MOPADA) | |
| **Existing presence** | Current programmes: | Pre-existing partner |
| **Procurement** | In-Country/Local | In-Country/Local |
| **Activities** | • 20 latrines constructed<br>• 59 clean access to water points (water tanks, hand pumps, aquatabs.)<br>• 21 communities targeted by awareness raising on the prevention of communicable diseases.<br>• 147 households received shelter kits (tarpaulin, nails)<br>• 80 household kits (jerry can, cooking utensils, soap, mattress and blanket)<br>• 207 households received food rations<br>• 40 children supported to sit their NPSE exam | • 311 households received food rations and household item kits<br>• 9 hand dug wells with hand pumps installed<br>• 303 children received learning kits<br>• Awareness raising campaign (including comedians, musicians and health practitioners) travelled to six communities raising sexual and reproductive health awareness for women and girls. |
| **Additional Information** | **This was the Start Fund's second response in Sierra Lene following the Start Fund response to Ebola in June 2014** | |

## Intervention Summary:

Since early September 2015, the Western area of Sierra Leone were affected by flooding. Though the government and NGO response in Freetown and surrounding areas was adequate, an estimated 4590 affected people in Bo and Pujehun were faced by gaps in the humanitarian response. The floods had destroyed many houses and blocked some major roads. In Pujehun communities were cut off by the rising river levels. Further rain was expected and there was immediate concern about the potential of Ebola, Cholera and water borne diseases to exacerbate the crisis. Four network members (Save the Children UK, World Vision, Plan UK and Christian Aid) alerted the Start Fund on 22 September, highlighting the potential for multiplied risks to children (including children orphaned by Ebola) and pregnant and lactating women (PLW).

On 25 September, 71 hours after the Start Fund alert, £95,486 was awarded to 2 projects (Action Aid and Save the Children), aiming to address needs in a wide range of sectors (Health, Nutrition, WASH and Education). Activities focused on WASH (latrine construction, hygiene promotion and ensuring clean water access), Food security (food ration), Health (awareness raising on the prevention of communicable diseases) and Education (learning kits and case specific support to sit the NPSE exams).

Agencies faced several challenges during implementation. Action Aid reported that the affected population emphasised the need for food items and shelter reconstruction, but Action Aid felt they could not adapt their project and instead stuck to the proposed activities. This is unfortunate as the Start Fund has built in flexibility on project activities. Save the Children faced logistical (road access, mechanical problems with the fleet) and procurement (building materials for latrines were hard to source in flood affected areas and UNCIEF Aquatabs were delayed until the fifth week of implementation) challenges.The response reached 120,755 people (54.2% female, 45.8% male) with £88,798, 5.2% of those affected, which was 2,480 more than planned. Aid targeted households based on vulnerability (children, women and girls, PLW, elderly people, and people living with disabilities). Children under 18 (39.8%) and people over 50 (0.9%) together comprise 32.4% of people reached.

## Lessons from the Response:

**Awareness raising amongst the network of the processes of the Start Fund is key to facilitating the speed and flexibility that characterises the Fund.**

- Misunderstandings around raising an alert and adapting projects during implementation affected the ability of the response to provide even faster and more effective humanitarian action.
- The Project Selection Committee noted that as needs assessment data from other areas potentially affected by the floods was not available on the 25 September that all members should keep up to date and respond accordingly to the developing picture of the situation as it became clearer.

**Scabies, though not life threatening, is a common challenge in displacement scenarios affecting dignity and requiring multi cluster coordination to tackle**

- Scabies presents a challenge to Health, WaSH, Shelter, NFIs and (in some contexts) Education actors; Tackling an outbreak requires a concerted effort to screen for cases, treat the infected individuals, train the community on the prevention of scabies, and replace or thoroughly wash (and ideally tumble dry) clothes and bedding. This has to be done concurrently to effectively tackle the disease. Scabies is therefore not just a Health concern but a multi sector challenge, especially in scenarios where people are living in close quarters.

**Close working relationships between agencies and ministries are a key characteristic of this response**

- This was particularly evident when it came to water services as well as the coordination efforts between CBOs and NGOs by disaster management committees.
- Gauging government capacity to address needs is a key component of effective allocation of the Start Fund.

# CRISIS RESPONSE SUMMARY

## GUATEMALA; HONDURAS; EL SALVADOR DROUGHT: September 28 - November 30, 2015

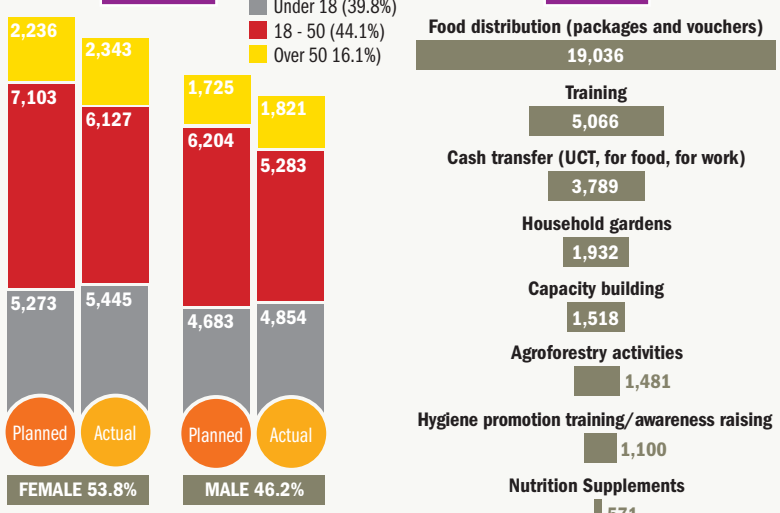
| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 77.5 hours | £399,983 | 25,883 | 34,493 |

## RESPONSE TIMELINE

| 13:50 SEPTEMBER 28 | 12:00 SEPTEMBER 29 | 16:00 SEPTEMBER 30 | 19:07 OCTOBER 1 | OCTOBER 5 | NOVEMBER 14 | NOVEMBER 30 |
|---|---|---|---|---|---|---|
| **Alert:** Flooding **14** agencies send survey **14** agencies support Start Team decision | **Allocation: 14** out of **14** members vote to respond with **£400,000** | **Application deadline: 5** projects apply | **Project selection:** Virtual, Guatemala; Honduras; El Salvador: **5** projects are funded with a budget of **£399,963** | **Projects start: 5** projects start implementing on average within 5 days | **Projects end: 5** projects finish implementing | **Project reports: 5** projects report reaching **25883** people with **£399,983** |

DAY 1 (24hrs) ▲ DAY 2 (48hrs) ▲ DAY 3 (72hrs) ▲ 7 days ▲ 45 days ▲ 60 days

## BREAKDOWN OF PEOPLE REACHED




*Adjusted total direct: 25,883

Activities*

| | |
|---|---|
| Food distribution (packages and vouchers) | 19,036 |
| Training | 5,066 |
| Cash transfer (UCT, for food, for work) | 3,789 |
| Household gardens | 1,932 |
| Capacity building | 1,518 |
| Agroforestry activities | 1,481 |
| Hygiene promotion training/awareness raising | 1,100 |
| Nutrition Supplements | 571 |

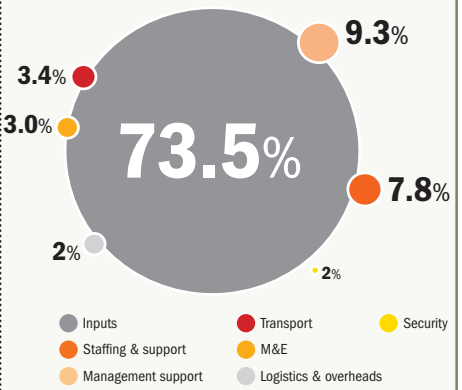
*Cumulative total direct: 34,493

*Figures refer to number of people assisted

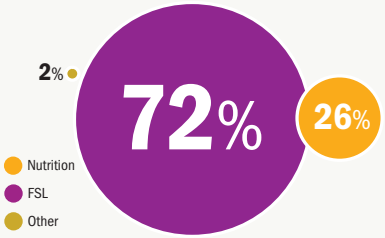
## COVERAGE



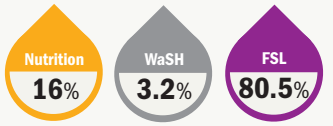

## BREAKDOWN OF FUNDS SPENT




## INPUTS BY SECTOR




## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment ■ Preparation for implementation ■ Implementation of Start Fund activities ■ Aid recipients receive assistance

| | Before | OCTOBER 1 | 2 | 3 | 4 | 5 | 6 | 7 days ▼ 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | NOVEMBER 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 45 days ▼ 14 | 15 | After |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| SAVE THE CHILDREN | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PLAN UK | 1 August | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| OXFAM, HONDURAS | 11 Sept | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| OXFAM, GUATEMALA | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CHRISTIAN AID | 31 August | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

# CRISIS RESPONSE SUMMARY

## GUATEMALA; HONDURAS; EL SALVADOR DROUGHT: September 28 - November 30, 2015



| | | christian aid | OXFAM GUATEMALA | OXFAM HONDURAS | Plan | Save the Children |
|---|---|---|---|---|---|---|
| LEVERAGING RESOURCES | Pre-Start Fund | | | | | |
| | During Start Fund | | Oxfam Catastrophe Fund, £50,000 | | | |
| | Post-Start Fund | | | | | |
| | Details of additional response | | Oxfam UK activated its own Catastrophe Fund to reach and support 660 more families | | | |
| PROJECT DETAILS | Funds spent out of funds awarded | £74,983 out of £74,963 | £75,000 out of £75,000 | £75,000 out of £75,000 | £100,000 out of £100,000 | £75,000 out of £75,000 |
| | Implemeting Partner | CDH-Centre for Human Development, ADEPES-Pespire Development Association | Corazón del Maiz, ASEDECHI | The Mennonite Social Action Commission, Christian Organisation for the Integral Development of Honduras | Oxfam USA | |
| | Existing prescence | Current programmes | Current programmes | Current programmes | Current programmes | Current programmes |
| | Procurement | In country/locally | In-country/locally | In-country/locally | In-country/locally | In-country/locally |
| | Activities | ● 1239 food kits distributed across 47 communities | ● Severe Acute Malnutrition screening identified 380 families with a SAM child<br>● 8 training workshops on agricultural practices<br>● 570 children received supplementary food rations<br>● 380 families undertook agricultural Cash for Work activities | ● 36 local communities were formed to facilitate FSL activities with families<br>● 1,100 people were reached by sanitation awareness communication<br>● 5,221 people supported with food vouchers and training sessions on the use of the vouchers held | ● 1000 food kits distributed in 8 municipalities<br>● 1000 families reached with Hygienic Food Preparation sessions | ● 396 families reached with cash transfers<br>● 320 families participated in agroforestry activitie<br>● 396 families developed household gardens |

## Intervention Summary:

In September 2015 three years of declining food security in the Central American 'Dry Corridor' in El Salvador, Honduras and Guatemala was exacerbated by an El Nino related drought, resulting in an estimated 500,000 people severely food insecure and 1.3 million people moderately food insecure. Due to the fact that low rainfall coincided with the crucial stages of maize production, up to 75% of maize and bean crops were lost, representing a huge impact on the primera harvest of July / August. In El Salvador and Guatemala this was aggravated by La Roya (Coffee Rust) which affected the livelihoods of many small coffee growers and day labourers. On 16 September six network members (Plan, Action Against Hunger, Christian Aid, Oxfam, Save the Children and Tearfund) alerted the Start Fund, noting that rains were not expected in September, therefore predicting a worsening of the situation.

On 1 October, 77.5 hours after the Start Fund alert, £399,963 was awarded to 5 projects (Christian Aid and Oxfam in Honduras, Oxfam and Save the Children in Guatemala, and Plan UK in El Salvador), aiming to address Food Security and Livelihoods (FSL), WASH and Nutrition needs. Activities focused on FSL (distribution of food kits, training workshops on agricultural practices and related cash for work activities, food preparation sessions and agroforestry activities), Nutrition (screening, treatment and support of SAM cases) and WASH (distribution of hygiene kits and sanitation awareness raising).

Agencies faced several challenges during implementation. Ironically though this was a drought response, heavy rainfall in October made it hard for Christian Aid distributions to reach several communities in Honduras (only reachable by a river which had risen too high). In Guatemala Oxfam found that different methodologies had to be implemented by their financial institution partner in order to facilitate the cash distribution in different geographical departments.

The response reached 25,883 people (53.8% female 46.2 male) with £399,983, 5.1% of those who were estimated to be severely food insecure (500,000 people), 1,351 less than planned. Aid targeted households based on vulnerability (elderly, single mother headed households people living with disabilities, families with children younger than 5, and families that had reduced the number of meals per day as a coping strategy) as well as assessing the most food and livelihood insecure households and working with communities to identify the most vulnerable households. Children under 18 (39.1%) and people over 50 (16.1%) comprised 55.9% of people reached.

## Lessons from the Response:

The Start Fund was a useful catalyst for enabling agencies to secure other funding sources for ongoing response.

- Advocacy efforts were successful at the municipality level in securing future funding.
- Agencies were successful in leveraging additional funding, including from ECHO, who included additional El Nino funding in the Humanitarian Implementation Plan.

Meteorological forecasts were unreliable as the response unfolded.

- There were unforeseen rains (flash floods in some places) that created challenges for implementing agencies; however, in some cases the communities followed their 'own gut instinct' and factored this risk of rain into their planning.

Ongoing or future programming could be improved through lessons gathered during the Start Fund response.

- For future programming, response would ideally evolve and incorporate WaSH, as water is a strong priority.
- Recommended to transfer money through local financial systems (cooperatives etc) in the future.

# CRISIS RESPONSE SUMMARY

# CENTRAL AFRICAN REPUBLIC DISPLACEMENT: 2 October - 4 December, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total- activities) |
|---|---|---|---|
| 74 hours | £65,365 | 1,228 | 4,364 |

## RESPONSE TIMELINE

**16:20 2 OCTOBER** — **Alert:** Displacement **17** agencies send survey **15** agencies support an Allocation (DAY 1)

**14:00 3 OCTOBER** — **Allocation:** **15** out of **17** members vote to respond with **£250,000** (DAY 2)

**15:00 4 OCTOBER** — **Application deadline:** **2** projects apply

**18:24 5 OCTOBER** — **Project Selection** (Bangui)**:** **1** project is funded with a budget of **£70,000** (DAY 3)

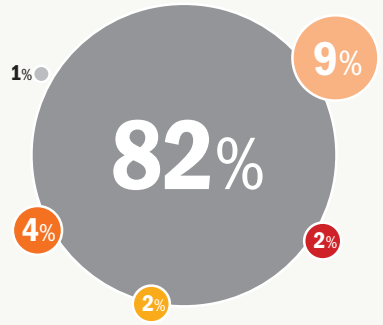
**6 OCTOBER** — **Project starts:** **1** project begins implementing

**19 NOVEMBER** — **Project ends:** **1** project finishes implementing

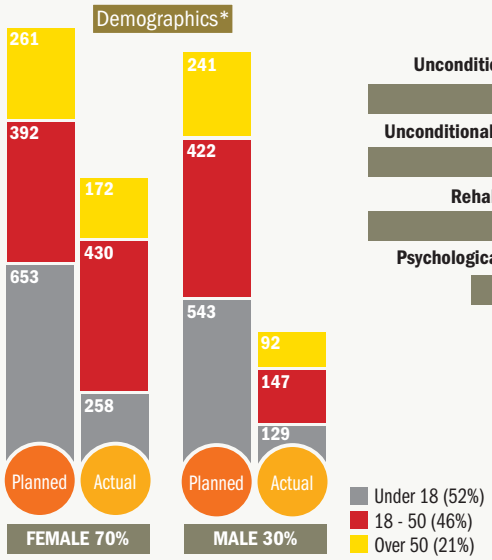
**4 DECEMBER** — **Project reports:** **1** project reports reaching **1,228** people with **£65,365**

24hrs · 48hrs · 72hrs · 7 days · 45 days · 60 days

## BREAKDOWN OF FUNDS SPENT




## BREAKDOWN OF PEOPLE REACHED




*Adjusted total direct: 1,228

Activities*

**Unconditional cash transfers (for food)**
1,228

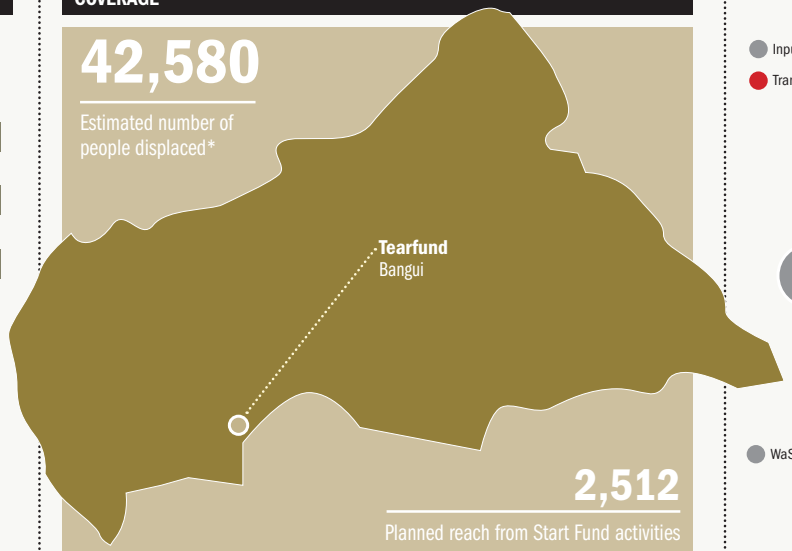
**Unconditional cash transfers (for WaSH items)**
1,228

**Rehabilitation of water points**
1,228

**Psychological support (trauma counselling)**
680

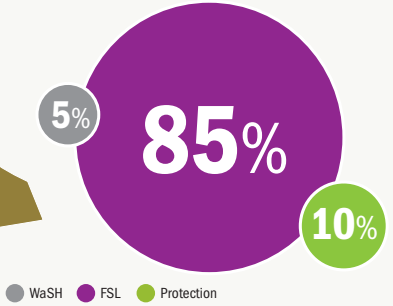
*Cumulative total direct: 4,364

## COVERAGE

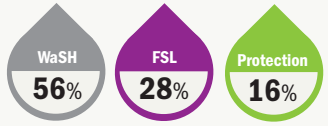



*ACAPS briefing note 3 October 2015

## INPUTS BY SECTOR*

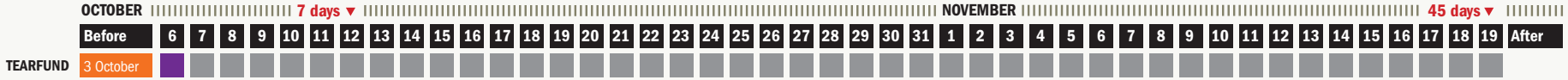



## PEOPLE REACHED BY SECTOR*




## PROJECT TIMELINE

Needs Assessment · Preparation for implementation · Implementation of Start Fund activities · Aid recipients receive assistance



**CRISIS RESPONSE SUMMARY**

# CENTRAL AFRICAN REPUBLIC DISPLACEMENT: 2 October - 4 December, 2015



tearfund

PROJECT DETAILS

| | |
|---|---|
| **Funds spent out of funds awarded** | £65,365 spent out of £70,000 |
| **Implementing Partner** | Faculte de Theologie Evangelique de Bangui (FATEB) |
| **Existing presence** | Directly through Tearfund field staff and through an external partner (FATEB) (£8,174) |
| **Procurement** | In country/locally |
| **Activities** | • Unconditional cash transfers (34,000 CFA (£36.34 per household) distributed to 428 households, based on the cost of 25 kg of rice, soap, a bucket for bathing and two jerry cans, or alternatively enough to pay school fees for a child for one term<br>• 4 water taps and water systems rehabilitated to improve access to portable water for 428 households and prevent conflict over previously scarce water resources<br>• Psychological support (trauma counselling) provided by 11 community counsellors to 680 people, including 500 adults and 180 children (under 18 years) |
| **Additional Information** | • **The project gave psychosocial training skills to a number of community counsellors who are continuing to provide support to existing and new IDPs following the completion of the Start Fund project**<br>• **Tearfund's use of the Start Fund's '1% learning budget' enabled it to conduct a qualitative and quantitative evaluation in Dec 2015 on the perceptions of aid recipients and strengthened its understanding of their needs in this particular contex** |

## Intervention Summary:

From 26 to 30 September 2015, rapid and widespread violence erupted in Bangui, Central African Republic, sparked by the killing of a Muslim taxi driver that triggered unexpected clashes between pro and anti-government militias, 41 deaths and 266 injured including children, coordinated looting of private homes in various neighbourhoods as well as 10 local and international humanitarian organisations (UN & INGOs), the escape of more than 500 inmates from Ngaragba prison, and an influx of at least 42,580 people to various IDP camps in the capital. On 2 October, War Child UK alerted the Start Fund, noting the lack of government assistance, the severe strain placed on IDP communities as a result of this influx, the urgency of needs particularly around Protection, Health, Shelter and WaSH as reported in a 30 September UN OCHA report, and the ability of the Start Fund to fill a temporary gap in funding as local agencies waited for the UN and other donors.

On 5 October, 74 hours after the Start Fund alert, £70,000 was awarded to Tearfund to address needs in FATEB and Bethanie IDP camps in Bangui, working alongside with its partner 'Faculte de Theologie Evangelique de Bangui' (FATEB) to address needs related to FSL (food distribution), Protection (psychological support) and WaSH (hygiene kit distribution and purification of water points). Based on further needs assessments and consultations with the IDP community, Tearfund switched from in-kind food and WaSH distribution to unconditional cash transfers, given that other agencies were able to supply food stocks to IDP camps on 6 October, reduced insecurity allowed local markets to supply basic items, and that this would allow for greater flexibility in meeting additional needs of each household, including school fees for children. The project also erected lights throughout the camp in response to reports of sexual gender based violence, drawing from some of the funds meant to repair taps and extend water points, which was being provided by ACTED and other agencies.

Tearfund experienced several challenges during implementation. The project was designed during the height of insecurity with staff in the country on lockdown in Bangui and staff outside of the country unable to return. This placed a heavy workload on the skeleton staff left to manage the project. The scarcity of goods in the local market due to insecurity at the start of the project heightened costs of goods, however the situation improved once MINUSCA started escort ingconvoys to protect them against militia attacks. Additionally, the move to cash based programming, while important, required lengthy administrative processes for selecting microfinance and bank institutions, negotiating contracts and mitigating fraud (identification photos). On the advice of another INGO, Tearfund first contacted *SOFIA* and then changed to *Ecobank.*

This project reached 1,228 people (52% female, 48% male), with £65,365, 3% of the total affected population and 1,284 fewer people than planned. Tearfund targeted all IDPs in FATEB and Bethanie camps, with particular attention paid to young children, elderly people, people with sicknesses, and people with disabilities. Children under 18 (33%) and people over 50 (21%) together made up 54% of people reached.

## Lessons from the Response:

Tearfund felt that the alert was timely, and that it was appropriate not to delay until more agencies were available, given that it was ready and needs were urgent.

Tearfund felt that the amount disbursed (£70,000) for its project was appropriate and that forecasts were accurate.

Cash transfers were successful and appropriate in this context and had a significant impact on people's ability to acquire food and stay afloat economically. In most cases, cash was used to buy food, however some was used for longer term needs, such as paying for school fees for children, providing small businesses (stalls selling charcoal, sugar, flour etc.) with income and ensuring that the fragile markets continued to function.

Using beneficiary photographs for identification helped to reduce cases of fraud where people tended to register false numbers to gain additional cash. However, needing a photo for each beneficiary excluded some who did not want their photo taken, or were absent from the camp.

The use of psychosocial counselling for beneficiaries provided considerable relief for people suffering from night time terrors and began to address the needs of children. Trainings will have a lasting impact and each recipient can use those same techniques with others in the communities.

Operating through local partners was instrumental in this context, given insecurity and lack of INGO access to affected areas. Partners were helpful in conducting a needs assessment, and contacting and identifying beneficiary IDPs. Tearfund arrived physically a week later, but the partners had already done a lot of work.

Drawing on the experiences of other actors was beneficial. Tearfund consulted with Oxfam, which already had experience conducting cash distributions in CAR, and also consulted with ACTED on how best to advocate for UNHCR to meet children's needs in schools.

Integrating psychosocial support into Tearfund's programming was well received by aid recipients and other stakeholders.

# CRISIS RESPONSE SUMMARY

# AFGHANISTAN DISPLACEMENT: October 12 - December 14, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 67.25 hours | £327,256 | 97,150 | 112,116 |

## RESPONSE TIMELINE

**19:15 OCTOBER 12** — **Alert:** Displacement **17** agencies send survey **17** agencies support Allocation meeting (DAY 1)

**15:30 OCTOBER 13** — **Allocation: 17** out of **17** members vote to respond with **£400,000** (DAY 2)

**16:00 OCTOBER 14** — **Application deadline:** **4** projects apply

**14:30 OCTOBER 15** — **Project Selection:** (Kabul): **4** projects are funded with a budget of **£440,000** (DAY 3)

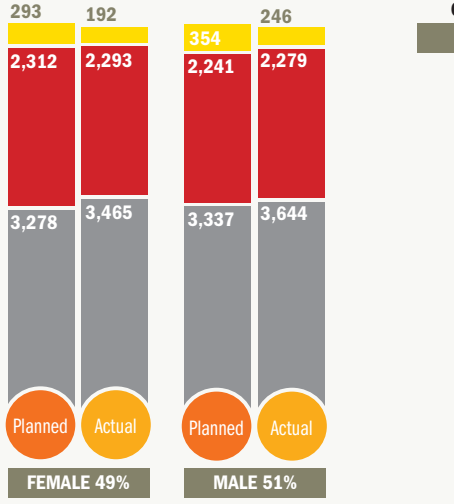
**OCTOBER 15** — **Projects start:** **4** projects start implementing

**NOVEMBER 29** — **Projects end:** **4** projects finish implementation

**DECEMBER 14** — **Projects report:** **4** projects report reaching **97,150** people with **£327,256**

24hrs · 48hrs · 72hrs · 7 days · 45 days · 60 days

## BREAKDOWN OF PEOPLE REACHED




*Adjusted total direct = 97,150

**Graph excludes Handicap International, which did not disaggregated reach by age or gender

Under 18 (59%)
18 - 50 (38%)
Over 50 (4%)

Activities*

**Community promotion on arms safety**: 83,500

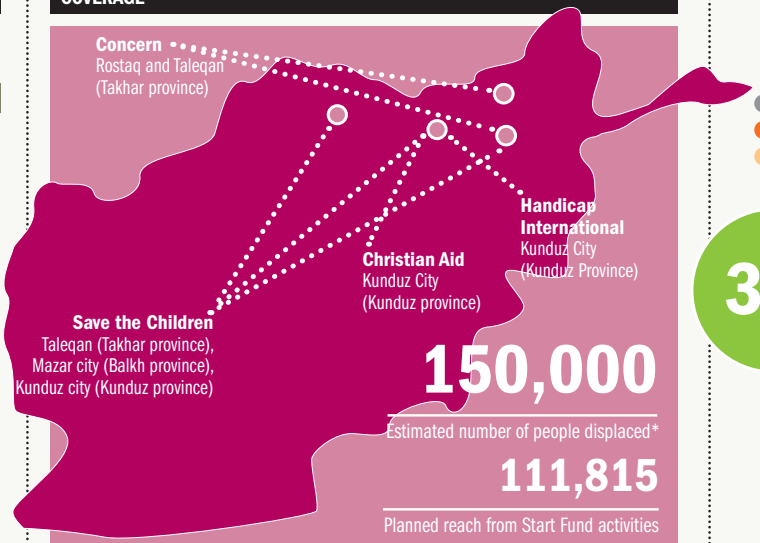
**Winterization kits**: 9,060

**Household kits**: 4,650

**Hygiene kits**: 4,650

*Cumulative total direct: 112,116

## COVERAGE



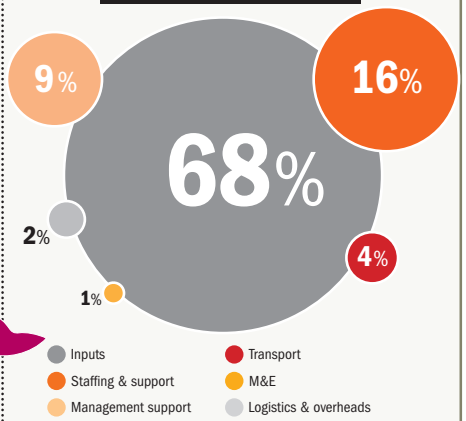

**150,000**
Estimated number of people displaced*

**111,815**
Planned reach from Start Fund activities

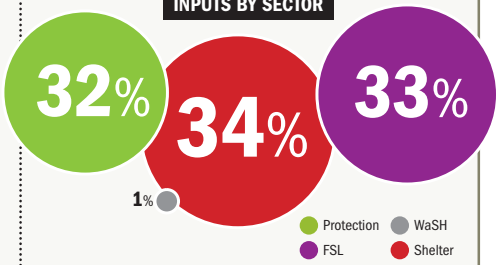
**97,150**
Affected people reached from Start Fund activities

*ACAPS briefing note 13 October 2015

## BREAKDOWN OF FUNDS SPENT




## INPUTS BY SECTOR

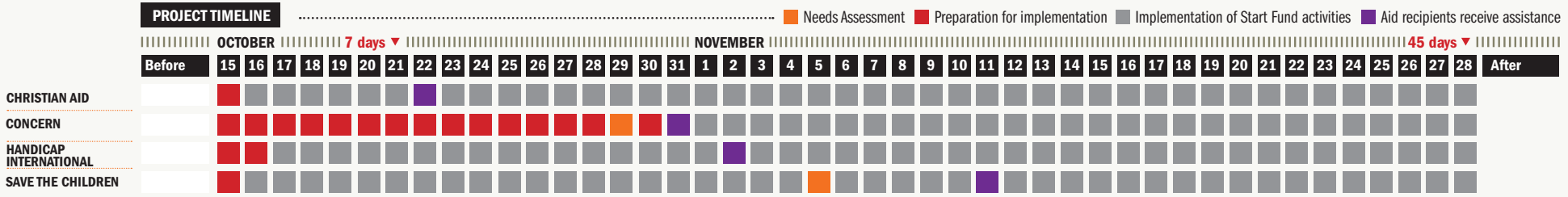



## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment · Preparation for implementation · Implementation of Start Fund activities · Aid recipients receive assistance



**CRISIS RESPONSE SUMMARY**

# AFGHANISTAN DISPLACEMENT: October 12 - December 14, 2015



| | | christian aid | CONCERN worldwide | HANDICAP INTERNATIONAL | Save the Children |
|---|---|---|---|---|---|
| LEVERAGING RESOURCES | Pre- Start Fund | | £27,098 from Irish Aid HPP on 1 July 2015 for 627 households forfood, blankets, tents, and hygiene promotion activities | | |
| | Post-Start Fund | CHF provided funds for a 1-year WaSH programme for IDPs | Additional funds received to run 7 CFS for 3 months (Jan-March 2016) | Additional funds from CERF in February 2016 | |
| PROJECT DETAILS | Funds spent out of funds awarded | £104,423 spent out of £104,286 | £74,233 spent out of £137,556 | £84,024 spent out of £120,065 | £64,576 spent out of £77,553 |
| | Implemeting Partner | Community World Service-Asia (CWSA) | | Health Net TPO | |
| | Existing prescence | Pre-existing partner | Existing presence, directly through field staff | Existing presence, through an external partner | Existing presence, directly through field staff |
| | Procurement | In-country/locally | | | In-country/locally |
| | Activities | • 630 winterization kits distributed to IDPS who returned back to Kunduz<br>• 630 food kits to IDPs who returned back to Kunduz | • Unconditional cash transfers for 105 IDP households in Taloqan (Baish Bator camp) to cover transportation costs, one month of food and winter clothing.<br>• Unconditional cash transfers to 474 IDP families in Rustaq (staying with host families) to cover one month of food, NFIs and winter clothing | • Dissemination of arms safety messages through public awareness through 4 billboards in main traffic areas of Kunduz and radio broadcasting.<br>• 74 community members trained on vulnerability and equal access to services<br>• Psychosocial and physical rehabilitation support provided to 370 people<br>• 1,043 community members trained on protection<br>• 29 physiotherapists and psychosocial support workers trained on mental health and psychosocial support | • Winterization kits distributed to 550 households (heavy tarp, blanket, child clothing, child shoes and socks, and Patoo (shawls))<br>• Household kits distributed to 550 households (including NFIs and kitchen utensils)<br>• Hygiene kits distributed to 550 households<br>• Establishment of 7 Child Friendly Spaces in districts 1, 2, 4, 5 and 8 of Kunduz |
| | Additional Information | | | | |

## Intervention Summary:

On 28 September 2015, the Taliban launched a major offensive in north-eastern Afghanistan, focusing on Kunduz city, the capital of Kunduz province, leading to at least 55 people killed, including hospital patients and staff in an MSF hospital bombed by US forces, and displacing an estimated 150,000 people. On 12 October, Afghan forces regained control of most of Kunduz, however fighting continued in and around the city. On 12 October, six agencies alerted the Start Fund to this significant spike in hostilities, noting large capacity and funding gaps, exhausted stockpiles of relief items, and the crucial needs of the displaced population.

On 15 October, 67.25 hours after the Start Fund alert, £440,000 was awarded to four agencies (Christian Aid- in partnership with CWSA, Concern, Handicap International and Save the Children) to address IDP needs in Kunduz City (Kunduz province), Rostaq and Taleqan (Takhar province) and Mazar (Balkh province) related to FSL (food kits, unconditional cash transfers), Protection (arms safety promotion, training on vulnerability and equal access to services, establishment of CFS, psychosocial support), Shelter (tarps, blankets, clothing) and WaSH (household and hygiene kits).

Agencies experienced several challenges during implementation. Christian Aid/CWSA noted that since Start Fund agencies responded first, their projects attracted IDPs from places outside of their target areas. Concern took longer than desired to identify beneficiaries for distribution, given that it took several days to visit households that were spread over a large area in Rustaq and Taluqan. Ineligible households also crowded staff in Rustaq, causing further delays. Handicap International experienced bureaucratic issues at Kunduz Regional Hospital that caused complications to providing services, such as restrictions on working hours. Insecurity also required technical support from the expatriate team to be provided to staff remotely, which caused delays. Save the Children encountered transportation obstacles due to limited road access and cancellations of flights due to poor weather. Additionally, the government required joint assessments that involved UN agencies, which caused delays by up to two weeks.

These four projects reached 97,150 people (49% female, 51% male), with £327,256, 65% of the total affected population and 14,665 fewer people than planned. Agencies targeted IDPs who lost their homes and livelihoods, had not received food or winterization assistance or were at risk of violence, with particular attention paid to female-headed households, children, people with injuries or in need of psychosocial support, people with disabilities, and the elderly. Children under 18 (59%) and people over 50 (4%) together made up 63% of people reached.

## Lessons from the Response:

Insecurity posed challenges to the timing of the alert and start of the projects

- The alert could have come sooner, however agencies decided to wait, given that there was a high risk that they would not have been able to gain access earlier to the affected population in Kunduz.
- Projects possibly started too early, given that CWSA's distribution of food and Save the Children's distribution of NFIs was not enough for the thousands of people in need and had a risk (according to the government) of triggering looting, riots or other security incidents.

The speed of the Start Fund had a high impact on the crisis

- Start Fund agencies were the first to reach vulnerable people in Kunduz, allowing them to pave the way for other NGOs, provide massive material and psychological relief to a population desperate for assistance, and made it apparent to UN bodies that they were not acting quickly enough.
- Start Fund agencies conducted the first needs assessments, the data of which was used by the UN and other humanitarian actors.

Start Fund agencies should take advantage of their ability to shift geographically according to needs

- One agency learned that it should have been more flexible geographically. It applied to respond to IDPs in Kunduz, but found it hard to rationalize to IDPs in other areas that it would not be also assisting them. It returned significant funds back to the Start Fund and could have used it in those other areas where there was also need.

This context poses gender-based challenges to beneficiary identification

- One agency noted that beneficiary identification was challenging because female-headed households did not provide their own names and instead provided the names of their deceased husband or son. Further thought around reaching women in these situations is recommended.

# CRISIS RESPONSE SUMMARY

# PAKISTAN EARTHQUAKE: October 28 - December 30, 2015

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 71 hours | £228,228 | 41,463 | 50,665 |

## RESPONSE TIMELINE

**13:14 OCTOBER 28** — **Alert:** Earthquake **19** agencies send survey **19** agencies support an Allocation meeting (DAY 1)

**14:00 OCTOBER 29** — **Allocation: 19** out of **19** members vote to respond with **£200,000** (DAY 2)

**15:00 OCTOBER 30** — **Application deadline:** **7** projects apply

**12:15 OCTOBER 31** — **Project selection:** (Islamabad): **3** projects are funded with a budget of **£218,877** (DAY 3)

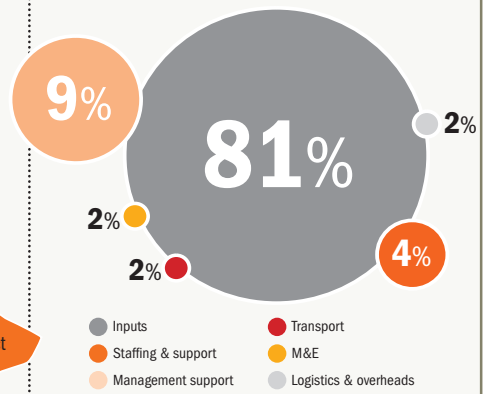
**OCTOBER 31** — **Projects start:** **3** projects start implementing

**DECEMBER 15** — **Projects end:** **3** projects finish implementing

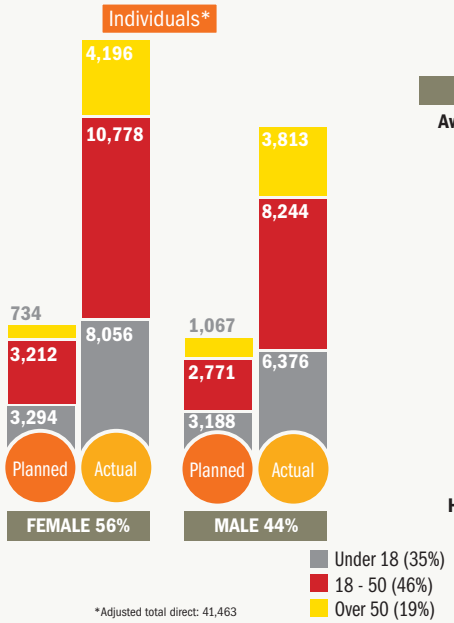
**DECEMBER 30** — **Project reports:** **3** projects report reaching **41,463** people with **£228,228**

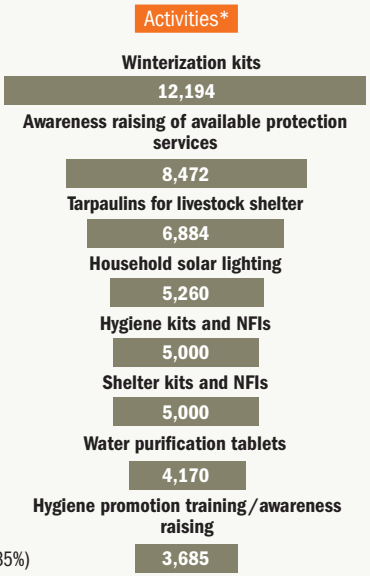
24hrs · 48hrs · 72hrs · 7 days · 45 days · 60 days

## BREAKDOWN OF FUNDS SPENT

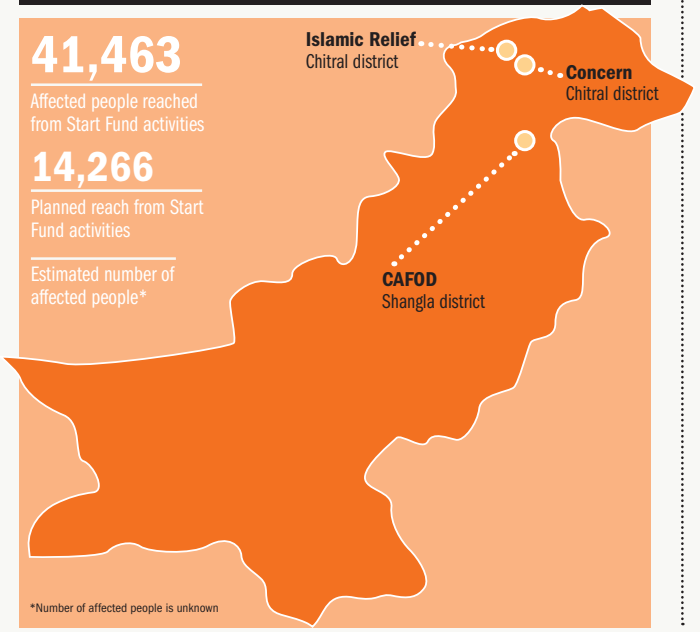



## BREAKDOWN OF PEOPLE REACHED

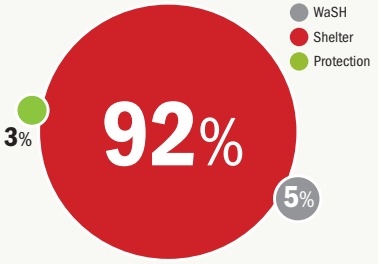


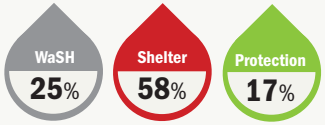

## COVERAGE




## INPUTS BY SECTOR

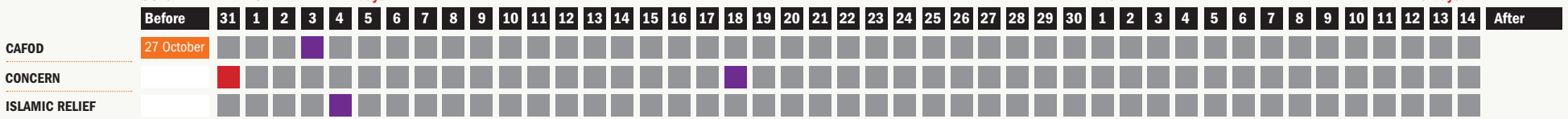



## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Needs Assessment · Preparation for implementation · Implementation of Start Fund activities · Aid recipients receive assistance



**CRISIS RESPONSE SUMMARY**

# PAKISTAN EARTHQUAKE: October 28 - December 30, 2015



| | CAFOD | CONCERN worldwide | ISLAMIC RELIEF |
|---|---|---|---|
| **LEVERAGING RESOURCES** | | | |
| **Pre-Start Fund** | | | |
| **During Start Fund** | £100,000 from Irish Aid on 6 November 2015 to reach 700households with three humanitarian projects addressing NFI needs in Lower Dir and Swat and temporary shelter in Lower Dir. | | |
| **PROJECT DETAILS** | | | |
| **Funds spent out of funds awarded** | £101,667 spent out of £99,782 | £62,696 spent out of £55,230 | £63,865 spent out of £63,865 |
| **Implemeting Partner** | Trócaire (£95,246) and Pak Rural Development Program (PRDP) | Ayun and Valleys Development Programme (AVDP) (£7,982) | |
| **Existing prescence** | Pre-existing partner, working through external partner | | |
| **Procurement** | | | |
| **Activities** | • Tarpaulins for livestock shelter distributied to 788 households in 5 union councils in Shangla<br>• Winterization kits distributed to 788 households in 5 union councils of Shangla | • Awareness raising of available protection services<br>• Household solar lights distributed to 600 households across target union councils<br>• Hygiene kits and NFIs distributed to 520 households in Chitral<br>• Plastic sheets for emergency shelter distributed to 520 households across target union councils<br>• Water purification tablets distributed<br>• Hygiene awareness raising | • Winterization kits distributed to 652 households in Chitral |
| **Additional information** | • **Concern accessed its 1% learning budget (£552.30) for this response to conduct a lessons learnt workshop in February 2016 and circulate a report in March 2016** | | |

## Intervention Summary:

On 26 October 2015, a 7.7 magnitude earthquake struck near Feyzabad, Afghanistan, killing at least 255 people and injuring at least 1,697 people over a wide swathe of mountainous terrain in neighbouring Pakistan. On 28 October, 11 agencies alerted the Start Fund to fill a significant funding gap in the response, given the low likelihood that an international appeal would be launched, limited INGO presence due to the remoteness of the affected area and government restrictions against their operations, and a general lack of information and media coverage on the crisis.

On 31 October, 71 hours after the Start Fund alert, £218,877 was awarded to three agencies (CAFOD, Concern, Islamic Relief) to address needs related to Protection (awareness raising of child protection services), Shelter (shelter kits, winterisation kits, household solar lighting) and WaSH (hygiene kits and NFIs, water purification tablets, hygiene promotion).

Agencies experienced several challenges during implementation. All agencies faced difficulties with travel and communication due to harsh weather conditions, damaged infrastructure and the remoteness of mountain villages. CAFOD, in particular, received requests for assistance and scale up of the response from local government and political representatives in non-target union councils, which required CAFOD to explain the limited resources available and maintain cordial relationships. It also faced challenges in selecting distribution points that were accessible for both transporters and the community, which were overcome with the help of a local partner, PRDP. Access to female beneficiaries was also highly restricted due to cultural sensitivities. Additionally, Islamic Relief encountered movements of affected families from its target areas to other union councils in order to stay with their relatives, compelling it to extend its project to 7 union councils in Chitral district.

These three projects reached 41,463 people (56% female, 44% male) with £228,228, 27,197 more people than planned. Agencies targeted villages that were most affected by the earthquake and had received the least assistance, with particular attention paid to the most vulnerable and disadvantaged, including households whose homes had been completely destroyed, households living in tents or with relatives, female-headed households, widows, pregnant and lactating mothers, vulnerable ethnic/religious minorities, chronically ill people, and people with disabilities. Children under 18 (35%) and people over 50 (19%) together made up 54% of people reached.

## Lessons from the Response:

The alert was timely (within 2 days of the earthquake).

The funding amount could have been slightly higher in certain geographical areas, but was sufficient overall.

Coordination mechanisms in this crisis were not very strong, particularly given the absence of OCHA in this crisis.

The Start Fund effectively met the needs of the community and filled a crucial gap within the humanitarian financial architecture for this crisis, particularly at higher altitudes where the government was providing less assistance and where emergency stockpiles were already exhausted. This was a key achievement.

There was a huge benefit to working with local partners, which provided member agencies with much greater access to the affected population, given that the partners actually came from the communities themselves and had strong networks in place.

- CAFOD, through its sister agency Trócaire, worked with the local partner 'Pak Rural Development Program' (PRDP), which had an established presence in the target area and strong links with the local government, which was 'hugely helpful' in setting selection criteria, mobilizing the local community in identifying households, and in the distribution of winterization kits.
- Concern felt that local community based organisations (CBOs) were instrumental to the delivery of its project, given that the area was relatively new to partners from other parts of the country.

# CRISIS RESPONSE SUMMARY

# INDIA FLOODING: November 14 - January 18, 2016

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 72.25 hours | £54,283 | 4,459 | 13,920 |

## RESPONSE TIMELINE

**11:45 NOVEMBER 14** — **Alert:** Flooding **13** agencies send survey **11** agencies support an Allocation meeting (DAY 1)

**11:30 NOVEMBER 15** — **Allocation:** **11** out of **13** members vote to respond with **£50,000** (DAY 2)

**12:00 NOVEMBER 16** — **Application deadline:** **5** projects apply

**17:00 NOVEMBER 17** — **Project Selection:** (New Delhi) **2** projects are funded with a budget of **£55,000** (DAY 3)

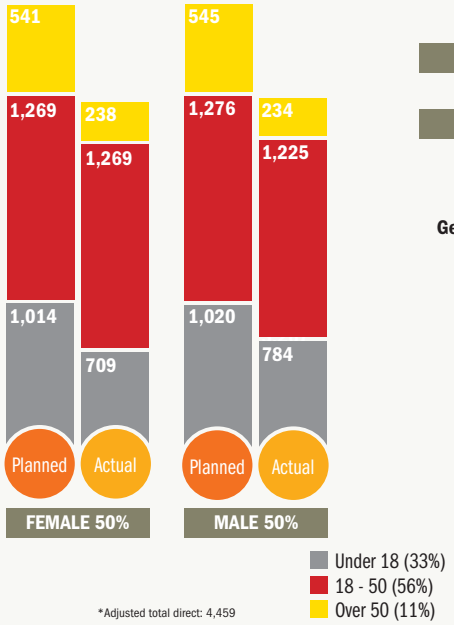
**NOVEMBER 17** — **Projects start:** **2** projects start implementing

**JANUARY 1** — **Projects end:** **2** projects finish implementing

**JANUARY 18** — **Projects report:** **2** projects report reaching **4,459** people with **£54,283**

24hrs · 48hrs · 72hrs · 7 days · 45 days · 60 days

## BREAKDOWN OF PEOPLE REACHED



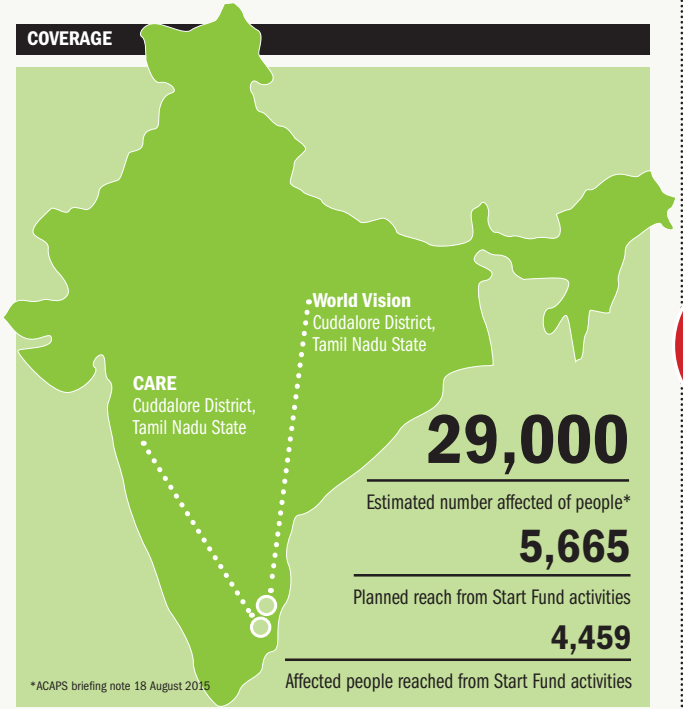

*Adjusted total direct: 4,459

Activities*

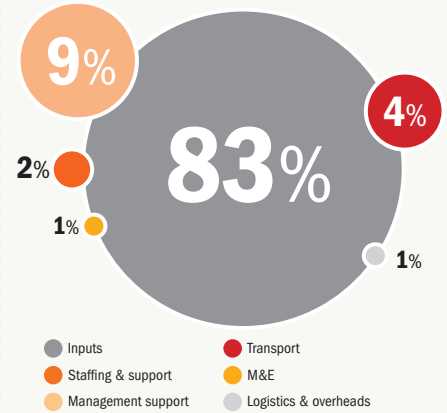
| | |
|---|---|
| Shelter kits | 4,459 |
| Hygiene kits | 4,459 |
| Food kits | 2,501 |
| General household Non Food Items (NFIs) | 2,501 |

Cumulative Total = 13,920

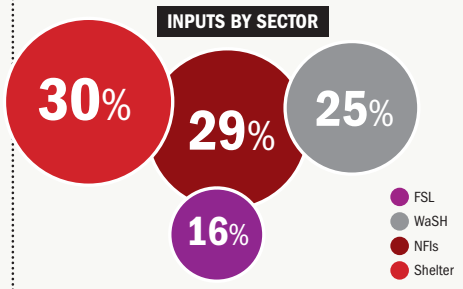
## COVERAGE



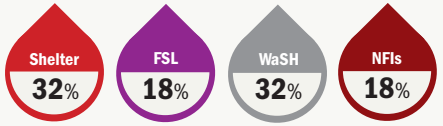

## BREAKDOWN OF FUNDS SPENT




## INPUTS BY SECTOR

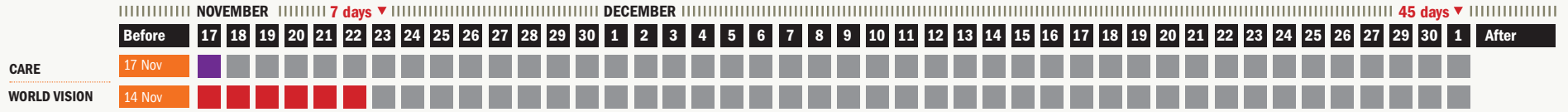



## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Aid first reached recipients · Needs Assessment · Preparation for implementation · Implementation of Start Fund activities



**CRISIS RESPONSE SUMMARY**

# INDIA FLOODING: November 14 - January 18, 2016



**LEVERAGING RESOURCES FOR ADDITIONAL RESPONSE**

**No additional funding was reported by agencies for continuing response.**

| PROJECT DETAILS | | |
|---|---|---|
| **Funds spent out of funds awarded** | £23,715 spent out of £24,432 | £30,568 spent out of £30,568 |
| **Implementing Partners** | Center for Rural Education and Economic Development (CREED) (£1,754) | |
| **Existing presence** | Directly through field staff and through an external partner | Directly through field staff |
| **Procurement** | In country/locally | In country/locally |
| **Activities** | • Hygiene kits (napkins, toiletries, panties) distributed to 500 households<br>• Shelter kits and NFIs (tarpaulin, rope, floor mats, clothing, bed sheets, jerry cans) distributed to 500 households | • Dry food kits distributed to 695 households<br>• NFIs (including torches) distributed to 695 households<br>• Shelter kits distributed to 695 households<br>• WaSH kits (including sanitary materials) distributed to 695 households |
| **Additional Information** | | |

## Intervention Summary:

On 9 - 11 November 2015, heavy rains led to severe flooding and landslides in Tamil Nadu, southern India, destroying roughly 25,000 homes, damaging toughly 53,000 homes, killing at least 92 people and thousands of cattle, destroying around 50,000 acres of crops, damaging transport links and power connections, and leading to the evacuation of 29,000 people to temporary government-managed centres, apart from 2,000 families from Dalit and Adivasi castes. On 14 November, Christian Aid alerted the Start Fund, noting the immediate needs of vulnerable groups who remained excluded from the support of the Indian government, as well as a short-term gap in funding from institutional donors.

On 17 November, 72.25 hours after the Start Fund alert, £55,000 was awarded to two agencies (CARE and World Vision) to address needs related to FSL (dry food kits), Shelter (shelter kits) and WaSH (hygiene kits) in Cuddalore district.

Agencies experienced several challenges during implementation. Heavy and continuous rain over the 45-day project period increased the needs of affected people and required both agencies to use alternative and in many cases longer routes for distribution. Additionally, CARE noted delays in identifying aid recipients due to the presence of many political leaders in damage assessments.

These two projects reached 4,459 people (50% female, 50% male) with £228,228, 15% of affected people and 1,206 fewer people than planned. The target population was selected based on household vulnerability and damage severity. Agencies targeted underprivileged communities that were most affected by the flooding, predominantly socially/economically-suppressed Dalit families residing in huts in low lying, interior villages that were excluded at the time from government initiatives. Among this population, particular attention was paid to women (especially widows, pregnant women and single women), children, persons with disabilities, female-headed households, and the elderly. Children under 18 (33%) and people over 50 (11%) together made up 44% of people reached.

## Lessons from the Response:

**Agencies felt that the alert was timely, but that it might have been worth considering an anticipatory alert for this emergency, given that the Indian Meteorological Department was warning of a massive depression and strong likelihood of rainfall prior to the crisis.**

**The Start Fund Project Selection Committee meeting was transparent, reasonable in length, and selected the appropriate geographical areas (focusing the response in Cuddalore district).**

**Agencies felt that even though the government provided food, it was appropriate that the Start Fund also provided food to ensure that vulnerable groups had access to a more varied and balanced diet.**

**Strong coordination mechanisms were in place, which enabled Start Fund projects to work quickly within existing systems, take part in joint needs assessments and avoid gaps and duplication.**

- World Vision led the inter-agency joint needs assessments using mobile technology for the first time for inter-agency group joint action. 15 local NGOs came together to complete the assessments, which strengthened the IAG coordination at the district and state levels. Reports were shared with the larger NGO group at the national and state levels of government.

**World Vision did not include cash programming in its project design due to its internal policies in India, the strain of upcoming elections on local banks, as well as the risk of funds being misused to support male alcoholism.**

**Both agencies were able to leverage additional funds through corporate donors thanks to the Start Fund activation:**

- CARE noted that 'the Start Fund pitched us up and showcased to a corporate donor that we had a base.'
- World Vision noted that the Start Fund helped trigger a larger response by increasing the crisis' media profile, which had a direct impact on funding.

# CRISIS RESPONSE SUMMARY

# SRI LANKA ANTICIPATORY FLOODING: November 18 - January 26, 2016

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 211.75 hours | £105,914 | 6,722 | 12,781 |

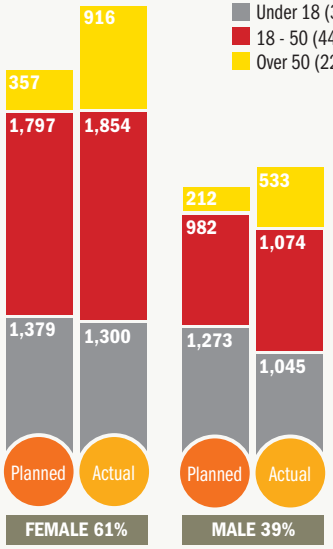
## RESPONSE TIMELINE

| 16:15 NOVEMBER 18 | 16:00 NOVEMBER 23 | 12:00 NOVEMBER 26 | 12:00 NOVEMBER 27 | NOVEMBER 27 | JANUARY 11 | JANUARY 26 |
|---|---|---|---|---|---|---|
| **Alert:** Flooding **17** agencies send survey **16** agencies support an Allocation meeting | **Allocation:** **16** out of **17** members vote to respond with **£100,000** | **Application deadline:** **2** projects apply | **Project Selection:** (Colombo) **2** projects are funded with a budget of **£105,915** | **Projects start:** **2** projects start implementing | **Projects end:** **2** projects finish implementing | **Projects report:** **2** projects report reaching **6,722** people with **£105,914** |

ANTICIPATORY ACTIVATION WINDOW — 8 days 19.75 hours | IMPLEMENTATION — 45 days | REPORTING — 15 days

## BREAKDOWN OF PEOPLE REACHED

Individuals*




*Adjusted total direct: 6,722

Activities*

**Community awareness raising on disaster mitigation (including flood preparedness and landslide prevention)**
6,722

**Distribution of Hygiene and Shelter kits**
5,815

**Informing local government and NGOs on mapping of flood prone areas, vendors and at-risk households**
206

**Training community volunteers on community awareness raising**
38

***Distribution of preparedness posters/ leaflets awareness raising**

**ACTIVITIES THAT WILL REACH PEOPLE AFTER PROJECT REPORTING PERIOD****
- Pre-positioning of Hygiene and Shelter kits
- Pre-positioning of mosquito nets
- Pre-positioning of tarps and tin sheets
- Pre-positioning of household NFI kits

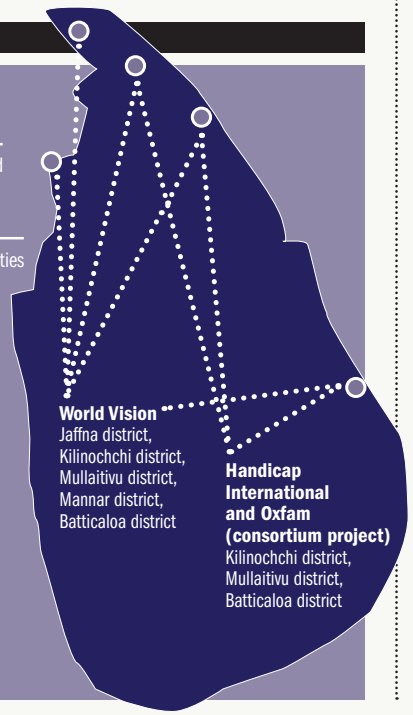
*Cumulative total direct: 12,781
**Reach not shown for activities that have not yet benefited affected population
***Reach for preparedness posters/leaflets not reported

## COVERAGE*

**130,000**
Estimated number of people affected

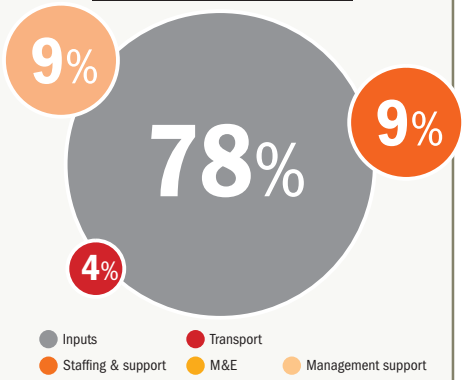
**6,000**
Planned reach from Start Fund activities

**6,722**
Affected people reached from Start Fund activities

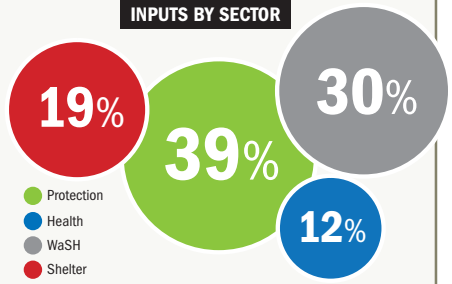



*ACAPS briefing note 23 November 2015

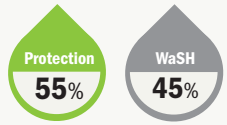
## BREAKDOWN OF FUNDS SPENT




## INPUTS BY SECTOR




## PEOPLE REACHED BY SECTOR




*Preparedness activities reflected as Protection **Mosquito nets and tarps/tin sheets have not yet been distributed, which is why Health and Shelter is not included above

## PROJECT TIMELINE

Aid first reached recipients | Needs Assessment | Preparation for implementation | Implementation of Start Fund activities

| | NOVEMBER (7 days) | | | | | | | | | | | | | | | | | | | | | DECEMBER | | | | | | | | | | | | | | | | | | | | | | JANUARY (45 days) | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Before | 27 | 28 | 29 | 30 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | After |
| HANDICAP & OXFAM* | 24 Nov | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| WORLD VISION | 14 Nov | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

*Consortium project

**CRISIS RESPONSE SUMMARY**

# SRI LANKA ANTICIPATORY FLOODING: November 18 - January 26, 2016



| | | HANDICAP INTERNATIONAL / OXFAM | World Vision |
|---|---|---|---|
| LEVERAGING RESOURCES FOR ADDITIONAL RESPONSE | **Pre-Start Fund** | | |
| | **During Start Fund** | | |
| | **Post-Start Fund** | Funding received from ECHO in March 2016 | |
| | **Details of additional response** | Funding was for distribution of household and Shelter items and unconditional cash transfers to 4,000 people. | |
| PROJECT DETAILS | **Funds spent out of funds awarded** | £61,741 spent out of £61,741 | £44,173 spent out of £44,173 |
| | **Implementing Partners** | £33,517 sub-granted to Oxfam Australia | |
| | **Existing presence** | Directly through field staff | Directly through field staff |
| | **Procurement** | In country/locally | In country/locally |
| | **Activities** | • Community awareness raising on flood preparedness for 1,492 households<br>• Distribution of Hygiene and Shelter kits for 1,492 households<br>• Training local government (district and divisional management authorities and local humanitarian NGOs on mapping of flood prone areas, vendors and at-risk households through 3 workshops<br>• 38 community volunteers trained on community awareness raising<br>• 1,402 Hygiene kits and tarpaulin sheets pre-positioned (not yet distributed) | • 10 capacity building sessions conducted to train village level committees on disaster mitigation and landslide prevention<br>• Pre-positioning of 1,150 mosquito nets Mosquito nets (not yet distributed) to 800 households<br>• Pre-positioning of 1,000 tarpaulin and 800 tin sheets (not yet distributed) to 350 households<br>• Pre-positioning of 500 household NFI kits (not yet distributed) to 500 households<br>• Distribution of 2,250 preparedness posters/leaflets in schools and public area |
| | **Additional Information** | • **This was the Start Fund's second 'anticipatory' response.** | |

## Intervention Summary:

On 13-15 November, 2015, a depression system formed in the Northern and Eastern provinces of Sri Lanka, bringing heavy rainfall and triggering floods that affected more than 15,000 families in Jaffna, Kilinochchi and Mulaitivu districts. This event was cause for concern, given that it took place prior to the start of the annual Northeast Monsoon season, which was forecasted by Sri Lanka's Department of Meteorology to receive 10% higher-than-average rainfall. Additionally, major reservoirs had filled much earlier than in previous years, and trends were similar to the previous year, which had one of the worst recorded flood disasters in Sri Lanka. On 18 November 2015, three agencies alerted the Start Fund, noting the limited funds and capabilities of the District Disaster Management Units, that vulnerable groups were left out of blanket distributions in evacuation centres, and that an anticipatory activation would ensure a more inclusive response.

On 27 November, 8 days and 19.75 hours after the Start Fund alert, £105,915 was awarded to Handicap & Oxfam (consortium project) and World Vision, which focused on addressing needs related to Protection (awareness raising on disaster mitigation) and WaSH (pre-positioning and distribution of Hygiene and Shelter kits).

Agencies experienced several challenges during implementation. Despite conducting pre-crisis activities, both projects operated in several areas that were already submerged in water, which slowed coordination and transportation. These conditions caused delays to some of Handicap & Oxfam's household visits and also caused some households to relocate post-assessment, delaying the finalisation of beneficiary numbers. World Vision also experienced difficulty procuring certain key commodities (tarpaulins, treated mosquito nets) locally, requiring suppliers to procure items internationally.

This project reached 6,722 people (61% female, 39% male), with £105,914, 5% of the total affected population and 722 more people than planned. Agencies targeted vulnerable households who were (or soon would be) most affected by the flooding, with particular attention paid to female-headed households, households with many children, people with disabilities, and the elderly. Children under 18 (35%) and people over 50 (22%) together made up 57% of people reached.

## Lessons from the Response:

**This activation was one of the Start Fund's very first 'anticipatory' responses, an area that is still undergoing testing.**

**Flooding was not as severe as anticipated, however agencies felt that it was still appropriate for the Start Fund to activate, given that:**

- There was sufficient evidence to support the forecast of severe rainfall, which warned that reservoirs that are normally filled in December and January were already filled in November before the start of the monsoon season.
- The Start Fund was seen as filling a critical funding gap, given the lack of preparedness funding available from corporate and institutional donors (which remain highly reactive), as well as because of the closure of UN OCHA in Sri Lanka, which removed flash appeal and CERF funding.
- Certain districts in the South experienced above average rainfall and there was significant need for relief stock (e.g. tin sheets, tarpaulins and mosquito nets) after flooding on 13-14 November. Prepositioning of stock reduced the time for staff to respond and helped to cover the gap in funding until other sources became available.
- There was a significant positive impact on the most vulnerable people, especially people living in temporary shelters, given that even two days of heavy rain can cause a severe disruption to their day-to-day lives. Even if that's not considered a major calamity, on an individual level that can cause a vicious cycle.
- Agencies expect to use any remaining prepositioned relief items later in the rainy season, given the forecasted increase in rain due to 'El-Nino'.

**The Start Fund is still considering which activities are most appropriate for an anticipatory response.**

- In the peer review for this response, project leads considered whether it sets a dangerous precedent to include pre-positioning in Start Fund anticipatory projects, given that 1) this need could be raised for every rainy season and major climatic event and quickly exhaust the Start Fund's remaining budget and 2) prepositioning doesn't require forecasting and is therefore more of a 'preparedness' activity than an 'anticipatory' activity. While no agreement was made on this issue, project leads stressed the importance of prepositioning, given that it allowed them to reach many more people and was not being sufficiently funded by other donors.
- A member of the Start Fund Committee suggests that anticipatory projects instead invest in resilience of the market prior to a crisis, promote market preparedness, increase shopkeeper awareness, and assist the population (including elderly) by using CTP.

❖ There was no controversy regarding the use of capacity building in this anticipatory response.

**Handicap and Oxfam implemented a consortium project, however agencies did not feel that this led to coordination or collaboration beyond what occurred in previous responses.**

**All agencies have accessed the 1% learning budget for this activation to hold two joint lessons learnt and community feedback events in March and to provide a report by 1 June.**

# CRISIS RESPONSE SUMMARY

# INDIA FLOODING: December 4 - February 5, 2016

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 73.25 hours | £297,073 | 51,653 | 103,869 |

## RESPONSE TIMELINE

**11:39 DECEMBER 4** — **Alert:** Flooding **17** agencies send survey **15** agencies support an Allocation meeting (DAY 1)

**11:50 DECEMBER 5** — **Allocation:** **15** out of **17** members vote to respond with **£300,000** (DAY 2)

**12:00 DECEMBER 6** — **Application deadline:** **7** projects apply

**13:00 DECEMBER 7** — **Project Selection:** (New Delhi) **2** projects are funded with a budget of **£300,000** (DAY 3)

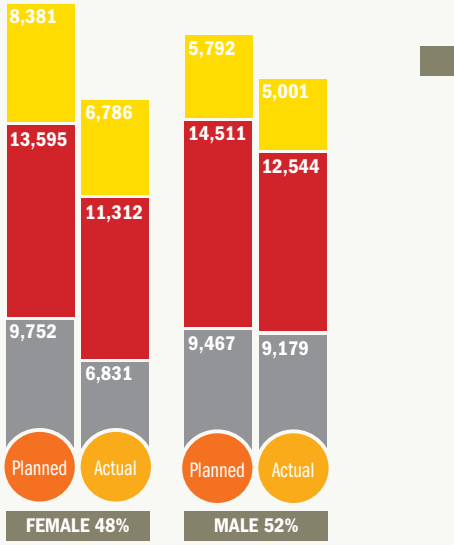
**DECEMBER 7** — **Projects start:** **2** projects start implementing

**JANUARY 21** — **Projects end:** **2** projects finish implementing

**FEBRUARY 5** — **Projects report:** **2** projects report reaching **51,653** people with **£297,073**

24hrs · 48hrs · 72hrs · 7 days · 45 days · 60 days

## BREAKDOWN OF PEOPLE REACHED




*Adjusted total direct: 51,653

Activities*

**Water purification (clorination)** 45,540

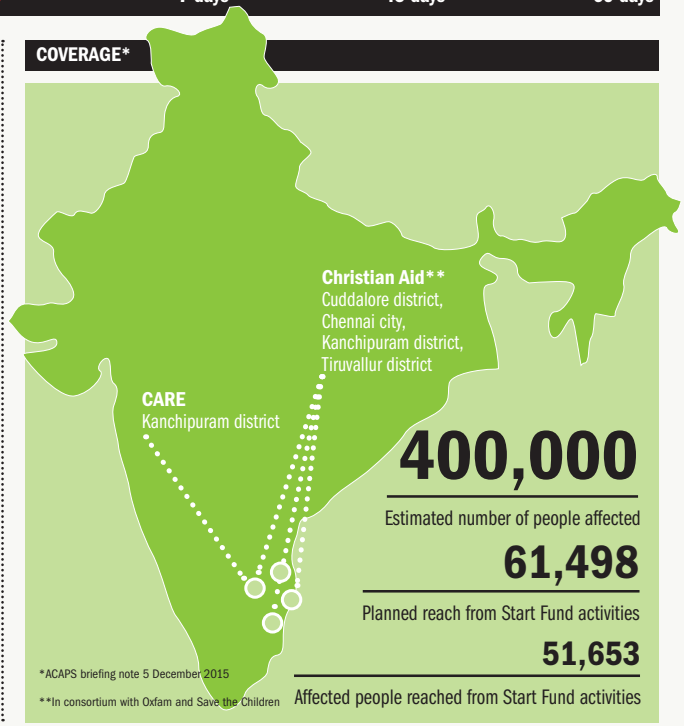
**Hygiene kits and NFIs** 20,736

**Shelter kits and NFIs** 20,736

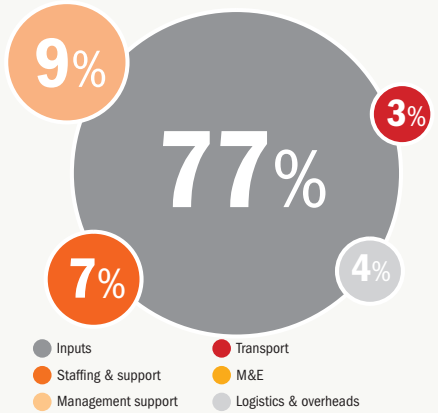
**Handpump repairs** 10,744

*Cumulative total direct: 103,869

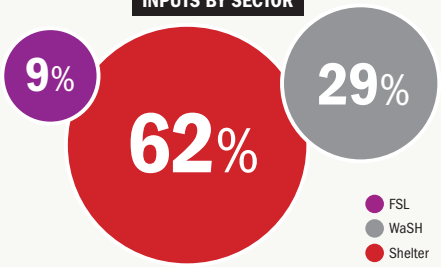
## COVERAGE*



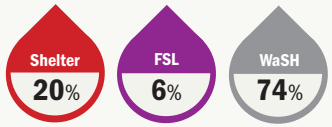

## BREAKDOWN OF FUNDS SPENT




## INPUTS BY SECTOR

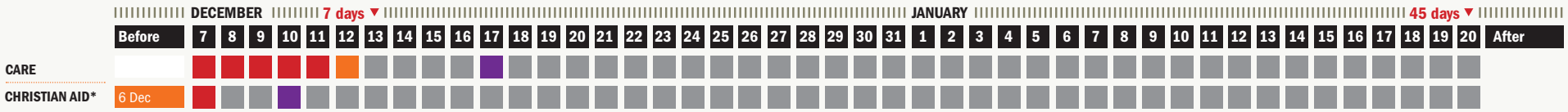



## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Aid first reached recipients · Needs Assessment · Preparation for implementation · Implementation of Start Fund activities




*in consortium with Oxfam and Save the Children

**CRISIS RESPONSE SUMMARY**

# INDIA FLOODING: December 4 - February 5, 2016



| | | | |
|---|---|---|---|
| LEVERAGING RESOURCES FOR ADDITIONAL RESPONSE | Pre-Start Fund | | 225,000 Euros from ECHO on 1 December 2015 to reach 11,000 people. |
| | During Start Fund | | |
| | Post-Start Fund | | |
| | Details of additional response | | |
| PROJECT DETAILS | Funds spent out of funds awarded | £97,073 spent out of £100,000 | £200,000 spent out of £200,000 |
| | Implementing Partners | Association for Community Development Services (£21,639) | Church's Auxilliary for Social Action (CASA) and BLESS |
| | Existing presence | Directly through field staff and through an external partner | Directly through field staff and through an external partner |
| | Procurement | In country/locally | In country/locally |
| | Activities | • Hygiene kits distributed to 1,145 households from the 'Irula' and 'Dalit' communities (including jerry cans, water purification tablets, utensils, glasses, soap, toothpaste and toothbrushes, clothing and panties).<br>• Shelter kits distributed to 1,145 households from the 'Irula' and 'Dalit' communities (including tarpaulin, rope, bedsheets, and plastic flood mats)<br>• Unconditional cash transfers of 170 INR per day for 10 days to 1,145 households from the 'Irula' and 'Dalit' communities | • Hygiene kits distributed to 3,310 households<br>• Shelter kits distributed to 3,310 households<br>• 175 water sources purified through chlorination<br>• 25 hand pumps repaired |
| | Additional Information | • This served as the second Start Fund response to flooding in Tamil Nadu state due to rains in November and December 2015 | |

## Intervention Summary:

On 1 December 2015, a wave of heavy rains, the third in a month, hit southern India, leading to the most intense floods in living memory for communities in Chennai city and districts in northern Tamil Nadu state, killing at least 260 people, damaging infrastructure, closing hospitals and displacing an estimated 400,000 people from their homes. On 4 December, Christian Aid alerted the Start Fund, noting that the government and local NGOs were struggling to cope with the scale of the flooding and relocation of affected people, preventing immediate needs from being met, and that more heavy rains were expected on 5-7 December.

On 7 December, 73.25 hours after the Start Fund alert, £300,000 was awarded to two projects (one led by CARE and another led by Christian Aid in consortium with Oxfam and Save the Children) to address needs related to FSL (unconditional cash transfers), Shelter (shelter kits) and WaSH (hygiene kits, water purification and handpump repairs) in Chennai city and Cuddalore, Kanchipuram, and Tiruvallur districts of Tamil Nadu state.

Agencies experienced several challenges during implementation. CARE experienced delays in routing cash transfers through bank accounts, given that banks were busy with the distribution of government relief funds to compensate shelter damage. The government was also conducting needs assessments at the same time as CARE in some villages, which also caused delays. Christian Aid noted that local political leaders negotiated for relief distribution irrespective of the level of damage and financial status of households, requiring Christian Aid (along with Oxfam and Save the Children) to advocate for the needs of the most vulnerable and for stronger government cooperation at the community level.

These two projects reached 51,653 people (48% female, 52% male) with £297,073, 13% of affected people and 9,845 fewer people than planned. The target population was selected based on household vulnerability and damage severity. Agencies targeted the poorest and most marginalised communities (Irula tribe and Dalits- members of the lowest rank in Indian society) that were most severely affected by the flooding, suffered damage to their houses, lost household items and did not have access to water storage and hygiene facilities. Particular attention was paid to single female-headed households, child-headed households, pregnant and lactating women, households with the most number of children, families in need of immediate heath care, and persons with disabilities. Children under 18 (31%) and people over 50 (23%) together made up 54% of people reached.

## Lessons from the Response:

**This was the third and worst rain spell in Tamil Nadu, given that it was the most acute, urban and regional in scope.**

**The alert was timely, given that in previous days it was nearly impossible to communicate with field staff due to broken cables.**

**Forecasting was accurate and the Project Selection Committee made appropriate decisions in terms of sector, geography, and needs.**

**Agencies felt that the Start Fund Project Selection Committee filled a critical gap by helping to meet the immediate lifesaving needs in the most critical areas, particularly those that were excluded from government assistance, including Irula tribal and Dalit communities, and areas where people did not have identification. This is a major value added of the Start Fund in middle income countries like India.**

**CARE included cash programming and felt that it was appropriate and successful, as confirmed by its post-distribution monitoring report, which concluded that distribution was timely, that funds met the needs of vulnerable families (e.g. household items, shelter repair, education fees, access to health services, seeds for agriculture), and that funds were not misused.**

**Oxfam noted that the short 45-day timeframe impacted which activities it would undertake. It focused on NFI kits and health promotion, however additional time would have enabled it to look at the programme from a less NFI-intensive perspective and more on rehabilitation of water systems and quick cash-for-work for debris cleaning, which is a large part of emergencies related to flooding and cyclones and something communities spend a lot of money to address.**

**CARE noted that the Start Fund's tight timeframe pushed the joint rapid needs assessment to be quicker and more appropriate.**

**Agencies noted that the availability of funding rests largely on where the emergency is located and how much attention is given to it. Corporate interest was higher for this emergency, given that it occurred in Chennai city. However, if there is a similar-sized emergency in a place with less of an industrial base (which happens frequently), funding is harder to acquire.**

# CRISIS RESPONSE SUMMARY

## ETHIOPIA ANTICIPATION OF BELG RAINS: January 4 - March 8, 2016

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 94 hours | £478,560 | 182,776 | 239,084 |

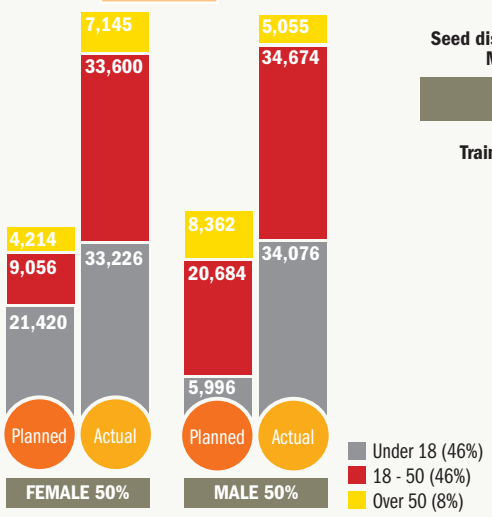
### RESPONSE TIMELINE

| 18:00 JANUARY 4 | 10:00 JANUARY 6 | 12:00 JANUARY 7 | 16:00 JANUARY 8 | JANUARY 8 | FEBRUARY 22 | MARCH 8 |
|---|---|---|---|---|---|---|
| **Alert:** Drought **22** agencies send survey **19** agencies support Start Team decision | **Allocation: 19** out of **22** members vote to respond with **£500,000** | **Application deadline:** **7** projects apply | **Project selection:** (Addis Ababa): **5** projects are funded with a budget of **£500,000** | **Projects start:** **5** projects start implementing | **Projects end:** **5** projects finish implementing | **Project reports:** **5** projects report reaching **182,776** people with **£478,560** |

ANTICIPATORY ACTIVATION WINDOW — 3 days 22 hours | IMPLEMENTATION — 45 days | REPORTING — 15 days*

*After start of project

### BREAKDOWN OF PEOPLE REACHED




*Adjusted total direct: 182,776

Activities*

**Seed distribution (inc. Barley, Haricotbean, Maize, Potato, Sorghum, Teff)**

187,934

**Training seed recipients on planting techniques**

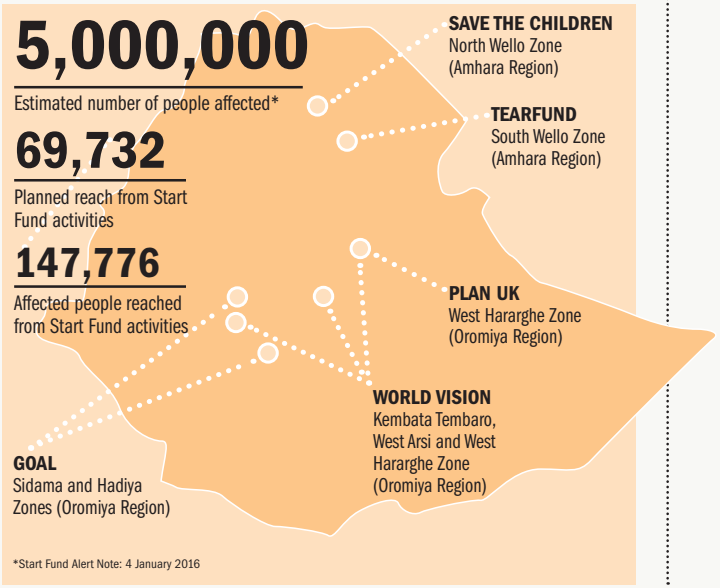
40,350

**Fertilizer distribution**

10,800

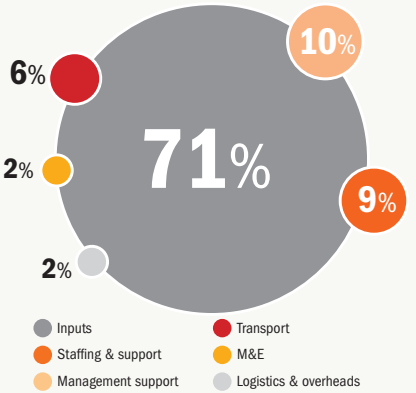
*Cumulative total direct: 239,084

### COVERAGE




*Start Fund Alert Note: 4 January 2016

### BREAKDOWN OF FUNDS SPENT




### INPUTS BY SECTOR




### PEOPLE REACHED BY SECTOR




### PROJECT TIMELINE

Needs Assessment | Preparation for implementation | Implementation of Start Fund activities | Aid recipients receive assistance

| | | JANUARY (7 days) | | | | | | | | | | | | | | | | | | | | | | | | | FEBRUARY (45 days) | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Before | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | After |
| GOAL | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PLAN UK | 1 January | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| SAVE THE CHILDREN | 14 January | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| TEARFUND | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| WORLD VISION | 6 January | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

## CRISIS RESPONSE SUMMARY

## ETHIOPIA ANTICIPATION OF BELG RAINS: January 4 - March 8, 2016



| | | GOAL | Plan | Save the Children | tearfund | World Vision |
|---|---|---|---|---|---|---|
| LEVERAGING RESOURCES | Pre-Start Fund | | | | 600,000 Euros received from DRA Buza on 1 Nov 2015 | |
| | During Start Fund | $680,410 USD received from UN OCHA on 28 Jan 2016 | | | | |
| | Post-Start Fund | | | | | |
| | Details of additional response | Additional funds used to reach 42,656 people | | | Additional funds used to reach 68,145 people through food distribution | |
| PROJECT DETAILS | Funds spent out of funds awarded | £100,288 spent out of £100,288 | £63,882 spent out of £63,882 | £110,853 spent out of £125,606 | £102,665 spent out of £109,352 | £100,872 spent out of £100,872 |
| | Implemeting Partner | | | | Ethiopian Kale Heywet Church Development Commission | |
| | Existing prescence | Directly through field staff | Directly through field staff | Directly through field staff | Working through an external partner | Directly through field staff |
| | Procurement | In country/locally | In-country/locally | In-country/locally | In-country/locally | In-country/locally |
| | Activities | ● Seed distribution (inc. Barley, Haricot bean, Maize, Potato, Sorghum, Teff) | ● Seed distribution (inc. Barley, Haricot bean, Maize, Potato, Sorghum, Teff) | ● Seed distribution (inc. Barley, Haricot bean, Maize, Potato, Sorghum, Teff)<br>● Training seed recipients on planting techniques | ● Seed distribution (inc. Barley, Haricot bean, Maize, Potato, Sorghum, Teff)<br>● Training seed recipients on planting techniques<br>● Fertilizer distribution | ● Seed distribution (inc. Barley, Haricot bean, Maize, Potato, Sorghum, Teff) |
| | Additional information | | | | | |

## Intervention Summary:

Starting in early 2015, Ethiopia began experiencing its worst drought in over 30 years, with Belg rains failing in Feb-April 2015, followed by a poor Kiremt rain season in July-Sept 2015 exacerbated by El Nino. Given that these two rains supply roughly 80% of national agriculture production, the need for emergency food assistance rose dramatically, with levels of Severe Acute Malnutrition reaching higher levels than any month in the 2011 Horn of Africa crisis. The loss of coping mechanisms and overall resilience triggered a drought cycle whereby farmers replanted seeds 2-3 times and exhausted their seed stocks and were then unable to purchase new seeds due to decreased supply, higher prices and reduced house-hold income. On 4 January, 2016, four agencies alerted the Start Fund, noting a significant gap in funding to adequately replace seed stocks and prepare farmers for the upcoming 2016 Belg season. A window of opportunity was seen for the Start Fund to enable farmers to capitalise on this short planting window ahead of the rains to close the food gap left from previous failed harvests and to have a quick impact on the affected population while other funds became available.

On 8 January, 94 hours after the Start Fund alert, £500,000 was awarded to GOAL, Plan UK, Save the Children, Tearfund and World Vision. Save the Children's award was on the condition that it not overlap with Plan UK's intervention areas. All projects were encouraged to use the funding to leverage donors to provide a more timely response to the crisis. Projects focused on addressing needs related to FSL through distribution of seeds (including Barley, Haricot bean, Maize, Potato, Sorghum and Teff), distribution of fertilizer, and training seed recipients/farmers on planting techniques. All agencies operated through their own field staff, except for Tearfund which operated through the local partner Ethiopian Kale Heywet Church Development Commission.

Agencies experienced several challenges during implementation. All projects experienced lengthy (2-3 week) processes involving agreements and purchasing of seeds from the cooperative union. However this did not prevent any agencies from distribution seeds prior to the start of Belg rains. Facing a high demand of sorghum seeds, Plan UK only purchased 50 out of a planned 82 quintals and filled the gap with alternative seeds such as maize and haricot beans. Save the Children was impacted by a nationwide barley seed shortage, causing its distribution to be delayed until one week after the project's end date. Distribution costs incurred after its project end date were not charged to the Start Fund. Tearfund found the government-managed beneficiary selection process to be lengthy and bureaucratic, delaying its implementation and preventing it from conducting its planting demonstrations to farmers. It also reported some insecurity in South Wello Zone arising from political demonstrations, which caused some travel restrictions.

This project reached 182,776 people (50% female, 50% male), with £478,560, 1% of the total affected population and 78,044 more people than planned. Agencies targeted food insecure and vulnerable households whose livelihoods were disrupted by the recurrent drought and rain failure, including households requiring emergency nutrition response, households with small landholdings, households practicing negative coping strategies, households with no agricultural inputs, and households willing to use improved technology advised by the agricultural office, such as planning in rows and using fertilizer. Particular attention was paid to female-headed households (especially widows), single and/or divorced mothers, pregnant and lactating women, the elderly, disabled people, socially discriminated minorities, and people living with HIV and AIDS. Children under 18 (46%) and people over 50 (8%) together made up 54% of people reached.

## Lessons from the Response:

The timing of the alert was appropriate for seed provision, however the Start Fund would have been more effective had it intervened several months earlier or considered additional activities.

- Earlier interventions could have included cash to beneficiaries to protect their livelihood assets, such as livestock and farm equipment, which would have done more to reduce negative coping mechanisms, such as selling livelihood assets to purchase seeds, eating seeds or planting unsustainably/multiple times in a single season, cutting down trees, and pulling children from school.
- Agencies did, however, feel positive about seed provision, given its high yield and be-cause it preserves people's dignity, since farmers want to grow their own food rather than receive it in-kind.
- Agencies also felt that water provision and restocking of small livestock would have also been helpful, given that there is a water shortage and several disease outbreaks in certain regions, and that small livestock are cheap to maintain.

Needs could have been anticipated earlier, given the availability of forecasts months prior to the alert, but multiple factors, such as planning, seeds procurement and national/international funding processes caused delays.

Start Fund agencies had a small impact relative to the large scale of the crisis, but still felt that their interventions led to significant change for many people and saved lives.

- Projects distribute seeds to a combined 183,000 highly vulnerable people prior to the rains, enabling farmers in targeted areas to plant crops that can be harvested later in the spring.
- Agencies felt that many lives were saved and that it restored the confidence of people in targeted areas, which likely reduced negative coping mechanisms and migration of young men to Addis Ababa. Upcoming reports (and future Start Fund learning) will shed further light on impact.

The crisis is likely to continue, especially if there is a failed meher rainy season, which would 'cause the worst disaster in a generation'.

GOAL and Plan both felt that the Start Fund was the only quick funding available for this crisis.

GOAL was the only agency of five in this response that reported leveraging additional funds as a result of the Start Fund.

- This is worth noting, given that one of the Start Fund Committee's primary motivations for intervening was the strategic value it could bring to the response (in spite of its small disbursement amount compared to the need) by leveraging other donors to respond.

# CRISIS RESPONSE SUMMARY

# NIGERIA LASSA FEVER: January 18 - March 21, 2016

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total - activities) |
|---|---|---|---|
| 69 hours | £94,786 | 176,900 | 261,467 |

## RESPONSE TIMELINE

**14:35 JANUARY 18** — **Alert:** Disease Outbreak **20** agencies send survey **19** agencies support an Allocation meeting

**11:30 JANUARY 19** — **Allocation:** **19** out of **20** members vote to respond with **£100,000**

**13:00 JANUARY 20** — **Application deadline:** **2** projects apply

**11:30 JANUARY 21** — **Project Selection:** (Abuja): **2** projects are funded with a budget of **£101,150**

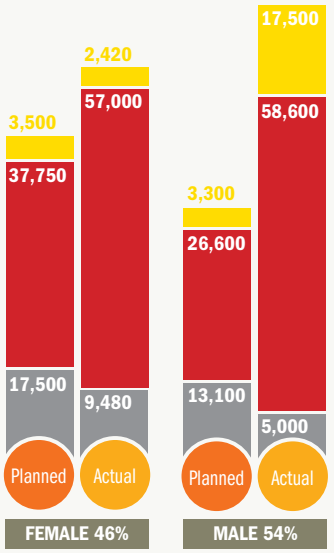
**JANUARY 21** — **Projects start:** **2** projects start implementing

**MARCH 6** — **Projects end:** **2** projects finish implementing

**MARCH 21** — **Projects report:** **2** projects report reaching **176,900** people with **£94,786**

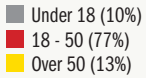
DAY 1 — 24hrs — DAY 2 — 48hrs — DAY 3 — 72hrs — 7 days — 45 days — 60 days

## BREAKDOWN OF PEOPLE REACHED




*Adjusted total direct: 176,900

** Graph does not include actual reach figures for Christian Aid, which has not been disaggregated and totals 26,900




Activities*

**Community sensitisation on Lassa Fever transmission and prevention**
158,600

**Distribution of IEC materials**
46,500

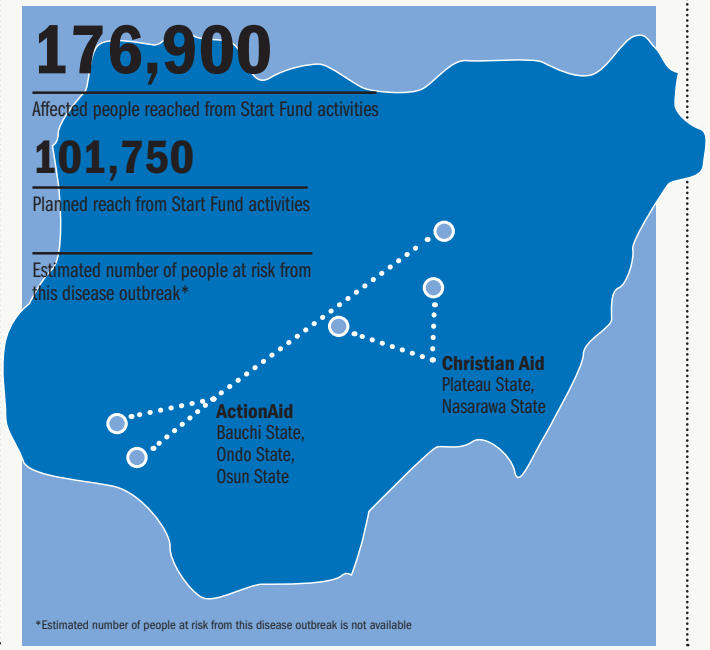
**Hand washing sensitisation in schools, markets and public places**
46,480

**Town hall meetings with public health officers, communities and other stakeholders**
9,821

**Training of Disease Surveillance Officers**
66

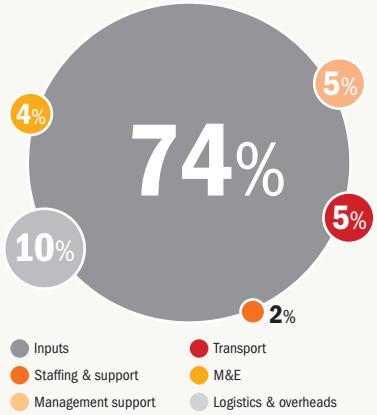
*Cumulative total direct: 261,467

## COVERAGE

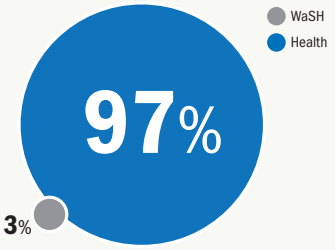



*Estimated number of people at risk from this disease outbreak is not available

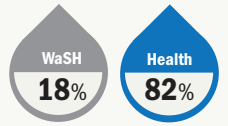
## BREAKDOWN OF FUNDS SPENT




## INPUTS BY SECTOR




## PEOPLE REACHED BY SECTOR




## PROJECT TIMELINE

Aid first reached recipients — Needs Assessment — Preparation for implementation — Implementation of Start Fund activities

| | JANUARY (7 days) | | | | | | | | | | | FEBRUARY (45 days) | | | | | | | | | | |

**CRISIS RESPONSE SUMMARY**

# NIGERIA LASSA FEVER: January 18 - March 21, 2016



| | | actionaid | christian aid |
|---|---|---|---|
| LEVERAGING RESOURCES | Pre-Start Fund | | |
| | During Start Fund | | |
| | Post-Start Fund | | |
| | Details of additional response | | |
| PROJECT DETAILS | Funds spent out of funds awarded | £51,150 spent out of £51,101 | £45,185 spent out of £50,000 |
| | Implementing Partner | Human Security Network & Fahimta Women and Youth Development Initiati | Jierh Doo Foundation (JDF), Centre for Gospel Health and Developemnt (CeGHaD) and Social Justice and Human Development for Peace Initiative (JDPC) |
| | Existing presence | Directly through field staff and through a pre-existing partner | Directly through pre-existing partners |
| | Procurement | In country/locally | In country/locally |
| | Activities | • Awareness raising campaign on handwashing and disinfectants held in schools, markets and public places<br>• Awareness raising campaign on Lassa Fever transmission and prevention conducted across 3 states using media messaging and radio jingles<br>• 19,600 copies of IEC materials distributed to the community<br>• 4 round tables and 12 village square meetings held with public health officers, communities and other stakeholders | • Awareness raising campaign on Lassa Fever transmission and prevention conducted via 18 radio jingles aired 3 times/day for 21 days, 6 TV jingles aired 3 times/day for 21 days, airing of 8 radio call back discussion programmes and 10 TV phone-in programmes.<br>• 26,900 IEC materials (including factsheets, infographics and pictorials) distributed across 34 LGAs.<br>• Mass orientation sessions held with public health officers, communities and other stakeholders<br>• 66 Disease Surveillance Officers trained in two focal states |
| | Additional Information | • **This was the Start Fund's first response to an outbreak of Lassa Fever.**<br>• **The Start Fund organised a remote learning exchange between projects leads from this response and project leads for the Start Fund's second Lassa Fever response (in Benin), which took place 25 February to 10 April 2016.** | |

## Intervention Summary:

On 8 January, Nigeria's government announced an outbreak of Lassa Fever, which by 14 January, was reported by Nigeria's Centre for Disease Control to have infected at least 140 people and killed 53 people in 14 of the country's 36 states, indicating a case fatality rate of 37.9 percent. On 18 January, ActionAid alerted the Start Fund to this crisis, noting that the number of cases continued to increase, that the Start Fund could offer the rapid response needed (related to behavioural change) to prevent further spread of the disease, and that a National Response meeting being held on 18 January among government ministries and allied institutions was likely to address remedial intervention, but not likely to sufficiently address issues of public health in rural areas, where two-thirds of the country's population lives.

On 21 January, 69 hours after the Start Fund alert, a project selection committee met in Abuja and awarded £101,150 to two agencies (ActionAid and Christian Aid) to address needs related to Health (community awareness raising on Lassa Fever transmission and prevention and strengthening reporting and referral systems at the local government level) and WaSH (awareness raising on handwashing techniques).

Agencies experienced several challenges during implementation. Both projects struggled to implement within 45 days, given the lengthy timeframes for producing and delivering IEC materials and bureaucratic government processes, particularly around beneficiary identification. ActionAid in particular faced delays in receiving government authorisation to conduct its sensitisation campaign in schools across one of its states of operation, given that the state's Permanent Secretary of Education had been fired and permission had to be obtained instead from the Permanent Secretary of the State Universal Basic Education Agency. Additionally, Christian Aid faced significant delays to the start of its activities as a result of its coordination with the Ministry of Health, which took longer than expected to review and pre-test IEC materials.

These two projects reached 176,900 people (46% female, 54% male) with £94,786, 75,150 more people than planned. Agencies targeted areas of poor sanitation and crowded living conditions in communities most at risk from this outbreak, with particular attention paid to 1) Women, who are the most active in the areas of care giving, food processing and house cleaning, and are more exposed to the Lassa virus through contact with contaminated food as well as bushes around their homes where rodents reside (the primary vector for the virus), 2) pregnant women, whose cases of the virus are often fatal, and 3) children and students, due to their capacity to disseminate information among their peers and family members. Children under 18 (10%) and people over 50 (13%) together made up 23% of people reached.

## Lessons from the Response:

**The Start Fund alert was timely**

- The alert note was raised once it became clear that Lassa Fever was spreading at an alarming rate and that the government's response was not meeting the needs of the affected population, particularly in rural areas.

**Recommendations from the Start Fund Project Selection Committee were helpful**

- Both agencies noted that recommendations from this committee helped them to reduce duplication during implementation.

**While difficult to measure, implementing agencies felt that their projects had a positive impact on the crisis**

- Agencies felt that they were successful in reducing the impact of the Lassa Fever outbreak on vulnerable communities, thanks to their awareness raising on transmission and prevention, and by getting the government to act more quickly and widely (geographically) by strengthening the reporting and referral system at the local government level.

**Implementing within 45 days was a challenge**

- Both agencies struggled to implement within 45 days, given the lengthy timeframes for producing and delivering IEC materials and bureaucratic government processes, particularly around beneficiary identification.
- Projects were, however, completed on schedule and 'proved to government what could be achieved in that timeframe', largely because both projects were either fully or partially implemented through partners, which was instrumental to the speed and sustainability of the response. It was also helpful that Christian Aid made good use of its time while it waited for government processes to be completed, by conducting activities that didn't require government assistance, such as advocacy to community leaders and getting awareness raising systems in place so things could move quickly once IEC materials became available.

**Communities played a pivotal role in this response, particularly volunteers who widely disseminated IEC materials and religious leaders who spread messages to their congregations.**

- Both agencies noted that community members came out in the hundreds once they saw their religious leaders volunteering to raise awareness of Lassa Fever awareness and prevention.
- Community involvement enhanced project sustainability, given that community members 'took ownership and volunteered as change agents, even after the completion of the projects.'

# CRISIS RESPONSE SUMMARY

# SYRIA BESIEGED COMMUNITIES: 26 January - 29 March, 2016

| ACTIVATION TIME | FUNDS SPENT | PEOPLE REACHED (adjusted total - individuals) | PEOPLE REACHED (cumulative total- activities) |
|---|---|---|---|
| 67 hours | £59,985 | 3,420 | 3,420 |

## RESPONSE TIMELINE

**15:00 26 JANUARY** — **Alert:** Besieged communities **19** agencies send survey **15** agencies support an Allocation meeting

**13:45 27 JANUARY** — **Allocation:** **15** out of **19** members vote to respond with **£100,000**

**14:00 28 JANUARY** — **Application deadline:** **1** project applies

**17:00 29 JANUARY** — **Project Selection** (Beirut)**:** **1** project is funded with a budget of **£100,000**

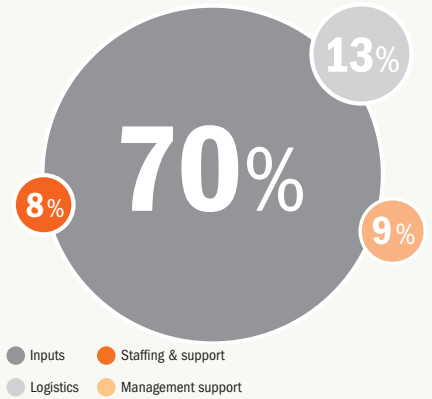
**29 JANUARY** — **Project starts:** **1** project starts implementing

**14 MARCH** — **Project ends:** **1** project finishes implementation

**29 MARCH** — **Project reports:** **1** project reports reaching **3,420** people with **£59,985**

DAY 1 ▲ 24hrs — DAY 2 ▲ 48hrs — DAY 3 ▲ 72hrs ▲ 7 days ▲ 45 days ▲ 60 days

## BREAKDOWN OF FUNDS SPENT




## BREAKDOWN OF PEOPLE REACHED

Demographics*




*Adjusted total direct: 3,420
**Reach not disaggregated by age or sex

Activities*

**Distribution of 'survival kits' (food and firewood)**

3,420

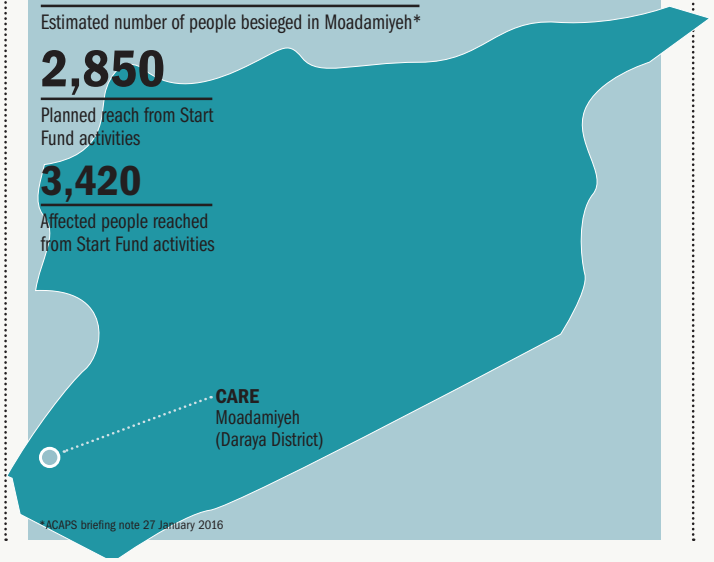
*Cumulative total direct: 3,420

## COVERAGE

**45,000**
Estimated number of people besieged in Moadamiyeh*

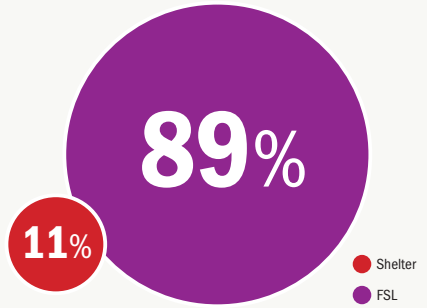
**2,850**
Planned reach from Start Fund activities

**3,420**
Affected people reached from Start Fund activities




*ACAPS briefing note 27 January 2016

## INPUTS BY SECTOR*




## PEOPLE REACHED BY SECTOR*

FSL & Shelter 100%

*Reach not disaggregated between FSL and Shelter

## PROJECT TIMELINE

Needs Assessment | Preparation for implementation | Implementation of Start Fund activities | Aid recipients receive assistance

| | JANUARY (7 days ▼) | | | | | | | | | | | | | | | | | | | | | | | | | | | FEBRUARY | | | | | | | | | | | | | | | | | | | | | | | | | | MARCH (45 days ▼) | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Before | 29 | 30 | 31 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | After |
| CARE | 27 January | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

CRISIS RESPONSE SUMMARY

# SYRIA BESIEGED COMMUNITIES: 26 January - 29 March, 2016



PROJECT DETAILS

| | |
|---|---|
| Funds spent out of funds awarded | £59,985 spent out of £100,000 |
| Implementing Partner | National implementing partner NGO |
| Existing presence | Directly through a pre-existing partner |
| Procurement | In country/locally |
| Activities | • Distribution of survival kits (10kg of dry foodstuff per family food and 250kg of firewood per family) to 570 households. |
| Additional Information | • **This was the Start Fund's first activation in Syria** |

## Intervention Summary:

Since mid-December 2015, access to Moadamiyeh had been completely closed off from assistance due to intermittent siege, trapping 45,000 inhabitants. Prices in the market skyrocketed ar only very limited quantities of supplies could be smuggled in through checkpoints, causing an imminent risk of malnutrition and starvation, especially for children. On 26 January, CARE alerte the Start Fund to this crisis, noting that rapid assistance was needed to save lives, that despite the blocking of services from government, UN and INGOs, several local organisation were in a positon to procure and distribute supplies that were still available in the markets but unaffordable for vulnerable groups, and that a Start Fund response would bridge the funding gap while advocacy efforts were underway by the UN and other actors to lobby the Syrian government for access.

On 29 January, 67 hours after the Start Fund alert, a project selection committee unanimously awarded £100,000 to one project, led by CARE and implemented through an existing partner to address winter survival needs related to FSL (food kit distribution) and Shelter (firewood distributions) in Moadamiyeh.

Partners faced major security risks on a daily basis, which posed an extreme challenge to project delivery and to their own personal safety. Shelling was intense during the day, so partners distributed at night. Given the desperation and level of malnourishment within the affected population, partners provided small quantities at a time to prevent harmful over-eating and stored goods in basements some distance away from distribution areas to prevent theft. Given that project activities were perceived by the Syrian government to be unauthorized, partners, venders a beneficiaries all risked being arrested and refrained from sharing their identities for their own protection. Due to the extreme scarcity of supplies on the local market, suppliers were also reluct to sell large quantities of goods at once for fear of not being able to replenish their stocks, and to make higher profits by selling items individually. Additionally, the UN managed to secure approval for cross-line aid delivery on 17 February. While aid from this 32-truck convoy was welcomed, the fact that it coincided with the Start Fund's project posed an additional challenge, gi that it was unclear whether there would be future deliveries to cover the needs of people not assisted by this first delivery. As a result, partners had to revise beneficiary lists in coordination with the local council in order to capture those who had not been covered by the UN. The UN then arrived again with further assistance, this time with 52 smaller trucks, to cover most of the remaining population, requiring beneficiary lists to be re-drawn again, causing even further delays.

This project reached 3,420 people (age and sex unspecified due to security) with £59,985, 570 more people than planned. Agencies targeted the most vulnerable households in Moadamiyeh with particular attention paid to families without an income or any other form of support, female or child-headed households, households with a high number of dependants, IDPs (especially recently displaced families), families comprising special hardship cases (disabilities, chronic diseases), and families that has received less or no assistance from UN distributions (including families without official documents or those afraid to register with the authorities).

## Lessons from the Response:

The alert was timely.
- It was raised on 26 January because that was the first time that partners had cash reserves available in Moadamiyeh and could purchase goods in the local market.

The funding amount of £100,000 was too high.
- Extensive controls imposed by the Syrian army prevented CARE's partners from being able to transfer funds from Damascus to the besieged town of Moadamiyeh within the 45-day project period. Partners therefore only spent the reserves that they had on hand (£59,985), which will be reimbursed by CARE, with the remaining 1/3 of funds to be returned to the Start Fund.

The 15-day reporting was too short, given difficulties in collecting information from the field with low electricity, such as reach figures.

CARE was able to keep local market prices stable.
- It coordinated with MSF to ensure that its distributions directly followed MSF's and did not increase market demand.
- It also used a price monitoring tool from Mercy Corps to see its impact every week on the market and split its distributions between food and firewood.

This project closed the aid gap to this community by 19 days.
- The affected population had been closed off since mid-December and received assistance from the Start Fund on 4 February, 19 days before the UN was able to access Moadamiyeh.

Working through the partner, an umbrella organization based on Lebanon with field teams in Syria, was instrumental to the success of the project, given that INGOs and the UN could not operate in Moadamiyeh at the time of the alert, and that had connections to other important partners on the ground.

This project had a significant impact on coordination and advocacy in this crisis.
- The arrival of a 32-truck UN convoy on 17 February came completely by surprise and lacked any coordination with NGOs, causing confusion around when and where distributions would be taking place and what materials were being provided, and requiring partners to adapt its list of target beneficiaries. As a result, CARE raised this issue in a meeting with the UN Clusters an secured the right to provide a wish list to the UN of areas most affected and where the UN should lobby the government for access. From May, this was the first time that CARE could submi this wish list, and Moadamiyeh and Dariya were put on as first priorities, a major advocacy success.

This project led CARE to adapt it operating procedures in besieged areas to protect the identities of staff, venders and beneficiaries through alternative documentation, procurement procedure monitoring and methods of communication.

## DONORS AND PARTNERS









Government of the Netherlands








START NETWORK

The Start Fund is the flagship initiative of the Start Network, an international network of 27 humanitarian organisations working together to shape the humanitarian system.

The Network enables a broad range of humanitarian organisations to provide the best possible solutions for people affected by crises. It takes a collaborative approach to decision-making and project provision, which allows its members to achieve more together than any single organisation acting alone could accomplish.