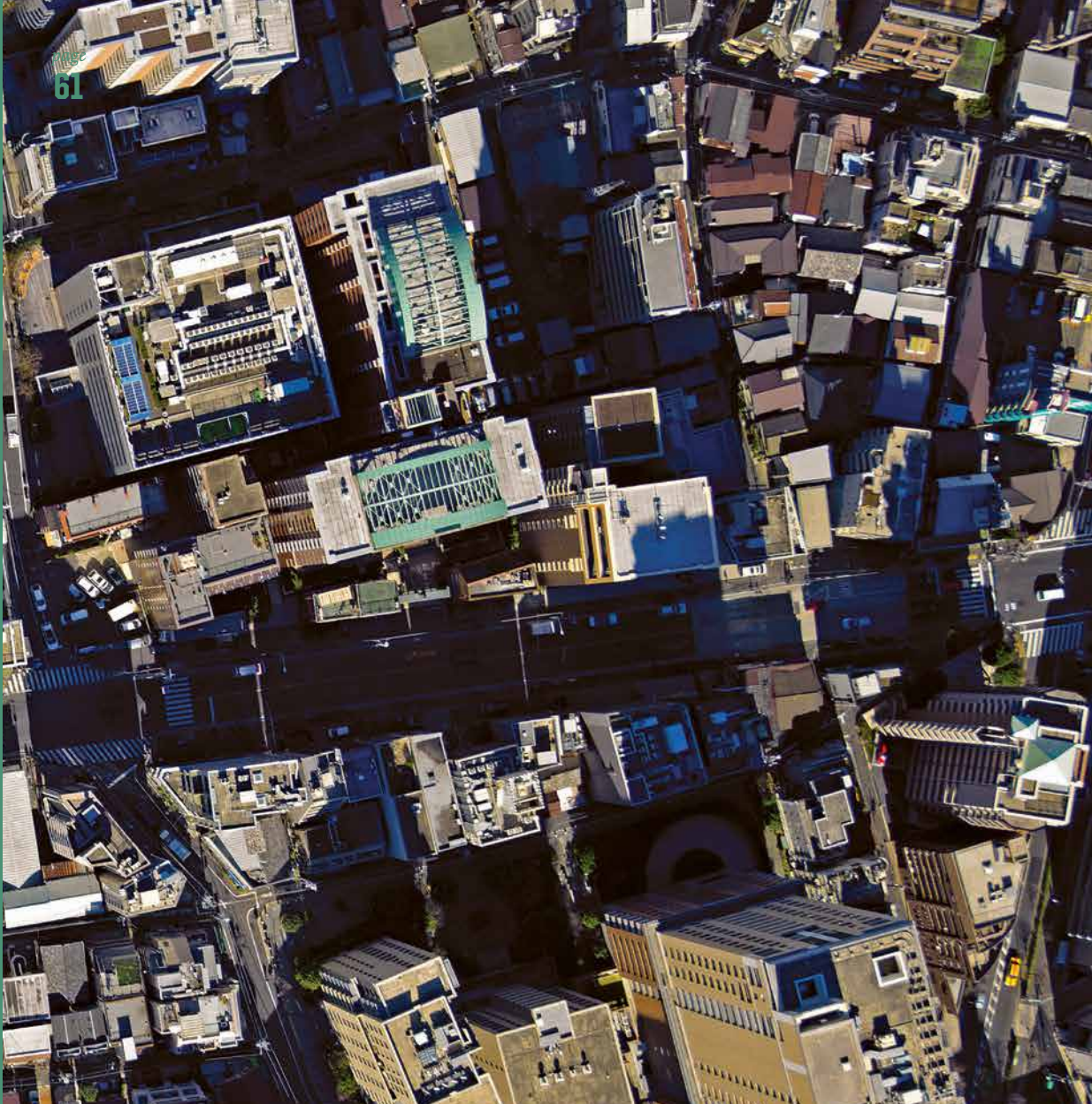




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LOOKING TO THE FUTURE

START is committed to meeting the challenge of helping society anticipate and respond effectively to both risks and opportunities presented by global environmental change. As communicated in the recently released START publication, *Advancing Knowledge for Action on Global Environmental Change: Reflecting on Progress and Strategizing for the Future*, the priority areas for action that are expected to drive our programming in the next several years include:

- Strengthening and expanding interdisciplinary and multisectoral expertise in integrated research and assessment that foster stronger and more engaged south-north and south-south research networks;
- Promoting effective communication among communities of research, policy, and practice that enhances the ability of countries and regions to generate relevant and actionable knowledge and to catalyze research into action; and
- Supporting efforts by universities in Africa and Asia-Pacific to inform and engage society in creating more resilient and adaptive development trajectories.

To assess our impacts and achievements in advancing these priorities, START is committed to consistently evaluating both the effectiveness and reflectiveness of program implementation and results. We also recognize that our work is most influential where strategic partnerships are developed that optimize complementary strengths while also speaking to regional needs and priorities. Such partnerships make long-term and productive collaborations possible.

START has always advocated for capacity building as a critical component of development—it motivates and sustains the leadership required for social change and informed decision making. As such, we encourage a focus on capacity building on all scales and by all partners and institutions. This advocacy also presents a constant challenge to us in keeping ourselves relevant and maintaining our reputation as an innovative thought leader in the field. We take this challenge very seriously and endeavor to remain at the cusp of innovation and creativity in our programs and activities. Our promise to you is that we will continue to encourage and to challenge ourselves and others in this respect for years to come.



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ORGANIZATIONAL MILESTONES, 2012-2013

The 2012–2013 period has been one of continuing transition for START as an independent nonprofit corporation with US 501(c)(3) status. This period is also marked by modifications to START’s regional structure in Africa in response to the changing landscape of scientific capacity building in the region. Although these organizational changes have required immense time, energy, and resources, we are seeing positive effects on our relationships, programs, and capacity-building outcomes.

HIGHLIGHTS OF START’S ORGANIZATIONAL CHANGES INCLUDE:

New staff members at the International START Secretariat in 2012. Senay Habtezion, formerly a Harvard Law Fellow and Professor of Law at the University of Asmara in Eritrea, joined START in August 2012. Habtezion brings a depth of experience in governance and climate change issues. Katie Dietrich, a climate change learning and education specialist, joined START in November 2012. Dietrich recently completed her PhD at The Pennsylvania State University where she investigated how rural communities in Ghana learn together with local nongovernment organizations and researchers to imagine and plan for possible futures under climate change. Both Habtezion and Dietrich bring specific expertise to START that strengthens priority areas of our portfolio.

A facelift for human resources and accounting. After 17 years with the same external provider, START contracted with a new accounting firm in 2012 that specializes in supporting nonprofits. START also assumed management of its own human resources, benefits, and payroll activities in 2013.

Prioritizing new pathways in fund-raising. START retained the services of Capital Development Strategies LLC, a Washington-based firm specializing in nonprofit fund-raising. A new START database was created in 2013 that will be used as an important tool in our kickoff of new fund-raising and alumni engagement campaigns in early 2014.

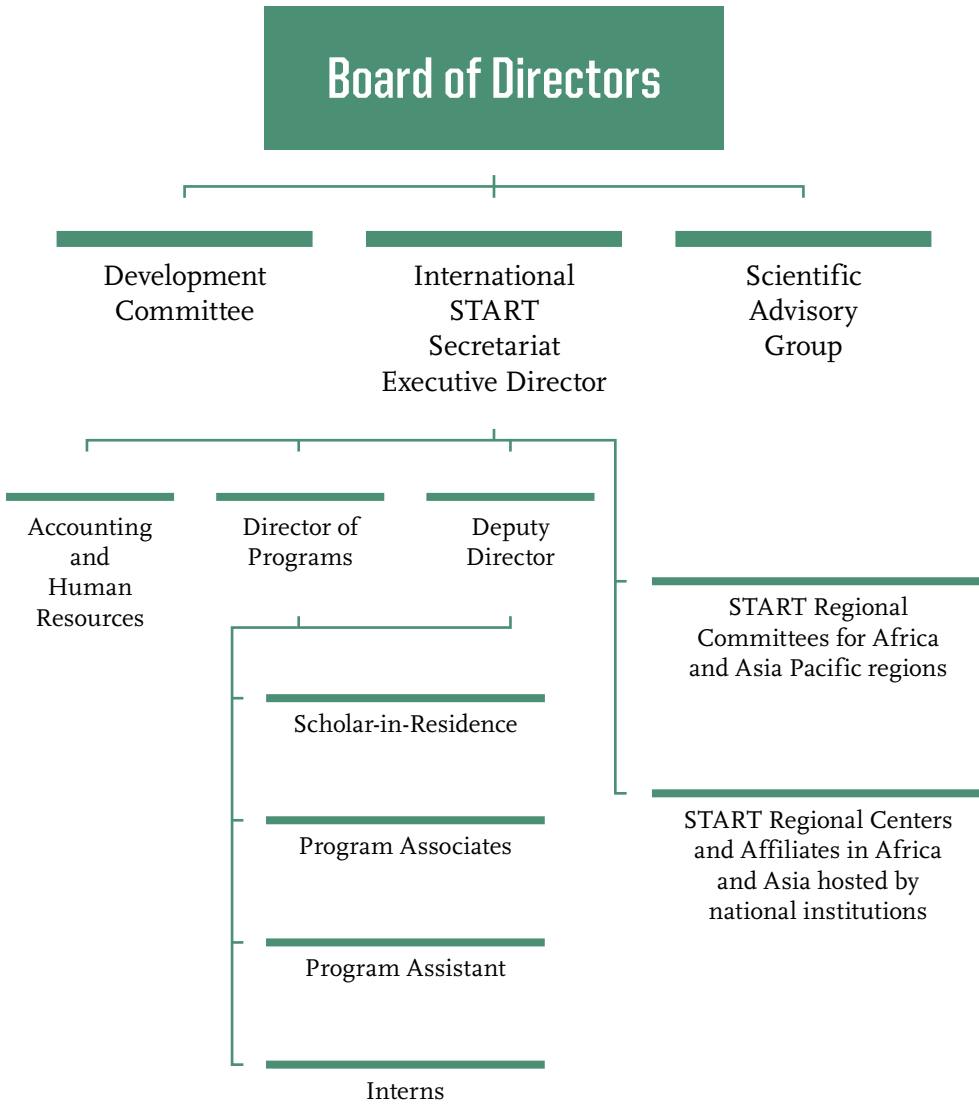
Restructuring START's regional presence in Africa and Asia. In recent years, the context in which START's regional structures were initially established has changed, as evident in the growth of large global initiatives that offer opportunities for new kinds of partnerships, and the challenge of securing donor interest in funding core activities of physically based centers. These changes prompted a recent reassessment of what a nimble and effective START structure should look like, resulting in START transitioning to a system of START Regional Affiliates in Africa and an examination of its potential in Asia. The system is characterized by an actions-based coordination model under which the International START Secretariat collaborates with Affiliates and other implementation partners—rather than brick-and-mortar START centers—to carry out joint initiatives and advance common goals.

New START Regional Fellow positions. In addition to direct involvement in ongoing joint activities, some START Regional Affiliates will also host START Regional Fellows—postdoctoral scholars, from the region, who are tasked with a portfolio of various program-based research, education, and training responsibilities as well as a mandate to champion the broader interests of START in the region through awareness raising, outreach, and partnership-building efforts. Three START Regional Fellow positions were initiated during the 2012–2013 period—one at the Institute of Environment and Sanitation Studies at the University of Ghana; one at the Climate Systems Analysis Group at the University of Cape Town (South Africa); and one at the Southeast Asia START Regional Research Center (SEA-START RRC) at Chulalongkorn University (Thailand).

Growth of START's Board of Directors. In 2012, the Board of Directors increased from five to seven members. This larger and more diverse board is expected to help START actively engage with emerging international initiatives and programs and develop a philanthropy campaign to supplement our grant support.

The introduction of annual START Retreats. The First Annual START Retreat, held in February 2012, enabled all START staff to collaboratively review their roles and responsibilities in the context of START's current programs and projected growth areas. Staff worked together to identify gaps in expertise and created action plans for more effectively achieving personal and organizational goals. In September 2013, the Second Annual START Retreat brought together all Board members, staff of the International START Secretariat, and a select number of regional representatives, for intensive discussions about START impact. Priorities for discussion included how to increase impact in strategic and manageable ways and how to tell the story of previous and ongoing impact in more compelling ways. The Retreat produced detailed recommendations that informed development of a new and improved Business Plan for START for 2014–2016. In addition, Board members and staff alike report that the recent Retreat experiences have reinvigorated their enthusiasm for the START mission and objectives.

ORGANIZATIONAL STRUCTURE



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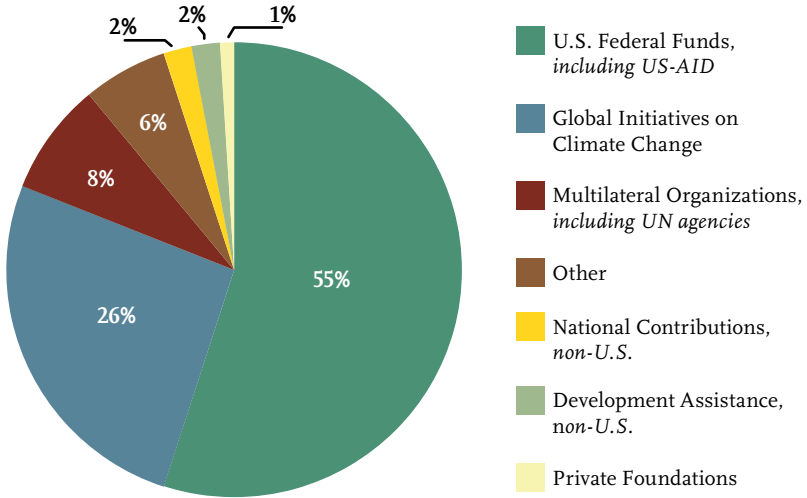


Jessica Boesl
Program Assistant

FINANCIALS

	2012	2011
ASSETS		
CASH		
PNC	\$198,586.56	\$78,992.87
Bank of America	571,506.91	784,977.48
Petty Cash	180.00	300.00
Total Cash	<u>770,273.47</u>	<u>864,270.35</u>
Accounts Receivable	4,558.60	129,124.03
Travel Advances	3,760.00	
Meeting Advances	364.00	
Due to/from AGU	687,136.46	289,138.85
Grants Receivable	617,290.62	3,974,405.05
Prepaid Expenses	7,229.74	764.58
FIXED ASSETS		
Furniture/computers	25,346.30	
Accumulated Depreciation	(25,346.30)	
TOTAL ASSETS	\$2,090,612.89	\$5,257,702.86
LIABILITIES		
Accounts Payable & Accrued Exp	\$26,132.20	\$10.00
Accrued Vacation	82,192.63	95,449.02
Total Payables	<u>108,324.83</u>	<u>95,459.02</u>
Deferred Revenue—Grants	696,316.45	4,148,116.00
Deferred Rent	3,387.66	
TOTAL LIABILITIES	808,028.94	4,243,575.02
NET ASSETS		
Beginning Net Assets	1,014,127.84	497,751.25
Current Year Change in Net Assets	268,456.11	516,376.59
TOTAL NET ASSETS	1,282,583.95	1,014,127.84
TOTAL LIABILITIES & NET ASSETS	\$2,090,612.89	\$5,257,702.86

2012 REVENUE SOURCES



2012 TOTAL REVENUE:

\$3,457,300.25

\$3,188,844.14

2012 TOTAL EXPENSES:

2012 EXPENSE DISTRIBUTION

