



ShelterBox

Disaster relief



International Programmes Strategy 2022-26

January 2023

Contents

	Page(s)
Part 1: Introduction	
1.1 Our vision and strategic goals	3
1.2 Our remit	
1.3 Our added value	4
1.4 Escalating needs	5
1.5 Strategy purpose	6
Part 2: The need for change	7
Part 3: Strategic commitments	8
Part 4: Our Theory of Change	12
4.1 The change pathway	13
4.2 Core principles	15
Part 5: How we achieve change	17
5.1 People	
5.2 Programme delivery	19
5.3 Programme quality	33
5.4 Safety and security	39
5.5 Supply chain	41
5.6 Programme funding	44
Part 6: Risks and assumptions	45
Glossary¹	46
Annex 1: Regional trends	
Annex 2: Locally led response	
Annex 3: Response criteria	
Annex 4: Modalities, shelter materials and household items	

Front page: Kaltoumi is widowed and cares for 10 children on her own. They live in a displacement camp in northern Cameroon after fleeing their village during Boko Haram attacks. Kaltoumi collected items from IEDA Relief and ShelterBox, including two shelter kits, solar lamps, kitchen sets, ground mats, blankets and a water filter. More details [here](#).

¹ Please refer to the Glossary for information on language decisions as well as definitions of key terms

Part 1: Introduction

1.1 Our vision and strategic goals

Shelter is a basic human right which is central to survival in conflict and after disaster. It increases personal safety and security, provides protection from the weather, and plays a key role in preventing illness and supporting physical and mental health. Adequate shelter supports dignity, and offers crisis affected people the opportunity to rebuild their lives and livelihoods. It provides a sense of home and can help families to avoid separation. In these ways, shelter is the foundation for recovery after crisis.

Our vision is 'no one without shelter after disaster' and our organisational values of integrity, flexibility, participation, and learning run through everything we do.

In this period from 2022-2027, our [organisational strategic objectives](#) are to:

- Scale up to meet humanitarian need
- Innovate to improve quality of shelter assistance; and
- Address power imbalances in the global shelter system

The contribution of International Programmes to our organisational objectives is presented in 'Part 3: How we achieve change'.

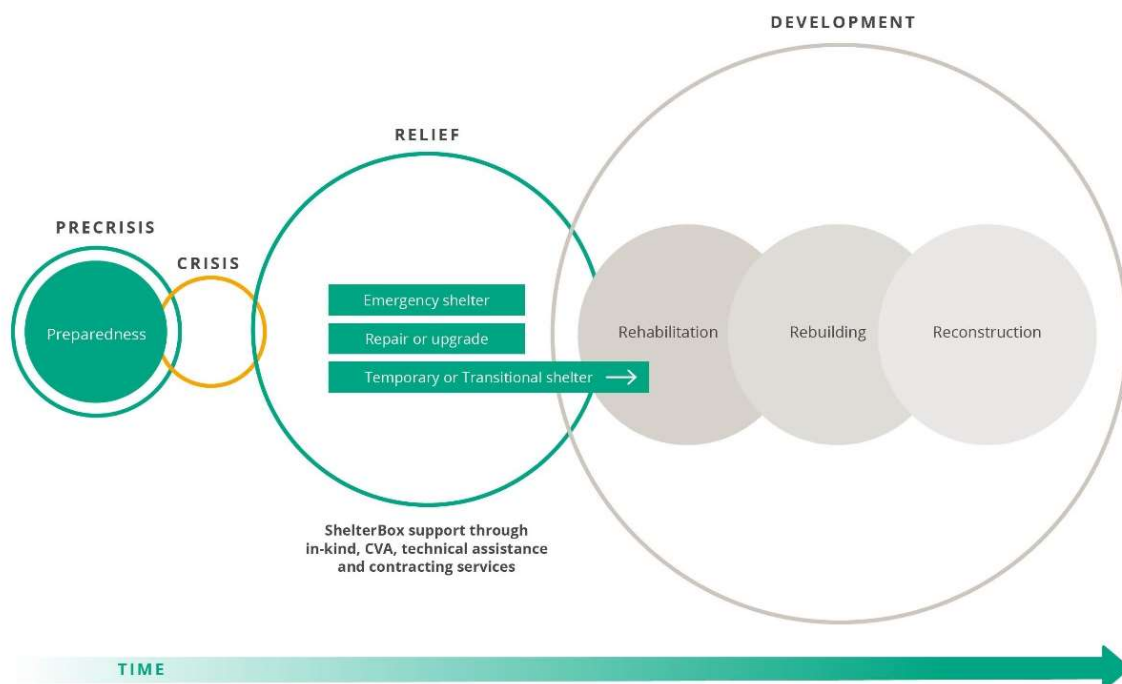
1.2 Our remit

ShelterBox has always had a clear niche in the delivery of emergency shelter. Through this strategy, we recommit to shelter in emergencies within the relief phase of the shelter continuum (Figure 1), and to supporting self-recovery of people affected by disaster and conflict. In recent years, we have assisted self-recovery through repair and transitional shelter, where these approaches were most appropriate. Through this strategy, we are intentionally expanding our remit within the relief phase. It will now include repair and transitional shelter assistance in addition to emergency shelter response where these offer the best solutions for people affected by the emergencies we respond to, and therefore deliver the greatest impact and value for money (see section 5.2.3 for more information). This is particularly relevant given our recent organisational decision to establish programmes to meet needs in chronic emergencies. It also applies in responses to some rapid onset emergencies. We undertake preparedness planning and actions to increase our capacity to respond to rapid onset emergencies and support the timeliness and effectiveness of our responses.

We will maintain and build our capacity and competencies to be able to respond at short notice to sudden onset events of unpredictable scale and timing that require shelter assistance. This includes meeting shelter needs in both high-profile emergencies and neglected crises.

We will mobilise more resources to expand the reach of our programmes. We will do more in the face of continually increasing levels of humanitarian need and growing vulnerability to shocks and stresses as a result of structural inequalities. This includes disproportionate impacts of climate change on people in low- and middle-income countries.

SHELTER CONTINUUM



We aim to reach one million crisis affected people from 2022-2026 with quality shelter assistance in emergencies.

1.3 Our added value

Very few organisations have a specific focus on shelter in emergencies and supporting the most vulnerable people to take early steps on their own pathways to shelter recovery after crisis. This means we meet needs that few others do. We support self-recovery by enabling access to shelter materials and essential household items, providing technical assistance², and leveraging flexible funding³ to ensure we are responsive to changing needs and able to meet the needs of people in forgotten crises. We invest in equitable and effective partnership⁴, including the unique global relationship we have with Rotary International which stems from ShelterBox's Rotary roots. Adopted as a project by one Rotary club in the year 2000, the support of Rotary members and clubs around the world was instrumental in developing ShelterBox to the independent, internationally recognised disaster response not for profit organisation it is today. In this strategic period, we will place increasing emphasis

² Technical assistance can relate to technical shelter expertise; delivery of programmes; procurement and logistics; safety and security; monitoring, evaluation, accountability and learning; safeguarding; or can be in support of organisational capacity development across a wide range of functions

³ The majority of ShelterBox funding is unrestricted or relatively loosely restricted at project level, enabling decisions to be made efficiently and funding to be deployed or redeployed more quickly than tends to be feasible with more restricted forms of funding, and facilitates our ability to respond to forgotten or neglected crises which other humanitarian actors struggle to access funding for

⁴ Throughout this strategy, 'partner' and 'partnership' refers to programmatic partners (either implementing partners or collaborative partners with which we deliver our programmes), unless funding partnership is specified

on environmental sustainability and on shifting power and resources to communities and local humanitarian actors, in support of locally led humanitarian response.

1.4 Escalating needs

Our approach is more relevant and necessary than ever as global displacement figures rise to unprecedented levels.

2021 alone saw 38 million internal displacements⁵ as a result of conflict and disasters across 141 countries/territories, the second highest annual figure in a decade.⁶ A surge in violent conflict since 2010 has led to forced displacement doubling in the last decade and surpassing 100 million people.⁷

Persecution, conflict and insecurity, compounded by environmental hazards and the devastating effects of climate change are forcing people to leave their homes at a level never seen before.



⁵ An internal displacement refers to each new forced movement of person within the borders of their country

⁶ IDMC | GRID 2022 | 2022 Global Report on Internal Displacement ([internal-displacement.org](https://www.internal-displacement.org))

⁷ Global Trends Displacement Report, Change UNHCR, 2021, accessed 18.08.22

These trends are predicted to continue, with more than a billion people at risk of displacement by 2050.⁸ National governments and humanitarian organisations are struggling to respond to the humanitarian needs, leaving ever growing numbers of people struggling to access basic human rights. The Global Shelter Cluster reported a mid-year funding gap of 82% in 2022, with a USD 2.4 billion shortfall. Current shelter funding represents only 1.6% of total humanitarian funding and most of the spending within the shelter sector is on emergency non-food item (NFI) distributions.⁹

1.5 Strategy purpose

Our International Programmes Strategy is informed by global humanitarian trends and the shelter needs of people affected by conflict and disaster. It draws on ShelterBox's experience responding to disasters across diverse sudden onset disasters and protracted crises since we were founded in 2000.

The International Programmes Directorate is going through a process of change, and we value the patience and commitment of our team and our colleagues across the organisation. This document is intended to provide us with greater clarity and a shared vision for our programming in rapid onset and chronic emergencies.

This Strategy outlines our programmatic Theory of Change and how we will put this and our organisational strategic goals into practice through our programming in the period to the end of 2026. It will be monitored on a six-monthly basis using the key commitments and key performance indicators (KPIs) outlined in Part 3 and will be reviewed and updated at the midway point, in 2024.

The Strategy will be used to:

- Define our 2022-2027 Theory of Change
- Provide a clear framework for project design
- Define the contribution of International Programmes to achieving our organisational strategic goals
- Clarify ways of working within the International Programmes Directorate, following a restructure at the end of 2021¹⁰
- Confirm priorities for continued development of our ways of working
- Guide the development of annual operating plans
- Inform resourcing decisions and key budgeting processes
- Communicate our work internally to staff and volunteers as well as externally to peers, donors, supporters and partners

⁸Helen Nugent, World Economic Forum, 5th July 2022, '*The number of people fleeing their homes has doubled in a decade. Why?*' accessed 18.08.2022, <https://www.weforum.org/agenda/2022/07/global-displaced-conflict-refugees>

⁹ https://sheltercluster.s3.eu-central-1.amazonaws.com/public/docs/GSC-Achievements-Report-Mid-Year-2022.pdf?VersionId=QcOLkr1a7qjxqnH.DzSBP_loMRL00Po8

¹⁰ For this reason, some content is more operational than is standard for a strategic document

Part 2: The need for change

Part 2 outlines the global context in which we operate and the needs we aim to address through the change we effect in our work.

Climate change and extreme weather events

UNHCR has described environmental hazards and the impact of climate change as the 'defining crisis of our time and disaster displacement one of its most devastating consequences.'¹¹ The growing frequency and ferocity of extreme weather events together with climate change induced phenomena such as desertification and rising sea-levels have had devastating impacts across the globe. Richer countries contribute the most in terms of pollution but the poorest face the biggest impact and have access to the least resources. Analysis of extreme climate-related events from 1990-2019 showed that 20 of the 24 countries with the highest numbers of affected people were in the Global South, indicating the extent of disproportionate impact.¹²

Rising population numbers and rapid urbanisation are compounding these problems, as unplanned settlements are more vulnerable to environmental risks such as building collapse and flooding, and governments are unable to respond to needs in a fast and effective manner. Unpredictable weather and increasing desertification have put extreme pressure on people's livelihoods, often exacerbating traditional rivalries and conflict. This is particularly acute in fragile and conflict-affected states (FCS).

Conflict and insecurity

By 2030, up to two-thirds of the world's extreme poor could live in conflict-affected states and the World Bank estimates that these conflicts will drive 80% of all humanitarian needs.¹³ Since the start of the COVID-19 pandemic, the world has seen a series of massive setbacks to stability in regions across the world. These are driven by a combination of factors, including weak governance, rising inequality, demographic changes, food insecurity, and climate change.

Displacement

As seen in Figure 2, internally displaced persons (IDPs), make up most of the forcibly displaced population globally. IDPs fleeing armed conflicts, generalised violence or human rights violations, are often particularly vulnerable as their government is either unwilling or unable to protect them. Moreover, it is common for IDPs to be repeatedly displaced, further undermining efforts to rebuild lives. IDPs often live in hard-to-reach locations, making it less likely they benefit from humanitarian support.

Refugees cross international borders to seek safety and security and are therefore eligible for protection under international law. However, durable solutions are proving increasingly difficult to achieve and people are living as refugees for longer periods of time. At the end of 2021, 74%¹⁴ of all refugees were in a protracted situation.¹⁵ Despite better data collection, it is still difficult to confidently talk of average timeframes that people spend living as a refugee. World Bank analysis of UNHCR data in 2016 found people who were refugees at the end of

¹¹ Ibid

¹² https://www.ipcc.ch/report/ar6/wg2/downloads/report/IPCC_AR6_WGII_SummaryForPolicymakers.pdf

¹³ <https://www.worldbank.org/en/topic/fragilityconflictviolence/overview>

¹⁴ UNHCR - Global Trends Report 2021

¹⁵ Protracted refugee situations are defined as those where more than 25,000 refugees from the same country of origin have been in exile in a given low- or middle-income host country for at least five consecutive years (2022, UNHCR, Global Trends)

2015 had been displaced for an average of 10.3 years with a median duration of four years.¹⁶ As 83% of the world's refugees are hosted in low- to middle-income countries, even when there is the political will to do so, host governments are often unable to ensure refugees access their rights.¹⁷

Individual resources¹⁸ and the intersection of identity characteristics, particularly gender, age, and disability status also define experiences. Women and girls are at greater risk of gender-based violence, assume additional caring responsibilities, and often eat least and last. Children make up 30% of the global population but 41% of all forcibly displaced people.¹⁹ Vulnerability of girls to early and forced marriage is exacerbated by displacement, and boys can face risk of kidnapping and recruitment by non-state armed groups. Both girls and boys can be exposed to trafficking and child labour. Although women, girls, boys and men all face specific risks, the negative impacts of crisis are disproportionately felt by women and girls due to the effects of gender inequality. Gender also intersects with other identity characteristics. Older people are often unwilling or too frail to flee, yet staying also leaves them vulnerable - damaged housing, sporadic violence, and poor access to services are problems exacerbated by loneliness after being left behind. Older people make up an estimated 4% of all displaced persons in the world and suffer from higher prevalence of disability and poor health,^{20 21 22} with estimates of up to 1.4 million older women and men having disabilities - the most common challenges being difficulty in walking and seeing.²³ People with disabilities are extremely vulnerable to protection violations in emergencies, ranging from physical, sexual, and emotional abuse. Children with disabilities are three to four times more likely to be physically or emotionally abused having left their homes.²⁴ Exclusion and violations are caused by many reasons, yet older people and people with disabilities are not systematically included in humanitarian assistance.²⁵

Trends by region can be seen in Annex 1.

Part 3: Strategic commitments

In Part 3, we present the strategic objectives from our 2022-2027 Organisational Strategy, along with the contributions this International Programmes Strategy makes to these organisational aims.

Strategic Objective 1: Scale up to meet humanitarian need (Do more)

Sub-objective 1a: Grow capacity through partnership

¹⁶ Xavier Devictor Quy-Toan Do, World Bank, Fragility, Conflict and Violence Cross-Cutting Solutions Area Development Research Group Poverty and Inequality Research Working Paper 7810, September 2016, 'How Many Years Have Refugees Been in Exile?'

¹⁷ <https://www.unhcr.org/62a9d1494/global-trends-report-2022>

¹⁸ Economic, social, political, technical)

¹⁹ <https://www.unhcr.org/62a9d1494/global-trends-report-2022>

²⁰ A lack of age-disaggregated data may hide a much higher percentage, for example, in Ukraine, UN estimates that 30% of the conflict-affected population requiring assistance are older people

²¹ Working with older people in forced displacement (refworld.org)

²² 15% of the global population are understood to have some form of disability and this rises to more than 46% in the over 60s

²³ Working with older people in forced displacement (refworld.org)

²⁴ Disability in displacement | Forced Migration Review (fmreview.org)

²⁵ Humanitarian inclusion standards for older people and people with disabilities (humanity-inclusion.org.uk)

We will work with likeminded new and existing partners to reach more people with emergency shelter through quality, timely responses.

Indicators of success:

- Partnership Strategy developed in 2023
- Existing strategic and country-level partnerships are reinforced
- New relationships are established with likeminded actors, with an emphasis on local and national responders
- In 2026, 70% of funding to partners goes to local or national partnerships
- We have developed a multi-layered supply approach at local, regional and global levels
- The reach of our programmes is expanded in existing targeted countries and to additional countries
- We assist one million people with quality shelter assistance in emergencies from 2022-2026 (at least 50% of whom are women and girls)

Sub-objective 1b: Achieve sustainable, flexible funding growth

We will inspire and engage global support for our work and increase the number of committed donors, funding institutions and organisations.

Indicators of success:

- Grant Management processes and tools strengthened in 2022-23
- Programme Funding Strategy developed in 2023
- Continual support from IPD to content gathering for fundraising and communications
- Programme Funding will deliver £3.5 million in institutional donor funding by when?

Sub-objective 1c: Expand emergency response capacity through emergency preparedness

We will ensure our processes, partnerships and pre-positioned materials enable us to deliver more timely and effective responses to rapid-onset disasters.

Indicators of success:

- A global emergency preparedness plan is in place, outlining our overall approach to emergency preparedness and identified priority high-risk countries
- Country-level emergency preparedness plans are developed and maintained for all targeted high-risk countries
- Cross-departmental procedures across the organisation are reviewed and refined to maximise efficiency and effectiveness of emergency responses
- A review and planning exercise is conducted to ensure that our workforce comprises the right number and combination of people with the right training and competencies needed to effectively implement and support our work and maintain our duty of care towards staff, volunteers and partners
- We develop the capacity to respond concurrently to two new, sudden onset or rapidly escalating emergencies, up to a total of four per year
- A supply chain infrastructure review is conducted, and its recommendations are actioned to meet programmatic needs with an adapted, flexible supply model

Strategic Objective 2: Innovate to improve quality of shelter assistance (Do it well)

Sub-objective 2a: Grow our expertise in emergency shelter delivery through innovation and knowledge creation

We will look for new ways to achieve our mission using evidence to inform what we do differently and share our learning with others.

Indicators of success:

- A Research and Innovation Working Group is developed, with an associated funding stream
- We generate peer reviewed publications and contribute to sector learning
- In 2026, up to 50% of programme participants are supported with appropriate cash and voucher assistance (CVA)
- A Protection and Inclusion Framework is developed and integrated into our project cycle

Sub-objective 2b: Minimise our environmental impact

We will minimise our impact, becoming a carbon neutral organisation and working towards net zero during the strategic period.

Indicators of success:

- We ensure we source sustainable supplies for our programmes
- We reduce our use of unnecessary, environmentally harmful aid item packaging
- We provide shelter and household item solutions that can be easily maintained and repaired by programme participants. This is done using locally available, affordable materials and by providing shelter materials that are less environmentally harmful at the end of their life
- We systematically consider the environmental risks associated with programme participants sourcing their own shelter materials and take active steps to avoid this
- We contribute to lowering our carbon emissions by adjusting international travel and minimising international procurement

Sub-objective 2c: Measure what we do and learn for the future

We will develop integrated information management processes and reporting to be a data led organisation.

Indicators of success:

- A menu of SMART, standardised programme indicators is operationalised and reported against
- Improved data management systems facilitate data analysis and reporting
- A Learning Framework is embedded across IPD and driving improvements
- A Project cycle with clear standards is developed
- Measurements are aligned with institutional donor requirements

Strategic Objective 3: Address power imbalances in the global shelter system (Do it together)

Sub-objective 3a: Support local and national shelter responders to strengthen their capacity through skills and knowledge sharing

We will ensure local and national responders are better prepared and able to deliver more effective responses in future as a result of partnering with us

Indicators of success:

- 100% of new projects implemented with partners are co-designed
- Two-way review processes are in use in all our partnerships and adaptations are made in response to feedback
- All local or national partnerships in our regional programmes have capacity sharing plans in place and being implemented
- 80% of our local/national partners report being better prepared and able to deliver more locally led and effective responses to future crises as a result of partnership with us
- We have assessed whether to become a signatory to, or a supporter of, the [Pledge for Change](#)

Sub-objective 3b: Build a diverse, global ShelterBox, representative of the populations we work with

We will create a diverse and representative workforce globally, that listens and advocates for those we work with to create a compassionate and inclusive ShelterBox culture

Indicators of success:

- We have assessed the ways in which increased authority can and should be delegated to ShelterBox Operations Philippines, and acted on this
- We have light national staff country presence in targeted locations where we work
- We have increased diversity of IPD staff and ShelterBox Response Team volunteers
- Strong equity, diversity and inclusion policies are applied by IPD, including in our work with affected communities and partners

Sub-objective 3c: Listen to and amplify the voices of affected communities

We will be led by the needs of communities and be held accountable by them, champion ethical storytelling, and raise awareness of the issues faced by people after disaster

Indicators of success:

- Programme participants have access to a safe and responsive mechanism for handling complaints
- Programme participants have access to information about project development and implementation
- Programmes are informed by participatory needs assessments
- Research informs educational campaigns

These contributions to our Organisational Strategy and our Theory of Change are expanded upon in Part 5.

SHELTERBOX THEORY OF CHANGE

1 INPUTS

- Equitable partnerships
- Thriving teams
- Sustainable and flexible funding
- Environmentally sustainable, market strengthening procurement
- Culturally relevant technical expertise
- Enabling systems and processes

ROOT CAUSE

Increasing numbers of people are unable to meet their own sheltering needs after crisis

2 ACTIVITIES

- Preparedness
- Distributions
- Shelter training and information sharing for programme participants
- Referral to Protection services including support for Housing, Land and Property
- Capacity sharing with partners
- Local influencing to enable humanitarian access and security of tenure
- Referral/handover to recovery or development shelter actors
- Coordination, collaboration and networking

3 OUTPUTS

Shelter

- Emergency shelter
- Repaired shelter
- Upgraded shelter
- Rented accommodation
- Transitional shelter
- Household items

Capacity Sharing

- Partner capacity to respond to shelter crisis increased

5 IMPACTS

Quality shelter supports self-recovery by contributing to:

- Personal safety
- Maintaining family units
- Physical and mental wellbeing
- Livelihood activities, benefiting household income and the local economy
- Space for education and learning

GOAL

Crisis affected people are healthy and resilient and no longer require assistance related to their displacement

4 OUTCOMES

Shelter

- People live in improved shelters

Capacity Sharing

- Local partners better equipped to lead local responses

ASSISTANCE METHODS



In-kind Assistance



Cash and Voucher Assistance



Contracting Services



Technical Assistance

Part 4: Our Theory of Change

4.1. The change pathway

A Theory of Change helps organisations ask themselves important questions about what they are doing and why. The Theory of Change contributes to a common understanding, clarity and effectiveness in our approach and strengthens our partnerships, organisational development, and communication. For our Programmes Strategy to have the greatest positive impact, it should be based on the most up-to-date understanding of how our projects can deliver change. This Theory of Change builds on over 20 years' experience of implementing shelter responses in a range of humanitarian contexts around the world and draws from the latest sectoral evidence on the role of shelter as an enabler to recovery.

Root problem and goal

Our Theory of Change describes how our programmes aim to support a pathway of change, from an identified root problem to a goal shared with other humanitarian and development actors. Our root problem is increasing numbers of vulnerable people are unable to meet their own shelter needs after crisis. Our goal is that crisis affected people are healthy and resilient; no longer requiring support and protection related to their displacement. This statement grounds the work of ShelterBox within a Framework for Durable Solutions.²⁶ As an organisation that specialises in shelter in emergencies, we recognise our specific role in contributing to the achievement of this goal. We do not claim to be the solution but understand that quality shelter programming during and immediately after crisis can play an important role in the ongoing recovery journey of affected populations. Central to our Theory of Change is the idea that the impact of shelter in emergencies is immediate and lifesaving and that shelter programming can positively affect self-recovery in the longer-term.

Modalities and activities

As we embark on an exciting new programme strategy, the range of assistance methods from which we will draw has widened. In-kind provision remains core to our approach. Whether through international shipment of prepositioned goods or through local procurement, we will provide high quality, appropriate and relevant shelter materials and household items. In this strategic period, we are committed to prioritising local procurement and increasing our use of cash and voucher assistance (CVA) to ensure people have choice and dignity, to support local markets, and to reduce our carbon footprint. We will offer technical support to crisis affected people and our partners, providing guidance on shelter recovery methods that can be adapted so that people can meet their own specific sheltering needs. Related to this, we are committed to supporting our local partners to strengthen their capacity, both technically and organisationally, through skills and knowledge sharing. Although we do not work in international advocacy or policy, we will engage in local influencing, such as representing the rights of crisis affected people to local governments or landowners to help them to safely occupy a piece of land during a crisis. As a single sector organisation, we will collaborate and coordinate with humanitarian and development stakeholders, working across other sectors to ensure our support is part of a holistic emergency response and contributes to long term development gains wherever possible.

²⁶ i.e. https://interagencystandingcommittee.org/system/files/2021-03/IASC_Framework_on_Durable_Solutions_for_Internally_Displaced_Persons%2C_April_2010.pdf

Outputs and outcomes

Through the provision of technical training, in-kind assistance, CVA or contracting the services of other organisations, the outputs of our activities will be a wide range of temporary and transitional shelter options. This will include new and upgraded emergency shelters, repaired homes, and access to rented accommodation via cash for rent. Shelters will be accompanied with appropriate household items. The outcome of this is that people will be supported to live in shelters that are affordable, habitable, culturally appropriate, accessible, and located so that they facilitate access to livelihood opportunities and community services.

Due to the precarious nature of their living situations, crisis affected people are especially exposed and vulnerable to additional hazards, both environmental and human in origin. Recovery efforts can be set-back by further shocks and stresses. Through the delivery of humanitarian shelter materials, CVA, contracting services, quality household items and technical training, we aim to provide support that strengthens people's resilience as they progress along their chosen recovery pathway. There are situations where further self-led recovery may be inhibited by a lack of functional markets or due to other significant barriers. When working in these contexts, we will endeavour to coordinate with organisations best placed to provide additional, long-term sheltering support beyond our own remit.

Our Theory of Change details our commitment to supporting locally led action, as described in subsequent sections of this strategy, and Annex 2. We consider partnerships an opportunity for all parties to share knowledge and learning and see this as a two-way process. Through partnership, our understanding of local building practices, architecture and materials will be enhanced. Recognising our expertise in shelter programming in emergencies, we will treat partnerships with national and local organisations as an opportunity to support our partners to strengthen their own capacities. Skills and knowledge sharing may also relate to logistics, MEAL, fundraising or other aspects of humanitarian programme management. This is not simply a way of delivering better shelter projects together but supports the outcome of partners that are better equipped to lead local responses which, in turn, further contributes to our overarching goal.

Impact level changes

Good shelter goes beyond physical structures, affecting the health and wellbeing of people in a multitude of ways. We do not claim to be independently responsible for the impact level changes identified in our Theory of Change. Instead, we recognise that emergency shelter programming can have a positive or negative influence on people's lives over the longer term and we will consider the potential implications of actions and decisions undertaken during the relief phase of a response.

Alongside the development of this Theory of Change we are creating an accompanying set of tools to help us monitor and evaluate the extent to which our Programmes are enabling the changes set out above. The rigorous measurement of our contribution to sheltering pathways will help direct where we innovate. It will also provide a lens through which we can evaluate the efficacy of any changes that we make to our offering, ensuring we continue to play our part in the evolution of the humanitarian shelter sector.

4.2 Core principles for our work

Our core principles govern the way that we respond to shelter needs in emergencies and put our Theory of Change into action. Our principles are inter-dependent. As we prepare for, plan, deliver, and evaluate our programmes, our core principles will be central to our decision-making.

Supporting self-recovery

The principle of self-recovery reframes our role in humanitarian response from one of provision to one of accompaniment. Our shelter programmes seek to remove obstacles, build capacities, and help create an environment that enables ongoing self-recovery. We recognise the importance of agency in self-recovery and endeavour to support people in their chosen pathway. We respect people's primary role in leading their own recovery; we ask them what they need, seek to understand how they plan on recovering their shelter and ensure our support fits their needs. Many of the other areas we are prioritising in this strategic period equip us to better support self-recovery, notably local procurement and CVA, improved context analysis, the principles of locally led response and mainstreaming protection and inclusion.

Locally led humanitarian response

We believe that humanitarian assistance should be as local as possible and as international as necessary. Assistance provided to affected populations by local communities and local and national organisations starts before that of international actors and continues after it ends. Our shelter programming in emergencies focuses on supporting local capacities and mitigating the risk of unintentionally undermining them. We acknowledge the colonial foundations of the aid sector and the entrenched power imbalances inherent in it as a result. We have a responsibility to share and shift the power we hold, maximising our contributions to locally led response in this period and continuing to build on this in the future.

ShelterBox defines a shift to locally led response as: The process of recognising and supporting the capacities of communities, local and national organisations to lead responses to crises. It shifts the power from donors and international aid organisations to the local and national levels.²⁷

Annex 2 provides further explanation of the importance of this principle and the specific commitments we make towards locally led response in the strategic period to the end of 2026. As much as possible, our commitments are aligned with the [Pledge for Change](#), reflecting sector best practice and giving us the option to become a signatory to this initiative in future. Our commitments are mainstreamed through this strategy but can be seen collectively in the annex.

Protection and inclusion

Protection mainstreaming is an imperative for all humanitarian organisations. It means we appropriately consider protection risks and potential violations when designing and implementing programmes by ensuring we understand who is at risk, from what or from whom and why. It requires us to consider the consequences our actions or inaction may have on the threats people experience as well as their vulnerabilities and capacities in

²⁷ Please refer to the Glossary for definitions of local, national and international responders.

relation to those threats and how we can mitigate them. We need to know how and where to refer people requiring specialist services to prevent or recover from violence and exploitation.²⁸

Inclusive programming supports equitable access to assistance and protection by recognising that people have diverse needs. We believe that appropriate consideration of the needs, vulnerabilities and capacities of people who are marginalised or face inequalities, and their meaningful participation in programme design and delivery are central to effectively supporting self-recovery pathways. Inclusion is key to achieving more equitable sheltering outcomes and avoiding inadvertent harm and reinforcement of pre-existing inequalities.

We are developing guidance and tools to define our approach to inclusion. We will have an initial focus on protection and gender, age, and disability, that we will implement through our programming at all stages of the project cycle.

Accountability

We confirm our commitment to the principle of accountability. We will be accountable to the people that we aim to support (inclusive of those not receiving assistance) as described in section 5.3.3. We will be accountable to our staff, volunteers and peers as described in section 5.1 and 5.4. And we will be accountable to our donors and supporters, as described in section 5.3.

The Core Humanitarian Standard on Quality and Accountability (CHS) provides us with a framework to guide how we strengthen our accountability mechanisms. ShelterBox has been a member of the CHS Alliance since 2017 and we self-assessed our policy and processes against the CHS Framework in 2019. We will undertake a verification process against this standard within the strategic period.

Timeliness

Timely humanitarian response ensures that crisis affected people have access to the right assistance at the right time. It is the foundation stone of response effectiveness. Timeliness is not just about speed of response but should be viewed against the operating context and the needs and capacities of affected people. Considering timeliness as a principle of our work encourages us to focus on the following:

- **Preparedness activities** enable us to gain an understanding of risks and hazards specific to a geographic region so that we can make anticipatory plans. This includes a focus on appropriate project design, supply chain and CVA preparedness, actor mapping and partnership development.
- **Context analysis** both before and during the delivery of a project, helps us to identify and mitigate project risks and constraints. Monitoring of forecasting and early warning systems supports anticipatory decision-making whilst ongoing context analysis informs project design, ensuring that projects are developed with a sound understanding for realistic delivery timescales.
- **Evidenced-based needs assessment** informs us of people's needs and capacities. This information is critical to developing appropriate, relevant, contextually flexible responses. Monitoring data enables us and our partners to adapt programmes as new information arises.

²⁸ [Policy on Protection in Humanitarian Action, 2016.pdf \(interagencystandingcommittee.org\)](#)

- **Systems and processes** and clear roles and responsibilities support timely decision-making throughout the project cycle by removing barriers to action. Our project management systems should be agile, collecting only information that is required to support accountable decision-making and user-orientated monitoring and evaluation.
- **Flexible funding and surge support** facilitate access to other resources and enable timely response and scale-up of our work to meet more needs.

Environmental sustainability

Greening our programmes is about saving lives and meeting the critical needs of affected communities without risking the environment and the wider society. It's about not doing harm. It means recognising that we and affected communities both operate, work, and exist within a shared environment. By actively engaging in these issues, we positively assist the self-recovery of communities we work with, increasing the likelihood of positive long-term impacts. Passive engagement is not enough. It risks us contributing to the drivers of displacement to which we seek to respond.

Part 5: How we achieve change

Part 5 outlines how we will deliver our Theory of Change and organisational strategy.

5.1 People

We can only achieve our goal and strategic objectives because of our people. We value them greatly, and we place significant emphasis on physical and mental health and wellbeing, as well as on learning and development.

Our International Programmes Directorate was restructured at the end of 2021 to form five distinct departments: Programme Delivery, Programme Quality, Safety and Security, Supply Chain, and Programme Funding. Departments are managed by members of the directorate's senior leadership team and work in close collaboration with the others to put our Theory of Change into action. This structure is designed to grow our work in a sustainable way, and to programme at scale in rapid onset and chronic emergencies.

ShelterBox originates from Cornwall, in Southwest England, and this is where the ShelterBox Trust office is located. The majority of ShelterBox programme staff are UK-based and our work is implemented through a combination of short-term emergency deployments, programme visits and ongoing, remote support to our partners.

In addition, we have a team of five national staff who comprise ShelterBox Operations Philippines (SBOP). SBOP was established in 2017, after ShelterBox responded to more than 20 emergencies in the Philippines since 2004. The SBOP team is led by a Country Manager who reports into the Regional Director for Asia, MENA and Eastern Europe. SBOP's work is supported through the Regional Programmes structure between emergency responses. SBOP implement their responses in collaboration with partners, with the support of the Emergency Team and in coordination with Regional Programmes. Through this strategic period, SBOP and ShelterBox Trust will delegate appropriate authority to SBOP in the context of our commitments to locally led response.

We recognise that our commitments towards locally led and inclusive response intersect with our Equity, Diversity and Inclusion (EDI) agenda. This means we will establish more local approaches to surge capacity and provide development opportunities for our partner staff through these where possible.

We will support the wellbeing of our local and national partners' personnel by accepting relevant direct costs relating to wellbeing in project budgets and offering capacity strengthening on Trauma Risk Management (TRiM). Please also refer to section 5.4, Safety and security, for other aspects of duty of care to partners.

With respect to programme quality, relationship management and addressing power imbalances, we see value in having staff based closer to where we work. This will not take the form of new country offices. In the period to 2026, we will undertake the necessary legal and HR activities to enable recruitment of national staff in priority countries and/or at the regional level. This would likely represent light country presence in the form of one or two staff per location who are home-based or embedded within partner organisations that will support on representation, coordination and logistics.

In 2023-24, we will undertake a cost-benefit analysis to assess the value for money and environmental sustainability of our current ways of working. This will inform workforce planning and other key elements of our programming approach to ensure that we are able to effectively implement this strategy and support development of new areas of work.

5.1.1 The role of SRTs

Emergency response teams are led by staff and include highly skilled and trained ShelterBox Response Team (SRT) volunteers. SRT volunteers have been core to our operations since ShelterBox was established and the SRT²⁹ model remains a key part of the delivery of ShelterBox projects.

SRT volunteers currently support and deploy with ShelterBox team members to both new responses and ongoing programmes. Deployments can range from setting up a new emergency programme to supporting supply chain, MEAL, project delivery, coordination and networking across emergency and regional programmes. Recent deployments (post-COVID) have tended to be less focused on direct emergency response and therefore have included fewer SRT volunteers. SRT volunteers also play a vital part in communication and fundraising work.

In 2023, we will conduct a holistic workforce planning exercise against our new organisational and programme strategies. This will help to ensure that our workforce comprises the right number and combination of people with the right training and competencies needed to effectively implement and support our work, increase our diversity, and maintain our duty of care towards staff, volunteers, and partners. This exercise will encompass day-to-day needs as well as surge capacity requirements against emergency scenario planning. Through it, we will prioritise redefinition of the roles of SRT volunteers with our more programmatic approach and commitment to partnership and locally led, inclusive response in mind. Therefore, more specialist roles will be identified for SRT members to better leverage the skills and experience within the SRT volunteer group to support both response work and other organisational strategic priorities.

²⁹ From 2023, we will use the term 'SRT' only to refer to SRT volunteers, not International Programmes staff, to avoid potential confusion associated with using the same term in multiple ways.

In 2023-24, we will undertake a cost-benefit analysis to assess the value for money and environmental sustainability of our current ways of working. This will inform workforce planning and other key elements of our programming approach to ensure that we are able to effectively implement this strategy and support development of new areas of work.

5.2 Programme delivery

Through a restructure in 2021/2022, we formed a Programme Delivery department responsible for delivering our programmatic activities in different emergency contexts, through which we achieve the outputs, outcomes, wider impacts and goal of our Theory of Change. Within Programme Delivery, a global Emergency Team was established, which is complemented by three Regional Programmes Teams. This structure enables us to deliver timely responses - typically of two- to six-months' duration - to new, sudden onset and rapidly escalating disasters, and to engage in programming in these three regions for longer periods as appropriate. This option for longer engagement means we can plan beyond the initial emergency response phase into early recovery. It positions us for deeper contextual understanding and to meet urgent shelter needs in chronic emergencies where protracted conflict is resulting in significant damage and displacement, often compounded by disasters resulting from environmental hazards and climate change.

5.2.1 Where we work

In line with our humanitarian aims and commitment to prioritising support to crisis affected people most in need of support for their self-recovery, we work in low- and middle-income countries affected by disaster and/or conflict.

In this strategic period, we plan to expand our emergency and country programmes to meet a target of one million people assisted from 2022-26.

Our Response Criteria (see Annex 3) will be used to facilitate consistent, transparent, timely and effective decision-making to determine whether we respond to a rapid onset disaster. The criteria take accepted sector indices of risk into account, which consider national capacity to respond. For example, we are guided by the [INFORM Risk Index](#). Based on the scale of a disaster and need for external assistance, we apply an internal system which categorises disasters from Levels 1-3 and determines clear expectations of all departments across the organisation, and of ShelterBox Affiliates.

Our Emergency Team has a global remit but will particularly focus the emergency preparedness efforts they lead in this period within Latin America and the Caribbean (LAC) and the Pacific. This, in addition to supporting preparedness efforts of the Regional Programmes Teams.

Our Regional Programmes Teams work on country programmes across Asia, Middle East & North Africa, and Eastern Europe; East and Southern Africa; and West and Central Africa. At the end of 2021, we had eight country programmes in the Philippines, Syria, Yemen, Ethiopia, Mozambique, Nigeria, Cameroon, and Burkina Faso. A pilot project in Somalia was also in development by the East and Southern regional programme team in late 2022, in response to significant displacement driven by the Horn of Africa drought.

In 2022, two major emergencies – Ukraine conflict and Pakistan floods – were transitioned to country programmes. A transition from an emergency response to a new country programme is most likely to be considered for major (Level 1) emergencies. See section 5.2.5, Transition

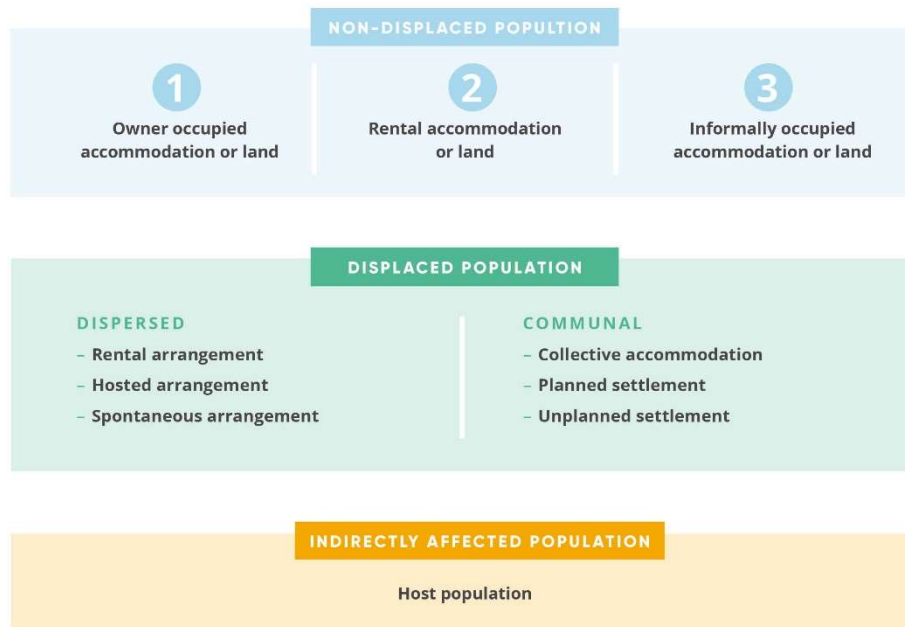
and exit, for more information on process and considerations and Annex 3 for definitions of different levels of emergency.

In this period, we will grow our country programme reach by both expanding existing programmes and establishing new programmes in response to significant need. The length of our engagement in a crisis will vary depending on whether the intention is to support early recovery or more protracted displacement. We expect to withdraw from country programmes where appropriate in order to reallocate resources based on relative need. Please refer to section 5.2.5, Transition and exit, for more information. Based on shelter needs across East and Southern, and West and Central Africa at the time of writing, when resources allow, new programmes are most likely to be scoped in Sudan, Mozambique, Nigeria, Chad, Mali and Niger. However, we will continually monitor changing needs, maintain flexibility and strengthen our preparedness capacity (see section 5.2.6) to enable us to respond to shifting priorities and new, major emergencies across these regions as well as Asia, MENA and Eastern Europe. A contextual analysis carried out by the two Africa Regional teams identified significant needs in Democratic Republic of the Congo and South Sudan but, due to significant operational challenges in these contexts, particularly in relation to our operating model, we are unlikely to establish country programmes there in this period.

New country programmes under the management of Regional Programmes are established following a feasibility assessment, usually triggered by a significant deterioration of the humanitarian situation. Regional Programmes teams conduct the assessment, which considers the INFORM Risk Index score (and any deterioration since the last update to this), number of people in need of emergency shelter assistance³⁰, funding gap (percentage of targeted shelter needs unfunded), the relevance and suitability of the type and scale of shelter support we can offer, our response model, and available organisational human and financial resources. The feasibility assessment is presented with a proposed plan to the International Programmes Directorate's Senior Leadership Team for endorsement prior to seeking Executive Team approval to establish a new programme.

³⁰ Source: UN-coordinated Humanitarian Response Plans/Humanitarian Needs Overviews

POST-CRISIS SETTLEMENT SCENARIOS



Source: Sphere Association, 2018

Figure 3

5.2.2 Who we assist

People affected by disaster and conflict can find themselves in different settlement and displacement scenarios, and these are often dynamic. We support those most in need of shelter in emergencies on a response-by-response basis, including displaced populations and indirectly affected people (to address shelter needs of households hosting displaced people). However, our assumption is that the majority of our work will focus on addressing emergency shelter needs of non-displaced or displaced (IDP, refugee or returnee) populations per the Sphere definitions above as they tend to represent the largest proportions of people in need of shelter assistance in emergencies.

Pathways to self-recovery are varied, as crisis-affected people have individual preferences and priorities, and both chronic and new, rapid onset emergencies – often in combination – fall within our programmatic and organisational remit. The forms of displacement we tend to see are:

- Short-term displacement with few or no barriers preventing return or resettlement
- Protracted displacement, in which people are unable to return or find secure accommodation

- Rapidly developing or escalating crises which cause sudden displacement with barriers to recovery increasing the size of the population remaining in protracted displacement

The same people may experience more than one of these scenarios, or the same scenarios repeatedly, over time.

Based on robust needs assessment, we will focus our efforts on supporting people in the geographical areas where the most significant gaps in assistance for shelter needs exist. The people whose self-recovery we assist will be selected based on locally relevant vulnerability criteria, harmonised through coordination mechanisms where possible. This will ensure that our projects support those facing the greatest barriers to self-recovery and avoid causing conflict within affected communities (taking a conflict-sensitive approach). Within this strategic period, we will develop and apply a protection and inclusion framework to the selection of programme participants.

5.2.3 How we programme

We develop clear, contextually appropriate project design across our programming in rapid onset and chronic emergencies from the outset. We do this whilst also maintaining programmatic flexibility to pivot in response to changing circumstances and needs, and to adapt as we learn. This is key to maximising our relevance and quality and to fostering a culture of continual improvement.

We achieve our intended outcomes by delivering the activities outlined in our Theory of Change, supporting self-recovery via one or a combination of:

1. Responsive and flexible programming to meet immediate shelter and household item needs of people affected by both rapid-onset and chronic emergencies; and
2. Locally appropriate, transitional/semi-durable shelter to respond to the needs of people living in protracted displacement or transitioning from emergency response to recovery phase following a large-scale disaster

More details on how we put our Theory of Change into action can be seen in Annex 4.

We consider whether people who are likely to experience protracted displacement as a result of an emergency can be supported through transitional/semi-durable shelter solutions from the outset. This maximises impact for the people we assist and provides value for money for our donors and supporters. In doing so, we are guided by preferences and needs of affected people, and by the advice of partners, local actors, communities and sector coordination mechanisms where housing, land and property (HLP) or other contextual factors might recommend against such solutions.

Across all projects, we endeavour to:

- Integrate participatory and adaptive approaches into programme design to the greatest extent possible (ensuring that crisis affected people have a say), accepting that constraints to participatory approaches can apply in emergencies, and particularly rapid onset emergencies
- Prioritise materials that can be procured locally, either directly by affected communities through CVA, or by our partners, and draw on 'ready-made solutions'

such as pre-positioned stock or existing relationships with financial service providers where necessary (particularly in emergency responses)

- Prioritise shelter solutions that can be repaired by our programme participants easily using affordable sustainably sourced, locally available materials
- Provide shelter materials that are less environmentally harmful at the end of their life where this does not compromise the performance of the shelter
- Consider the risks of deforestation associated with sourcing shelter framing materials, and taking active steps to avoid these
- Ensure that our programme participants have access to the knowledge and skills they need to construct, or at a minimum to maintain, their own shelters. This could include an awareness of key structural and site planning essentials to enable safer structures
- Ensure adequate support for people who are unable to construct their own shelters, including training, cost coverage, and information, education and communication (IEC) materials that are clear and accessible to all programme participants to maximise likelihood of successful outcomes

We aim to apply these common approaches with local and practical adaptations as needed. This commonality will be complemented by additional thematic focus applied at the regional level, based on contextual need. For example, there will be a particular emphasis on building emergency preparedness and response capacity for disasters in Asia, the Pacific, and LAC. This includes hurricanes/cyclones, floods, and earthquakes. In MENA, Eastern Europe, the Horn of Africa (HoA) the Great Lakes region, Lake Chad Basin, and the Central Sahel, political instability and conflict/inter-communal violence are predominant causes of displacement. Programming must consider issues associated with refugee and IDP integration and pendular migration patterns in such cases. The impacts of climate change are also apparent in the form of droughts and floods in the African contexts, and floods in MENA so approaches to seasonal flooding must be developed. In many cases, climate change is a contributing factor in driving conflict. In MENA and Eastern Europe, winter also poses a particular risk to life and health and demands additional seasonal assistance. In South-eastern Africa, LAC, Asia, and the Pacific, the increasing intensity of tropical storms due to a warming global climate is a key additional factor.

We actively participate in formal coordination systems in crisis-affected countries, and we are a member of the Global Shelter Cluster. We will increase our engagement in CVA working groups at the relevant levels, with a view to growing our delivery of assistance through CVA in a responsible and locally appropriate manner. We support our partners to participate in coordination and decision-making mechanisms.

Additional information on Emergency Response

Specifically in terms of response to rapid onset or rapidly escalating emergencies, by end of 2026, we aim to have capacity to respond concurrently to:

- One Level 1 (large scale) and two Level 3 (small scale) emergencies; or
- Two Level 2 (medium scale) and one Level 3 (small scale) emergency; or
- Four Level 3 (small scale) emergencies³¹

³¹ See Annex 3 for more information on definitions

The following table indicates the expected roles of the Emergency Team and Regional Programmes Team in the Programme Delivery department in various response scenarios. These roles will be appropriately adjusted based on contextual specifics and available relative capacity across teams at the time:

Scenario re: sudden onset or rapidly escalating disaster	Roles of Emergency Team and Regional Programmes Team
In a country within a region where we have no regional programmes coverage (outside Asia, MENA, Eastern Europe; East and Southern Africa; and West and Central Africa)	Emergency Team will lead the response and may draw upon surge support from the Regional Programmes Team (and the wider organisation) as required and available
In a country within a region where we have a regional programme but where there is no existing country programme	Emergency Team likely to lead the response with support from the relevant Regional Team By 2026, following planned work to strengthen preparedness capacity, our aim is that the Regional Programmes Team will be better positioned to play a more significant role in sudden onset or rapidly escalating disasters in countries in this category
In a country where ShelterBox has an existing country programme	Preference 1: The existing programme is well placed to support, and the respective Programme/Country Manager will lead Preference 2: Emergency Team will lead the response in close coordination with the existing Programme Manager An initial discussion is required between the existing Programme Manager, Regional Director, Head of Emergency / Emergency Manager and Supply Chain to agree on approach based on context-specific factors

We recognise that our Emergency Response projects may differ from chronic emergency projects because of specific challenges resulting from sudden onset and rapidly escalating emergencies, particularly in locations where we have limited preparedness efforts.

In support of our Emergency Response capacity, through our emergency preparedness efforts, we will:

- Set clear standards for speed and timeliness supported by proportionate processes, and ensure that organisational decision-making and tools are supportive of these standards
- Define and implement minimum standards to enable more effective responses while ensuring quality³²

³² A 'good enough' approach does not mean dropping standards to an unacceptable level or disregarding accountability or quality; it means finding a balance in which the perfect is not the enemy of the good

- Reduce our reliance on pre-positioned stock and ability to import by broadening our emergency preparedness efforts, including developing our approaches to both local procurement and CVA

See section 5.2.6 for more information on preparedness.

Our Emergency Responses have traditionally been delivered by teams of ShelterBox staff and SRT volunteers, either directly or through a variety of partnership models. Our work in chronic emergencies has always been implemented in partnership with other humanitarian organisations with ShelterBox providing a combination of remote and in-country support. This will continue to be our approach. In this strategic period, we will employ a partner-led approach across both rapid onset and chronic emergencies. In emergency responses, this means we will prioritise delivery of responses led by partners with our support, in-country. If this is not viable, we will take a lead role but implement with the support of partners. Where we are unable to provide support in-country, we will do so remotely. Occasionally, a gift in kind (GIK) donation of stock to a partner might be the most effective form of intervention but this is our least preferred option due to accountability/monitoring mechanisms being limited. This hierarchy is demonstrated in Figure 4 below. Our focus will be on ensuring that we determine - by listening to affected communities and understanding the context on the ground - what the appropriate assistance at the right time, in the right place is, and provide this through the appropriate response model.

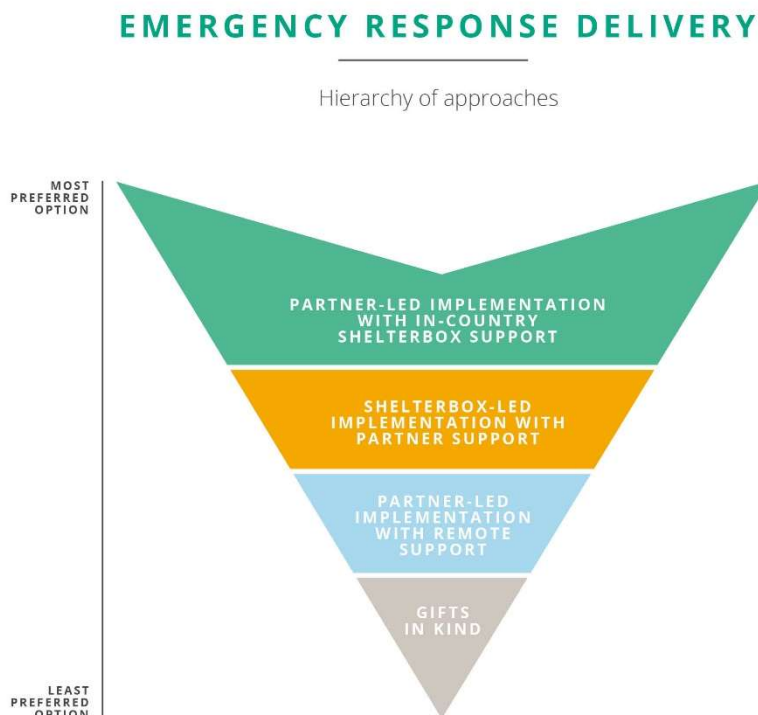


Figure 4

5.2.4 Partnerships

Equitable partnership is a key input within our Theory of Change, and through it, we aim to achieve our vision of ‘no one without shelter after disaster’. But we don’t view partnership merely as a means to an end, and locally led response is core to our organisational strategic objective to address power imbalances in the global shelter system.

Why we work with partners

Working in equitable partnership enables us to combine our knowledge, skills, experience, and resources with those of other organisations with similar aims to ours, to achieve greater impact and reach more people affected by crisis than we can otherwise do alone. We strive to ensure that our work results in meaningful change for the people we assist and to support our local partners to strengthen their capacity and, through this, their sustainability.

Effective, equitable partnership enables us to:

- Respond appropriately to the needs of more people affected by crisis, maximising reach and impact
- Shift power to local responders
-
- Provide assistance where we otherwise couldn’t
- Benefit from deep contextual knowledge and consistent presence, infrastructure and networks of humanitarian organisations with operating models different to our own
- Increase value for money for our supporters
- Learn from our partners and contribute to their skills and knowledge development
- Increase sustainability of our actions and mitigate risk of harm when we cease responding to a crisis

Who we partner with

At the time of writing, we have more international than national and local partners. In this strategic period, we commit to providing timely, specialised and quality assistance in support of locally led response. As well as increasing the overall proportion of our programme budget being allocated to partners, we are working towards 70% of our partner spend being local/national in 2026.

We know we have some groundwork to do to make this a reality across the majority of the contexts in which we programme. We accept that in rapid onset emergencies, the best option to effectively reach affected people and support their emergency shelter needs could be to work with a valued international partner. We understand that local capacity may not always be sufficient to enable partnership opportunities, and that our own organisational preparedness will initially be a barrier to responding in partnership with local or national partners while meeting our targets for scale and timeliness. We aim to address the latter barrier by taking a more systematic approach to emergency preparedness at the country level, which will include relationship building with local and national responders. In the meantime, we will prioritise local/national implementing partnership where this is a viable option. Where it is not a viable option, we will assess opportunities with our international partners to include roles for local responders in project delivery.

The following table provides an overview of preferred partnership modalities in different programming scenarios:

Type of crisis	Partnership scenario	Response timeline
New Level 2 or 3 rapid onset and rapidly escalating emergencies	Our priority is to respond in a timely way to rapid onset and rapidly escalating emergencies and we will consider both national and international partners to achieve this	Emergency response activities should begin as soon as possible, with focus on emergency and early recovery needs (1-6 months)
New Level 1 rapid onset and rapidly escalating emergencies	We anticipate being more likely to work with international organisations in this context until we have increased our level of readiness to partner with local actors in rapid onset emergencies through preparedness activities	Emergency response activities should begin as soon as possible, with focus on emergency and early recovery needs (1-6 months) Widespread damage and needs could necessitate focus on additional recovery phases including support for repair and/or transitional shelter (up to 18 months from onset of the emergency) If acute needs remain beyond this timeline, a multi-year programme would be considered
Slow onset emergency / protracted crisis	Local partnerships are prioritised	Multi-year programme

Collaborative strategic partnership with Rotary International

Our partnership with Rotary has been integral to our work ever since ShelterBox began. It provides a huge opportunity to scale-up in this strategic period and to deliver higher quality assistance to the affected population through local networks, understanding and insight. It has the potential to leave a positive legacy that persists beyond a specific project period.

Rotary International has a membership of 1.4 million members across 200 countries and territories and is recognised by the United Nations as a globally influential service organisation. As Rotary was at the inception of ShelterBox, Rotary members feel a distinct affinity with our work. Our relationship offers substantial programmatic benefits, income opportunities and access to active networks globally. Support from Rotary in the past has included:

- Providing valuable links to governments and authorities in crisis-affected countries
- Facilitating visas, access, and permission to operate
- Introductions to community leaders and local organisations
- Providing advice and support on customs and importation requirements
- Supporting contextual and cultural understanding, including information on financial service providers in support of cash assistance activities
- Support with distribution activities
- Logistical assistance (warehousing, transport, drivers)
- Translation

We are committed to working across departments to manage our relationship with Rotary, ensuring we deliver measurable impact for both organisations. In 2023, IPD will work closely with fundraising colleagues to more clearly define our ways of working with Rotary in-country, so that these can be applied more consistently and effectively across emergency responses and regional programmes in this strategic period and beyond.

Strategic implementing partnerships

To support emergency preparedness, our ability to respond in a timely way and mutual benefit and impact, we will continue to work in global strategic implementing partnership. For example, our existing relationships with the International Federation of the Red Cross and Red Crescent Societies (IFRC) and Habitat for Humanity International. In this period, we will explore a limited number of additional strategic global, regional or multi-country partnerships (by their nature with international organisations), particularly in contexts where local partnership options are limited in rapid onset emergencies.

Supporting inclusion in the shelter sector

Regarding implementing partnership, we will work with local and national responders that already have emergency shelter experience. However, we will also partner with those that are active in humanitarian sectors other than shelter but have an organisational interest in shelter. By doing so, we hope to facilitate access to, and inclusion in, the sector and to diversify its composition and leadership.

Supporting longer-term sheltering outcomes

Our ability to programme over longer periods will enable us to contribute to a longer recovery pathway and provide us with new opportunities for partnership. We will work to better understand the medium- and long-term sheltering pathways of the crisis affected people we support. We will explore opportunities to partner in the relief phase with organisations who are more embedded within communities than our model allows, and whose remits extend beyond ours into rehabilitation, reconstruction, and rebuilding. We already have strategic global relationships with partners who operate in this space (IFRC and Habitat for Humanity International) and will look to utilise these relationships in the relief phase to increase the likelihood of contributing to successful longer-term outcomes through the high-quality emergency support we provide. We recognise that it may be challenging to guarantee levels of future support during the emergency phase, but we will develop our capacity to coordinate on this at national level and to advocate for ongoing shelter support for those we serve in emergencies.

Supporting shelter in emergencies through multi-sector partnership

We recognise that people affected by disaster and conflict have wide-ranging needs. We will therefore explore options to work in partnership or consortia with other organisations to deliver integrated multi-sector programming that achieves outcomes greater than the sum of their parts. In such cases, we and our shelter partners would focus on shelter and essential household items, while other organisations programme in complementary sectors such as WASH, food security and livelihoods, and health or protection within the same project. Consortium partners are likely to include international partners and we will advocate for consortium roles for local responders.

How we partner

In this strategic period, we will employ a partner-led approach across both rapid onset and chronic emergencies in recognition of locally led response. For ShelterBox, being partner-led

means respecting the knowledge and skills of our partners, actively listening to, and learning from, them (as well as our programme participants and affected communities). It also means collaborating to bring our collective expertise and experience to bear through co-design and delivery of high-quality programming. Our partners will usually lead project implementation with our support, but we will adapt our role to ensure appropriate complementarity.

We aim to support our local and national partners to strengthen their capacity through skills and knowledge sharing, technical support and investment in organisational development. We see this as both a means to achieving our goal and organisational vision, and an end in itself.

We facilitate fair charging of direct costs for partners in our project budgets and provide a fair percentage for indirect cost recovery (unrestricted funding) to support organisational development and any other self-determined priorities. We budget appropriately for translation and interpretation services to avoid partner staff taking on these responsibilities and being prevented from playing their rightful role.

We are developing our risk management approaches to enable collaborative identification and assessment of relevant risks with our partners. We will build organisational understanding that perceived risks relating to a more locally led response can be appropriately mitigated or balanced. By doing this, we will be able to commit to equitable sharing of risks with partners to the extent this is possible. This will include providing appropriate support to our local and national partners to mitigate safeguarding, safety and security, and financial risks, including covering relevant direct costs associated with these mitigations.

We will continually review and update the agreements we hold with partners and our ways of working with them, to respond to their feedback and better reflect our commitments to locally led response and good partnership practices.

Further details on our partnership approaches, and partnership selection and management processes will be outlined in our Partnership Strategy in 2023.

5.2.5 Exit strategies

In 2023, we will define and apply a more structured and consistent approach to exit strategies for both emergency responses and regional programmes, recognising that emergency shelter programmes should not continue indefinitely.

Exit from emergency responses

Our assumption is that Emergency Responses usually comprise single or concurrent emergency projects and that we will typically exit once these have been completed. At the point of exit, evaluation will be undertaken to review lessons from the response, and a plan can be put in place to maintain and develop networks as part of continued preparedness efforts.

Transition from emergency responses to regional programmes

In specific situations, an Emergency Response could transition to a country programme as either:

- 1) Ongoing emergency or recovery-focused projects; or
- 2) Multi-year programmes

A decision on transition needs to be taken within the first two to four weeks following the initial decision to respond to an emergency, to ensure appropriate planning including forward human resource planning. More detailed transition criteria will be developed and will include:

- Are there expected to be continued emergency shelter needs at a relevant scale that can be appropriately met by ShelterBox?
- Do we have funds available to transition to a country programme?
- Do we have the human resources available, or can additional resources be funded?
- Based on needs relative to other current crises, is prioritising use of resources in this way justified?

Exit from regional programmes

To ensure safe and accountable programming, individual programme Country Plans will include triggers to indicate whether we should consider closing a programme, which will be monitored. The triggers will be based on the following scenarios:

- Emergency shelter needs are met, or the local context has changed. The number of people initially displaced reduces, which means that there is no longer a requirement for emergency shelter,³³ or the capacity of local or national government and civil society is such that the support of ShelterBox is no longer required. The recommendation to withdraw on this basis will be informed by needs assessments and consultation with key stakeholders, notably implementing partners and the Shelter Cluster. This may include a deliberate withdrawal following a successful process of capacity strengthening with a local or national partner organisation. The recommendation to transition will be based on a mutual agreement between ShelterBox and our partner organisation(s).
- Insurmountable barriers to programming. Barriers to accessing the affected community can become so significant that a programme is no longer sustainable, cost-effective, or able to effectively contribute to supporting the needs of affected people. For example, barriers may be legislative or related to safety and security, lack of funds/resources, lack of suitable partnership options, or contextual changes that mean our assistance is no longer appropriate or the Do No Harm principle is compromised. Before this recommendation is put forward, we will consider all other options to maintain service provision to the affected community.

Key considerations

The closure of our programmes will be undertaken with the following considerations in mind. Transition and/or withdrawal will seek to:

- Minimise impact on the affected community, particularly people who may have dependency on our assistance
- Be accountable to affected communities and our partners
- Be planned (where possible) and coordinated with other responders, notably our partners, the Shelter Cluster, and relevant national and local authorities
- Give at least six months' notice of plans to all stakeholders

³³ In this circumstance there may be a significant population still residing in shelters that are inadequate due to barriers that are preventing their recovery. ShelterBox will still withdraw if there is no new displacement, or the national capacity is sufficient to meet the needs. This is to ensure that ShelterBox maintains its focus and resources on providing emergency shelter in the relief phase of a crisis.

Through emergency preparedness planning we aim to strengthen our ability to respond to a future rapid onset emergency after an exit.

5.2.6 Preparedness

In this strategic period, we will define and apply a more structured and consistent cross-departmental approach to emergency preparedness planning (EPP). This will increase our capacity to respond to disasters, and to do so in a timely and effective manner.

At the global level, key aspects of our emergency preparedness approach will include:

- Workforce planning, including internal and external surge capacity approaches
- Effective and efficient emergency systems, procedures, tools and ways of working across all departments of the organisation with expectations linked to categorisation of disaster (Levels 1-3)
- Consider the possibility of establishing an Emergency Fund with fundraising and finance colleagues
- Supply chain preparedness including review of pre-positioning locations, aid items and pre-positioned quantities; maintenance of agreed targets; and engagement in global supply chain preparedness activities through the Global Logistics Cluster
- Horizon scanning / disaster monitoring
- Development of preparedness hubs in key regions (stock, resources, people)

From 2023, the Regional Programmes Team will lead emergency preparedness planning for countries in which existing programmes are being implemented and will work with the Emergency Team to identify any additional high risk focus countries for EPP in their regions.

The Emergency Team will input into these plans, provide support to Regional Programmes Teams on preparedness in countries within their regions where we are not currently programming, and lead on EPP in priority high-risk countries outside the three ShelterBox programme regions with a focus on LAC and the Pacific. Selection processes for these countries will be defined through a global-level emergency preparedness plan which will be developed in 2023.

At the country level emergency preparedness work will include:

- Identification of hazards and risks specific to each country and regions within them, and worst case and likely humanitarian scenarios resulting from them
- Appropriate proposed responses to each emergency scenario
- Stakeholder mapping, including existing national and local resources and capacities
- Advance identification of emergency response implementing partnerships (with existing programme partners or to complement these partnerships)
- Building and maintaining relationships with collaborative/coordination partners such as key Rotary contacts and Shelter, Protection and CVA Cluster/Working Group Coordinators
- Establishing clear roles, responsibilities, and expectations with emergency response partners
- Identifying any partner capacity strengthening needs and developing and implementing plans to address these

- Improving our contextual knowledge and ways of working. We'll do this by listening to and learning from communities and local partners, as well as reflecting on our learning from our own previous responses and the wider sector
- Supply chain preparedness including increasing our ability to scale up beyond global prepositioning hubs through local/partner and regional procurement to ensure a diverse and flexible supply model. In-country prepositioning should only be considered where essential and where alternative supply mechanisms are prohibitive
- CVA preparedness, including engagement in coordination mechanisms, assessment of appropriate delivery mechanisms and planning to enable these to be utilised efficiently and effectively
- Horizon scanning / disaster monitoring

5.2.7 Safeguarding

Effective safeguarding makes a significant contribution to our Theory of Change as it is integral to our accountability to crisis affected people. ShelterBox has a zero-tolerance approach to exploitation and abuse. We recognise that there are unequal power dynamics across the organisation and in relation to those we serve, and that there is an inherent risk of some individuals exploiting their position of power for personal gain. We believe that everyone we meet, regardless of their identity characteristics, has the right to be protected from all forms of harm. This includes abuse, neglect, harassment, or exploitation by any of our employees, volunteers, or a representative of ShelterBox or those of our partners.

Safeguarding means taking all reasonable steps to prevent sexual exploitation and abuse and harassment (SEAH) from occurring; to protect people, especially at-risk adults and children, from that harm; and to respond appropriately when harm does occur. It is distinct and separate from protection in that safeguarding is not related to preventing or mitigating harm that is external to our activity. Safeguarding is the responsibility of everyone associated with our organisation.

ShelterBox commits to safeguarding through the three pillars of prevention, reporting, and response. We currently have the following system in place:

Prevention

Background and reference checks are completed for all employees and volunteers. We ensure that our [Code of Conduct and other Safeguarding Policies](#) are disseminated to, and signed by, new joiners as part of the induction process. Safeguarding policy and procedures are included in the organisational capacity assessment we apply when selecting partners and used to determine priority areas for capacity sharing. Training is mandatory for all staff, volunteers and Board members and, where appropriate, custom-made training is available for partner representatives. Safeguarding is included in our organisational capacity assessment when selecting new partners. Trained Safeguarding Focal Points in the International Programmes Directorate have been introduced as an additional means of supporting integration of safeguarding into programming.

Reporting

Reporting is supported through multiple safeguarding reporting lines which are communicated to all employees and volunteers and partner representatives (where appropriate). Established ShelterBox channels include a safeguarding email address, a

third-party web-form and telephone number, and internal safeguarding focal points. Alternative reporting lines should be used where a partner has an established channel. For project activity, safe reporting mechanisms must be identified and established based on what is suitable for community members. There should be an option to report anonymously (for example, a partner WhatsApp number or complaints box) as well as an option for those without literacy skills (for example, a help desk). An option for reporting is also included in post-distribution monitoring activity. In communities where online accessibility is high, the ShelterBox email address and webform may be advertised if our implementing partner does not have their own.

Response

Response to safeguarding incidents is delivered via a formalised case management process under the oversight of a trained Safeguarding Team. The Safeguarding Team consists of the Safeguarding Specialist and two HR members of staff. Safeguarding Focal Points may be utilised to support the Safeguarding Team should an incident occur within International Programmes.

Priorities in this period

We know that there are always ways we can improve our safeguarding system. Specifically in this strategic period we will:

- Integrate safeguarding risk mitigation into a defined project cycle and project cycle management approach, with clear roles and responsibilities for ourselves and our partners
- More systematically assess the extent to which representatives of ShelterBox and our partners understand their own organisations' safeguarding systems. Provide more support to partners to address gaps and strengthen their own safeguarding capacities, including the ability to conduct survivor-centred safeguarding investigations
- Strengthen Complaints and Feedback Response Mechanisms (CFRM) across our programmes and support our partners to handle sensitive complaints, as appropriate
- Strengthen the safeguarding focal point system to effectively support safeguarding investigations or other forms of case management
- Work with our partners to ensure both organisations engage appropriately in local safeguarding networks or coordination mechanisms and have access to up-to-date mapping of relevant services and referral pathways
- Maintain an accurate and up to date log of any active and closed cases
- Encourage our partners to include costs associated with safeguarding in project budgets
- Develop an organisational policy with a commitment to survivor support and clarity on responsibility for coverage of costs relating to it

5.3 Programme quality

Programme quality refers to the effectiveness, efficiency, relevance, sustainability, and impact of the work that we undertake. It requires having the right structures, policies, and processes in place to achieve positive outcomes for people affected by crisis. Programme quality is the responsibility of everyone involved in delivering our programmes and is core to

both the success of our Theory of Change and being able to measure and demonstrate that success.

5.3.1 Quality standards

In this strategic period, we will develop a Programme Quality Framework that defines standards for programme delivery throughout all stages of our project cycle in rapid onset and chronic emergencies. The framework will set out the high-level principles and agreements to guide programme quality, against which we can be held to account. It will help us to ensure we implement programmes that achieve quality outcomes for the people we aim to serve, deliver value for money for supporters and donors, and live a culture of learning. The Programme Quality Framework will be built on the elements described in the following sections.

Project Cycle Management (PCM)

The term 'project cycle' refers to a coordinated, cyclical series of actions undertaken to prepare for/plan, design, manage, monitor, evaluate and learn from each project within a programme. In the early stages of this strategic period, we will define a common, robust project cycle that will be applied across all projects in our programme portfolio, with appropriate adaptations necessary to facilitate timely emergency response. Our project cycle management (PCM) approach will be the foundation of the Programme Quality Framework, which in turn complements the PCM by describing what "good" looks like throughout the cycle. "Good" is defined within the context of broader humanitarian principles and standards.

Protection principles

The [Sphere Protection Principles](#) underpin all humanitarian action and encompass the basic elements of protection in the context of humanitarian response.³⁴ They are reinforced by the [Humanitarian Charter](#).

Core Humanitarian Standard

The [Core Humanitarian Standard on Quality and Accountability \(CHS\)](#) defines nine commitments that are fundamental to delivering quality, effective and accountable humanitarian support. The embedding of the CHS through our project cycle will ensure we prepare for, plan, deliver, and evaluate our programmes in accordance with established sector standards on quality and accountability.

Technical quality standards

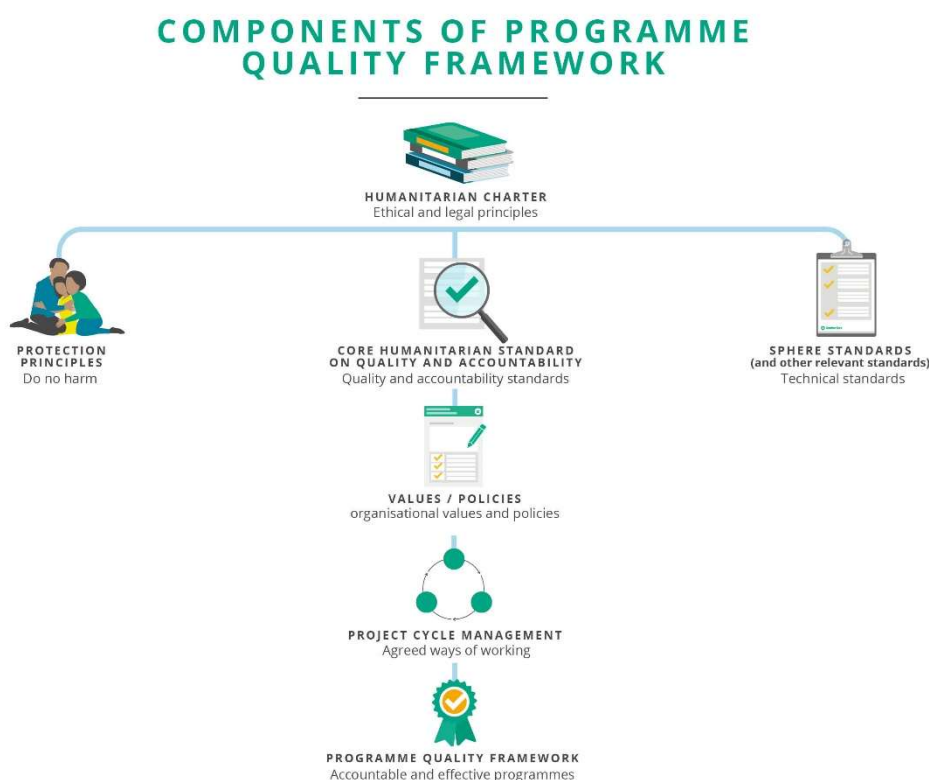
The [Sphere Handbook](#) provides minimum standards in the four humanitarian technical sectors of Water Supply, Sanitation and Hygiene Promotion, Food Security and Nutrition, Shelter and Settlement, and Health. We are committed to upholding Sphere minimum standards and use them as the core material against which we evaluate the technical quality of our programmes. The minimum standards in Shelter and Settlement cover elements that are essential to achieving our objectives. However, our work is not confined to the shelter minimum standards and other sectoral standards should be applied where relevant. Our work in shelter often contributes to outcomes in other sectors, as recognised at the impact level of our Theory of Change.

³⁴ Anyone applying the Sphere Minimum Standards should be guided by the Protection Principles, even if they do not have a distinct protection mandate or specialised capacity in protection

Other guidance and technical standards are relevant to certain activities or modalities. For example, the [Cash Learning Partnership \(CaLP\) Network](#) has produced guidance notes and standards that can be used to support the delivery of CVA. Country clusters and other coordination networks may also provide support materials and local standards that enable the delivery of context appropriate assistance.

Organisational values and policies

The Programme Quality Framework will seek to ensure that programmes are guided by our organisational values and provide a means of verifying that relevant organisational policies are being applied through our work.



Programme review and learning

In 2023 we will develop a layer of programmatic governance to guide review and reflection and ensure application of learning across the entire portfolio. This will support the achievement of Programme Quality at a strategic level.

Technical advisory capacity

Technical advisors provide technical input into project design across emergencies and regional programmes ensuring these are relevant, impactful and in line with sector quality standards. Currently, our technical advisory capacity focuses on emergency shelter. During the strategic period we will continue to develop expertise to support our strategic ambitions. This will include areas of focus such as Protection and Inclusion, CVA, and a broader interpretation of shelter in emergencies.

5.3.2. Programme review and reflection

We will embed an internal accountability mechanism that enables senior management to hold our programmes to account, ensuring that our portfolio of programmes is achieving value for money.³⁵ This mechanism will provide a forum for management to review programmes performance against an agreed PCM and Programme Quality Standards. Space will also be created to reflect upon programme learnings that require a significant or strategic response, ensuring our programmes are adaptable and responding to the latest evidence for what works and what doesn't.

5.3.3 Monitoring evaluation accountability and learning (MEAL)

An essential component of programme quality is the integration of robust monitoring, evaluation, accountability, and learning (MEAL) processes across our work. A strong MEAL system collects valid data to provide an objective understanding of project/programme impacts and enable learning, innovation, and communication of best practice. It enables us to review and strengthen our Theory of Change to ensure the most effective change pathways are pursued to further people's self-recovery.

Effective MEAL also ensures that problems are quickly identified and corrected, enabling evidence-based decision making. MEAL systems facilitate accountability to programme participants, local and national stakeholders, our peers, donors and supporters, through the clear communication of project deliverables, objectives, and achievements.

Embedding MEAL systems throughout our emergency and regional programmes is not the responsibility of one single function. Project leads within Programme Delivery are responsible for ensuring that the projects they manage have robust MEAL systems in place. This includes developing partnerships with organisations (or utilising implementing teams) that have the technical and human resource capacity to undertake required MEAL activities. The MEAL team provides a technical support function to Programme Delivery, advising on methodologies, tools and reporting systems, supporting partners and implementing teams to strengthen their capacity where required, and making certain that MEAL frameworks align with internal and donor requirements.

Throughout this strategic period, we commit to measuring our impact, learning for the future and listening to and amplifying the voices of affected people. The following sections set out how this will be achieved.

Measure what we do

- **Common standards:** MEAL functions will be standardised across Programme Delivery. The PCM will articulate the MEAL processes that will be embedded in all projects. All projects will clearly align to the Theory of Change. This will enable the development of a menu of common indicators with clear definitions, source, data collection tools, guidance on frequency of data collection, and data analysis. Feedback will be developed to facilitate consistency, enable meta evaluations and monitoring at the programme level, and increase understanding of organisational reach and impact.

³⁵ Using the 4E's framework of economy, efficiency, equity, and effectiveness

- **Understanding impacts:** We draw upon mixed methodologies to triangulate findings. This could include surveys, Focus Group Discussions (FGDs), Key Informant Interviews (KII), and observation. All quantitative data collection exercises will follow geographical sampling processes and sample sizes will provide adequate confidence levels.³⁶ Qualitative methodologies will allow project participants and stakeholders the opportunity to discuss what is important to them, and thus enable us to learn about the unintended and intended impacts of our work and respond appropriately. We aim to increase our understanding of the impact of importing shelter and household item packages and of CVA on local economies.
- **Data management:** We will strengthen data management systems to ensure that information collected through MEAL activities is kept in line with the General Data Protection Regulation (GDPR) and facilitate user friendly analysis and reporting. Data is sex- and age-disaggregated and we will work with our partners to begin applying disability disaggregation in our programming before the end of this strategic period.
- **Reporting and donor accountability:** Reporting requirements for both our project teams and our partners is being reviewed. Reporting will be standardised with a focus on the provision of accurate information and concise analysis regarding project delivery, the extent to which objectives were met, and learning to inform future programming.

Learn for the future

We believe in the importance of instilling a culture of learning throughout the organisation to improve the quality of our work. We recognise the importance of providing adequate resources so our colleagues and partners can adequately monitor their work, analyse, understand findings, and feedback to relevant stakeholders (programme participants, stakeholders, donors).

Learning frameworks will be fully embedded across our programmes. Learning frameworks are effective tools that distil learning from projects to ensure that all learning (positive or negative) is captured and shared across the organisation with the relevant colleagues for appropriate action.

Through our commitments to locally led response, we recognise that partnership offers an opportunity for ShelterBox to learn and improve. We see capacity strengthening as a two-way process. We will listen to and learn from our local and national partners, act on feedback, and establish a transparent process to assess the extent to which we have acted on lessons learnt. We will support our partners to strengthen their capacity to effectively capture learning, to implement adaptive management and create and facilitate opportunities for our local and national partners in different countries to learn from one another.

Listen to and amplify the voices of affected communities

Accountability to affected populations

Our commitment to strengthening Accountability to Affected Populations (AAP) is orientated around the themes of participation, communication, and feedback and response as explained below.

During this strategic period, we will strengthen our commitment to community participation throughout the project cycle, including a diverse range of voices in decision-making. Where

³⁶ The ShelterBox standard will be 95% confidence level with 5% margin of error, if this is not possible the margin of error will be increased

possible, we will encourage community project management committees to act as a liaison between the project and the community to strengthen accountability. Committees will play a key role in developing complementary participatory indicators, where programme participants identify indicators of success to measure. Alongside SMART indicators, SPICED³⁷ indicators will embed accountability functions.

Through our work on project cycle management, we will consider how we share information and communicate with affected populations. We will endeavour to ensure that community members understand the aims and objectives of programmes so that those not receiving assistance understand the reasoning and those identified for support are aware of their entitlements and able to decide how and if they want to engage with our programmes. Information will be presented in accessible formats.

A key AAP mechanism is the Feedback and Complaints, Feedback and Response Mechanism (CFRM). We will develop standards with guidance to ensure all ShelterBox/partner CFRM are effective and available to all people regardless of their age, gender or other personal characteristics. We also want to improve the way that we capture and record complaints and feedback, so that we can monitor any trends in the types of feedback we receive. This will improve our ability to make decisions that are data-driven and led by evidence.

5.3.4 Grow our expertise in emergency shelter delivery through innovation and knowledge creation

ShelterBox has made a strategic commitment to research and innovation. This agenda will enable us to achieve better outcomes for crisis affected populations, ensuring that we ground programmatic innovation on sector best practice and the latest evidence. It will also be key to how ShelterBox achieves its strategic ambitions in areas including environmental sustainability, income generation and awareness raising.

Research and innovation will be orientated around the following themes that align with our organisational strategic aims:

- ***Shelter in emergencies:*** We will ask how shelter in emergencies can best support recovery at scale or better meet the longer term needs of affected people where protracted displacement is likely. This area will look at the different modalities of CVA, technical support and quality material provision, driving improvements in our approach to technical shelter support.
- ***Inclusion:*** Our aim is to understand how an individual's identity characteristics (e.g. disability, gender, age) affect their access to shelter assistance in emergencies, and to investigate how these characteristics can affect the types of assistance required. As a result of this workstream, we will ensure that we embed principles of inclusion throughout our programming.
- ***Locally led humanitarian response:*** In line with our strategic commitment to support locally led action, we aim to understand how the handover of power to local shelter actors enables them to be better prepared to respond, identifying examples of capacity sharing best practice. This will ensure that we are strengthening local capacity and building community resilience to hazards including climate change.

³⁷ Subjective, Participatory, Interpreted, Cross checked, Communicable and Compared, Empowering, Diverse, Disaggregated

- **Environment and sustainability:** We have bold ambitions in terms of reducing the environmental impact of our operations. These goals will not be achieved without innovative problem solving. We must learn from other organisations, draw in external expertise and measure the impact of changes. Helping other organisations that are on a similar journey, by sharing what has worked and what hasn't, is part and parcel of achieving sector-wide change.
- **Climate change:** Climate change is driving changes to climactic and meteorological systems around the globe. This research theme will generate evidence for how and why people are affected differently. By combining this research with first-person storytelling and empirical data, it will form the basis for educational awareness activities that amplify the voices of the people we work with.

We plan to embed an Action Research³⁸ approach into our programme delivery so that we can understand the impact of changes for the people we support. This will mean that we can grasp opportunities to pilot new ways of working and learn about the impact of changes on our programmes when they arise. This may involve undertaking meta-analysis (analysing data collected from across projects to understand a phenomenon) or integrating research or evaluation approaches into projects so that we can investigate a theme within a specific case or context.

We will share our findings internally and externally. By working with our colleagues in the Fundraising and Communications Directorate, we will help our supporters to understand the reasoning behind changes in approach so that we can bring them on the journey of development. Sharing results with peers through conference presentations, publication or via communities of practice will ensure we support sector learning.

Funding research and innovation

Funding will be channelled through a research and innovation fund that will be developed in Q1 2023. The Research and Innovation Fund will include both loosely restricted funding opportunities and tightly restricted opportunities (i.e. for specific projects and schemes of work with clearly identified deliverables).

Any financial support to this workstream is likely to contribute to the following areas:

- Human resources (internal)
- Use of external expertise, research institutions, testing centres
- Overseas travel
- The development of communications materials
- Costs associated with travel and attendance at conferences and communities of practice

5.4 Safety and security

The safety and security of our staff, volunteers, partners, and affected communities is central to putting our Theory of Change into action responsibly. We believe that an effective security culture within the organisation will enable, rather than constrain, our programmes, even when they are delivered within high- or extreme-risk environments. ShelterBox is willing to

³⁸ "A participatory, democratic process concerned with developing practical knowing in pursuit of worthwhile human purposes... It seeks to bring together action and reflection, theory and practice, in participation with others, in the pursuit of practical solutions to issues of pressing concern to people" (Reason and Bradbury 2001)

accept the risk of travel to anywhere a programme is being delivered, subject to an appropriate assessment of risk, those travelling meeting defined minimum standards, and appropriate mitigations being made to reduce the risk as low as is reasonably practicable. This enables the organisation to meet its duty of care to trustees, staff, volunteers, partners, and contractors whilst enabling activities in the higher-risk environments associated with our humanitarian aims. Our policies, protocols, and procedures are embedded within the [Safety and Security Handbook](#).

As our structure is not country office-based, staff at our headquarters play a more significant role in the management of, and support to, international travel. We may also need to rely on support from partners – who often hold significant, context-specific safety and security knowledge – for safety and security when teams are in-country. In circumstances where we agree with partners that they will provide safety and security support for our travel, ShelterBox will maintain its duty of care to its employees through provision of insurance, access to security and medical assistance services, and its headquarters' crisis management mechanism.

Our commitment to supporting locally led responses means we aim to share risk equitably with local and national implementing partners to the extent to which this is possible, acknowledging that our teams spend less time at project sites due to our operating model. We must ensure that the people we work with are appropriately prepared and able to operate in the complex environments within which our programmes are planned and delivered.

Our key safety and security objectives for this strategic period are to:

- **Create a positive security culture that enables programmes, however delivered, in high- and extreme-risk environments** in which senior management and international programmes staff consider safety and security an enabler for international travel, rather than as an impediment. We blend contextual information from local responders and other trusted sources to provide situation-specific risk assessments on which we can rely.
Develop enhanced organisational capacity assessments and a joint security evaluation process to better share risk with local and national partners. Our in-country partners have the best understanding of the security and medical risks relevant to them and to international visitors. Our project leads work with them to jointly develop strategies to ensure that ShelterBox meets its duty of care both to its own people and to the people with whom we partner to achieve shared outcomes. Local partners whose safety and security capacity are nascent are supported to strengthen their capabilities through association with ShelterBox, and programme funds are set aside to support this.³⁹ We will ensure that safety and security is appropriately considered in our organisational capacity assessments and the capacity sharing plans we develop with our local partners.
- **Deliver the infrastructure, systems, and processes necessary to underpin duty of care.** Our people, and our local and national partners where applicable, are assured that their safety and security is underpinned by effective insurance cover, crisis management procedures, security risk management, and information collection. They are appropriately prepared for the environments in which they operate and know what to do if there is potential for harm.

³⁹ Suggested up to 2.5% of total project funds for medium risk locations, and up to 4% for high and extreme risk locations based on sector piloting.

- **Develop a centralised operations management function.** ShelterBox has a sector-leading operations team to manage the security risk management function and provide for all aspects of operations related to international travel, including the development of standardised policies and procedures.

5.5 Supply chain

Environmentally sustainable, market-strengthening procurement is a critical input in our Theory of Change and our supply chain must therefore be embedded within programming in rapid onset and chronic emergencies from inception through to distribution. Traditionally, supply chain comprises several key functions: purchasing, overseeing manufacture, transportation, inventory/warehousing, and demand planning. We optimise the entire supply from manufacture through to distribution, which ensures cost effective and efficient programming. As different shelter solutions and modalities are developed, our supply approach will adapt. Over the course of this strategic period, we commit to:

- Developing a diverse approach to aid item supply, tailored to suit the appropriate range of programmatic approaches and contexts. This will include increasing our ability to purchase locally or regionally wherever possible, and internationally only when required. In turn, this will reduce our reliance on global prepositioning for regional programmes, allowing greater stock availability for rapid onset emergencies.
- Defining the role of the Supply Chain Team in enabling delivery of CVA at a greater scale
- Embedding supply chain best practice in our direct and partner procurement, and ensuring value for money throughout the entire supply chain
- Ensuring ethical, transparent and environmentally sustainable procurement processes across all supply chains
- Monitoring and reducing supply chain risk to ensure there are no gaps in aid item availability and supply
- Ensuring accurate inventory management and continuing to develop inventory tracking tools
- Reducing greenhouse gas emissions and unnecessary individual and bulk packaging in our supply chain that causes environmental harm

5.5.1 Approaches to aid item supply

Local procurement: Partner-led or ShelterBox-led

Local supply will be instrumental to our programmatic growth and to our commitments to locally led, environmentally sustainable programmes through culturally appropriate, market-strengthening procurement. Local supply underpins locally led programmes and enables us to: draw on partners' local knowledge and experience, access more locally and culturally appropriate items, support local markets, and reduce our environmental impact.

Local procurement in its truest form refers to the purchase of items that are manufactured on the local market. There are instances where supplier offices are based locally but that supplier may import items from elsewhere in the region or from further afield. Supply Chain must understand the proposed supplier's own supply chain before purchasing, to determine whether the purchase is indeed a 'true' local purchase. The procurement options for each

project will be assessed on a case-by-case basis and 'true' local purchasing will be prioritised where viable.

There are two approaches to local procurement; partner-led local procurement or ShelterBox-led local procurement. Partner procurement refers to aid items procured by a partner, ideally from the local or regional market and using their own procedures, contacts and knowledge. In this case, we support the cost of the aid items via a grant. Direct local procurement refers to aid items that are purchased from local markets directly by ShelterBox, using our own policies and procedures and direct payment for the materials. Direct local procurement can be challenging for ShelterBox for several reasons relating to our operating model. As we are not registered in most crisis affected countries, any direct purchases are subject to taxes on raw materials and VAT, which can increase the cost of stock purchases considerably. In addition, as we do not have pre-identified local suppliers, a process to vet and onboard the supplier is required. Barriers to paying invoices and making payments in local currencies can also be faced at times. Because of these challenges it is often more logical to conduct local procurement through a partner. To strengthen our capacity to work with partners and increase our ability to carry out partner-led procurement, we need to develop more robust systems and processes including:

- Partner and supplier due diligence
- Aid item quality monitoring
- Partner procurement risk mitigation, including ShelterBox-led audits
- Systems for tracking and recording stock purchased by a partner

Regional procurement

Where markets allow, developing the regional supply network will be crucial for our programmatic growth. Regional supply can be combined with local and global supply as necessary to serve programmes via a multi-modal approach. Developing regional networks has the potential to supply programmes in multiple countries with more culturally appropriate items than global supply. It creates a faster, leaner and more environmentally friendly supply chain, and it diversifies and reduces reliance on prepositioning and global supply. It also creates opportunities for tender for regional stock and transport providers as well as for regional prepositioning. However, both regional and local supply need to be balanced with economy of scale, as items purchased regionally may be subject to increased prices when compared to global contracts. Pre-identifying items required per region will be critical to sourcing suitable suppliers and setting up contracts, noting that regional supplier relationships take time to establish and require refinement over a number of years.

International procurement

At the time of writing in November 2022, ShelterBox's global supply chain comprised the following:

- **Manufacture locations:** China, Pakistan, Dubai, India, Vietnam, United Kingdom
- **Prepositioning locations:** Philippines, UAE, Panama, Belgium, Malaysia
- **Stock Suppliers:** One main stock supplier, with four supplementary suppliers
- **Warehouse Providers:** United Nations Humanitarian Response Depot (UNHRD), International Federation of the Red Cross (IFRC) and stock supplier warehouses
- **Freight Forwarders:** Three main service providers

Historically, our stock supply has relied mostly on international procurement and transportation from one of the above manufacture locations to a prepositioning location and then onwards to programmes. However, having only one mainstream of supply has disadvantages and leaves us vulnerable to any shocks or bottlenecks that occur in the global supply chain network. As demand increases, we are slowly outgrowing this model and we cannot rely on prepositioning to serve our emergency and regional programmes.

Over the next five years, the global prepositioning model will continue to be instrumental to our supply chain, especially for rapid onset emergencies and for core technical items, such as water filters, mosquito nets, and solar lights, when market assessments conclude that these are not available to minimum quality standards locally. However, for this strategy to be successful and to contribute effectively to our Theory of Change, it is imperative that we diversify our supply by prioritising local and regional procurement. The overall aim is to develop a multi-layer supply approach at local, regional, and international levels.

Global supply chain aims over the course of the strategic period:

- Reduce reliance on global prepositioned stock to supply regional programmes and prioritise retaining global inventory for response to rapid onset disasters
- Reduce the risk of being over reliant on one main global stock supplier by developing our supplier portfolio at local, regional, and global levels
- Review and agree global prepositioning stock targets and locations
- Ship direct from manufacture to programmes wherever possible to cut out the need for additional prepositioning shipments, reduce environmental impact and streamline the supply chain
- Tender for global shipping routes and select a preferred service provider
- Continue to network with the Global Logistics Cluster, UNHRD and IFRC warehouses

5.5.2 Aid item range management and access to new items

Expansion of programming has major impacts on supply chain and requires us to adapt, develop and find new suppliers to meet the requirement for more tailored aid packages.

As new programmes are introduced, demand for additional items increases. Identifying types of items most likely to be required and culturally appropriate for each region or country at certain times of the year will be critical for Supply Chain to develop timely relationships with new suppliers. The range of items used in programming should be monitored to ensure coherence and appropriate contribution to our Theory of Change as well as achievable workload in terms of supplier management.

5.5.3 Supply chain sustainability

During this strategic period, we will continue to identify and implement opportunities for reducing the environmental impact of our supply chains. This will be achieved through a combination of decentralising our current global supply chain and expanding regional supply models for our aid items, as well as expanding our work procuring locally and using CVA where appropriate.

In line with our core principle of environmental sustainability (see section 4.1), we will undertake life cycle assessments on the shelter materials we currently provide, in order to

identify those items that are less environmentally harmful at the end of their life. Where possible, and without compromising on quality, we will prioritise use of items that are less harmful to the environment.

We will build on our success in removing plastic packaging from our core aid items by expanding this work to our regional supply chains, and work with our partners to encourage reduced plastic in local purchasing. Where possible, we will undertake life cycle assessments on our primary packaging to understand if alternative packaging solutions present a more sustainable option. We recognise there are challenges with reducing the tertiary packaging required to protect our aid items during international shipping. Where possible, and via our involvement in sector-wide initiatives, we will advocate to the commercial shipping industry and private sector on the importance of prioritising alternative tertiary packaging solutions.

We will record the carbon emissions generated by our international freight movements and look for opportunities to reduce or offset our freight emissions, in line with our net zero ambitions. We will explore opportunities to include measurement of carbon emissions via monitoring indicators in order to calculate the carbon footprint of our projects and programmes.

As we recognise that there are limitations on what we can achieve as a single organisation, we will continue to actively participate in sector-wide initiatives such as the Joint Initiative for Sustainable Humanitarian Packaging Waste Management and the Logistics Cluster WREC⁴⁰ Project. Through these, we amplify the importance of considering the environmental impact of humanitarian work, advocate for sustainable solutions and alternatives, and share best practice and learning with other organisations.

5.6 Programme funding

Sustainable and flexible funding is another vital input in our Theory of Change. A Programme Funding department was created through the restructure of the International Programmes Directorate in 2021/2022. In 2023, the department will develop a Programme Funding Strategy aligned with wider organisational strategy and this one. During the design stage of the project cycle, the Programme Funding Team will work with programmes staff to ensure that project design and funding contribute effectively to our Theory of Change.

Goal / target

During this strategic period, ShelterBox aims to incrementally increase its annual fundraising target for both restricted and unrestricted channels from £14.3 million gross/£11.3 million net in 2022 to £22.2 million gross income/£18.5 million net income in 2026. Programme Funding will deliver £3.5 million of institutional donor funding: £500,000 in 2024, £1 million in 2025, and £2 million in 2026 for emergency appeals and regional programmes combined.

Diversity

Diversification of our high-level donors is critical for the organisation and driving growth of high-level restricted gifts from institutional donors, major donors, trusts/foundations and corporates in the UK and internationally is a key priority. For all donors, a relationship

⁴⁰ Waste management and measuring, Reverse logistics, Environmentally sustainable procurement and transport, and Circular economy

fundraising approach, focus on major achievements, and exceptional supporter experience will be central to developing existing relationships and cultivating new ones.

Focus

Our focus is on building capacity within our fundraising and programme funding teams to drive growth in our respective pipelines and on developing our ability to offer compelling propositions that inspire support across thematic, programmatic, regional, and emergency related funding. Our new organisational strategy offers an opportunity to target key sectors and areas of funding interest based on programmatic areas of innovation, research, and development, including CVA and emergency preparedness. In addition, the centrality of our new environmental and sustainability goals (ESG) strategy is particularly key to building new relationships with all types and sizes of restricted donors.

Approach

The Programme Funding Team is committed to transparency and accountability to internal stakeholders, partners, supporters, and our programme participants. We will drive sustainable growth in this area over this strategic period by investing in our capacity to deliver institutional funding readiness through funding partnership development, donor and partner mapping, donor compliance and networking prior to approaching institutional donors for funding. Our comprehensive Programme Funding Strategy will outline our approach to global funding relationships and profile-raising, funding consortium partnerships and donor diversification among others to successfully secure funding from institutional donors and large trusts and foundations that have similar requirements as institutional donors. The team commits to developing and managing a comprehensive funding pipeline to continuously track and measure opportunities and applications to new donors.

Supporting locally led response

We will support our local partners to strengthen their capacity to develop high quality proposals and access funding jointly, by taking a co-creative approach to project design and proposal development. This will also benefit our partners beyond their partnership with us. Additionally, we will learn from our partners, with both organisations able to leverage complementary expertise and experience through partnership. During this strategic period, once we have developed our programme funding strategy, capacity, relationships and processes, we may support our local partners to increase their capacity to directly access in-country humanitarian funding opportunities that are open to local and national organisations.

Part 6: Risks and assumptions

Risks

All work is subject to risks. We recognise that our local partners currently take a greater burden of risk. We will identify and understand risks to ensure they are managed well and to ensure that our risk management is shared more equitably with our partners. We will mitigate risk where we can, absorb risk where we need to, avoid it where this doesn't reduce the impact of our work, and only transfer risk where it is ethically the right thing to do. Apart from the standard risks of access, funding, and the newly obvious risks of pandemics and global economic insecurity, the key risks we will face are the impacts of active conflict on our programme participants, our people and our partners, and the increasing risks that climate change poses for communities around the world. Risks include:

- Global price rises and/or devaluation of the pound affect our ability to operate

- Our ability to access disaster areas is reduced due to declining humanitarian space
- Funding levels are severely affected by global economic crisis
- Epidemics or pandemics affect our ability to deliver programmes
- Impacts of active conflict on the people we serve, our staff and our partners
- Current and planned human resource do not meet capacity needs
- Centralised and remote management of partnerships reduces level of oversight exposing ShelterBox to possible security, safeguarding and financial risks

Assumptions

Every programme's strategy is based on a series of assumptions about how good and effective change happens. This includes the assumption that our combined activities lead to the outputs and outcomes that we have planned. We will monitor the outputs and outcomes of our work and use the learning to strengthen or change our activities over time. One of our key assumptions is that an increasing move towards locally led response will support crisis affected people in recovering their shelter resilience more effectively than centralised, standardised, or remote shelter assistance can. A further assumption is that we will be able to find or develop effective, equitable partnerships with partners who align closely with our strategy and our principles. We will build an evidence plan to test our assumptions and strengthen our work based on that evidence. Assumptions include:

- Board and staff members are supportive of strategic direction
- Increasing move towards locally led response will support crisis affected people in recovering their shelter resilience more effectively than other forms of assistance
- Our supporters understand and support our strategic direction and continue to fund us
- We will be able to find or develop effective, equitable partnerships with partners who align closely with our Theory of Change and our core principles
- Global shelter needs will continue to grow
- People want/need the type of assistance that we provide
- We will be able to raise sufficient funds to support our ambitions
- We will be able to attract and maintain the right number of relevantly skilled/qualified staff and volunteers
- The global ShelterBox organisational structures and model of governance remain the same

Glossary

Capacity strengthening / capacity sharing: We refer to supporting our local partners to strengthen their own capacity, or refer to capacity and knowledge sharing, rather than 'capacity building', to recognise that our partners already have significant capacity, and we learn from each other

Direct local procurement: Procurement of aid items from local markets directly by ShelterBox, using our own policies and procedures and direct payment for the materials

Global North: We use Global North rather than 'developed countries'

Global South: We use Global South rather than 'developing countries'

High-income country: A country with a per capita gross national income, calculated using [the World Bank Atlas method](#), of \$13,205 or more⁴¹

International responder: An organisation that provides humanitarian assistance in countries outside of that in which its global headquarters/decision-making centre is based

Responders can be non-governmental e.g., community-based organisations (CBOs) civil society organisations (CSOs), or non-governmental organisations (NGOs); auxiliary to government (e.g. a Red Cross/Red Crescent National Societies); governmental; or inter-governmental (e.g. UN agencies)

Locally led response (ShelterBox definition): The process of recognising and supporting the capacities of communities, local and national organisations to lead responses to crises. It shifts the power from donors and international aid organisations to the local and national levels. We use locally led response rather than 'localisation'

Local responder: An organisation that provides humanitarian assistance at a local or sub-national area within which its headquarters/decision-making centre is located

Low-income country: A country with a per capita gross national income, calculated using [the World Bank Atlas method](#), of \$1,085 or less in 2021 (based on the 2023 financial year thresholds⁴²)

Middle-income country: A country with a per capita gross national income, calculated using [the World Bank Atlas method](#), between \$1,086 and \$13,205⁴³

National responder: An organisation that provides humanitarian assistance across multiple regions within a country where its headquarters/decision-making centre is located

Partner-led procurement: Procurement of aid items by a partner, ideally from the local or regional market and using their own procedures, contacts and knowledge. In this case, we support the cost of the aid items via a grant

Programming/programmes: A programme is a group of two or more related projects. This terminology replaces 'operations' and refers to our delivery of humanitarian assistance across both rapid onset and chronic emergencies, and the work of the Emergency Team and Regional Programmes

Programme participant: We use this term rather than 'beneficiary' or 'recipient' to indicate the active role of participants in our programming

Project: A project can be part of an emergency (response) programme or regional programme

Response: A response to a rapid onset emergency

Shelter in emergencies: Shelter assistance to address needs in the relief phase of a rapid onset or chronic emergency

Shelter self-recovery: 'The process whereby crisis-affected households recover a living space (including repairing or rebuilding, renting or availing of hosted accommodation) relying

⁴¹ Ibid

⁴² [World Bank Country and Lending Groups – World Bank Data Help Desk](#)

⁴³ Ibid

on their own resources and capacities, mobilising their social networks and without formal external assistance. Each household will re-establish a sense of home at different rates and in different ways, eventually moving through temporary or transitory accommodation solutions. They will do so according to their own capacities and priorities.’⁴⁴

Transitional shelter: Transitional shelter is an incremental process which supports the shelter of families affected by conflicts and disasters, as they seek to maintain alternative options for their recovery. Through its five characteristics, transitional shelter can be:

- (1) upgraded into part of a permanent house
- (2) reused for another purpose
- (3) relocated from a temporary site to a permanent location
- (4) resold, to generate income to aid with recovery; and
- (5) recycled for reconstruction

⁴⁴ [Pathways Home - Guidance for Supporting Shelter Self-Recovery | Shelter Cluster](#)

Annex 1: Regional trends

Asia

Millions of people live on deltas and coastlines and in other low-lying areas prone to riverine and coastal flooding, salinisation and erosion, all of which are expected to become worse with climate change and environmental degradation. Disasters triggered 13.7 million internal displacements in East Asia and the Pacific in 2021.⁴⁵

Fragile and conflict affected states such as Afghanistan and Myanmar also contribute significantly to protracted global displacement figures. Bangladesh continues to host over one million Rohingya refugees in flood prone areas who fled from Myanmar.⁴⁶ In Afghanistan 5,894,220 IDPs⁴⁷ were recorded by IOM in April 2022 and there are a further 2.6 million Afghan refugees recorded, the third largest number globally.⁴⁸

In 2022, Pakistan received rainfall three times higher than usual in monsoon season causing flash floods that killed about 1,700 people and affected 33 million with 1.8 million houses destroyed.⁴⁹ Climate change is considered to be the substantive factor in this major escalation.

Middle East & North Africa (MENA)

MENA has some of the world's longest protracted conflicts, combined with frequent disasters and man-made crises. It is also the most water-stressed region globally, and this will be exacerbated by a projected 3°C increase in temperature by 2050. Disasters triggered at least 1.5 million new internal displacements in MENA over the past decade, more than half of them the result of floods. Disaster displacement risk models suggest that nearly 400,000 people in MENA could be displaced by riverine floods in any given year in the future.⁵⁰

Yemen is currently enduring one of the world's worst humanitarian crises, with 70% of the population dependent on aid for survival and 4.3 million IDPs. Research found that nearly 40% of IDPs live in informal displacement sites where access to basic services is largely inadequate or non-existent.⁵¹ The Syrian civil war continues to have devastating impacts with more than 6.8 million refugees since 2011 – 27,300 per 100,000 inhabitants⁵², the highest proportion of the population globally. Another 6.9 million people remain internally displaced.

Eastern Europe

Russia's invasion of Ukraine has led to massive displacement and upheaval: over 7.6 million refugees from Ukraine are recorded across Europe with over 6.2 million more people internally displaced.⁵³ UNICEF reported that more than half of the country's estimated 7.5 million child population fled their homes within one month of war.⁵⁴ The conflict shows no sign of abating and, given the widespread damage and destruction to shelter, significant

⁴⁵ Disasters triggered 13.7 million internal displacements in East Asia and the Pacific in 2021

⁴⁶ IDMC_MenaReport_final.pdf

⁴⁷ Afghanistan | DTM (iom.int)

⁴⁸ UNHCR - Afghanistan

⁴⁹ IOM External Sitrep Pakistan floods_23September_Final.pdf

⁵⁰ IDMC_MenaReport_final.pdf

⁵¹ Needs mount as conflict in Yemen rages on (unhcr.org)

⁵² UNHCR - Global Trends Report 2021

⁵³ UNHCR, UKRAINE SITUATION FLASH UPDATE #32 7 October 2022

⁵⁴ <https://www.unicef.org/press-releases/more-half-ukraines-children-displaced-after-one-month-war>

levels of humanitarian assistance will be required to support recovery once it does come to an end.

East and Southern Africa

The two highest ranked countries in the INFORM risk index are in East and Southern Africa (Somalia and South Sudan), and the region contains four of the world's most neglected displacement crises.⁵⁵ In 2021 nearly 15 million people needed shelter assistance. Conflict, drought, flooding, and tropical cyclones are all prominent drivers of displacement in the region. Climate change is expected to continue to increase the number of people requiring emergency shelter in the region. Rising global temperatures have increased the likelihood of drought, frequency of extreme cyclones, and above average flooding.⁵⁶ They are also indirectly exacerbating the risk of conflict, via increased migration, food and water insecurity.⁵⁷

The Horn of Africa is one of the most vulnerable regions in the world to political and climate crisis. Crises tend to be protracted and large-scale, resulting in the displacement of millions of people. While Southeast African countries have fewer protracted humanitarian crises, the region is prone to drought, floods and cyclones. Climate change is increasing rainfall across the African Great Lakes area, leading to regular flooding across already socio-economically vulnerable communities. Mixed migration to and from the whole region is also significant.⁵⁸

West Africa and Central Africa

West and Central Africa face some of the world's most acute, prolonged, and neglected displacement crises. The primary driver of displacement is armed conflict. At the end of 2021, more than 15 million people in the region were displaced due to violence. According to NRC, six of the 10 most neglected displacement crises in the World in 2021 were in West and Central Africa.⁵⁹ The top three being Democratic Republic of Congo, Burkina Faso and Cameroon.

The Sahel has experienced a sharp deterioration in peace and security due to Islamic extremist and other non-state armed groups exploiting weak governments and political instability to seize territory and influence. According to ACLED, between 2015 – 2022 the number of security incidents in the Central Sahel has increased 18-fold and in the Lake Chad Basin has doubled.⁶⁰

Climate change is another key driver of displacement in the region. Droughts are becoming more severe, reducing access to water and pasture. Resource scarcity exacerbates existing community tensions sparking intercommunal clashes that force people from their homes. Rainfall is also increasingly irregular, unpredictable and damaging to homes and livelihoods. In 2021, flooding affected over 1.2 million people in 13 countries of the region.¹

⁵⁵ [The worlds most neglected displacement crises in 2021 \(nrc.no\)](https://nrc.no)

⁵⁶ Intergovernmental Panel on Climate Change, sixth assessment report, 2021

⁵⁷ Intergovernmental Panel on Climate Change, *Climate Change 2022: Impacts, Adaptation and Vulnerability*, 2022

⁵⁸ [Mixed Migration Centre, 'East and Southern Africa'](#)

⁵⁹ [The worlds most neglected displacement crises in 2021 \(nrc.no\)](https://nrc.no)

⁶⁰ [ACLED Dashboard - ACLED \(acleddata.com\)](https://acleddata.com)

Latin American & the Caribbean (LAC)

Latin America and the Caribbean, the world's second most disaster prone region,⁶¹ is suffering the increasingly severe effects of climate change, including more frequent hurricanes, floods, and droughts. It is estimated that 17 million people could be forced to leave their homes and nearly six million people could fall into extreme poverty by 2030⁶², mainly due to a lack of safe drinking water, as well as increased exposure to excessive heat and flooding.

The region has more migrants per capita than any other region in the world. UNHCR described LAC as facing the largest human mobility crisis in their recent history. The COVID-19 pandemic has had a profound impact on refugees and migrants, further affecting their income and living conditions. The growing Venezuelan crisis has seen record numbers of people fleeing the countries of northern Central America and new migration outflows from countries such as Haiti or Nicaragua. Together with the return of displaced people and migrants to the Northern Triangle it's created an unprecedented social inclusion challenge.⁶³

Environmental impacts are compounding the economic problems. The region is suffering the increasingly severe effects of climate change, which has already caused significant economic and social losses. Hurricanes, floods and droughts are becoming more frequent, and it is estimated that 17 million people could be forced to leave their homes and nearly six million people could fall into extreme poverty by 2030.

Displacement numbers are also rising in Mexico, Nicaragua, El Salvador, Honduras, and Guatemala. Worsening crime and violence, fuelled by drug cartels and gangs, and fragile institutions account for much of the increase, exacerbated by increasing inequalities, the impact of climate emergencies and the COVID-19 pandemic. In Nicaragua, political turmoil continues to drive large-scale displacement.

Pacific

The Pacific region sits within the 'Ring of Fire' and is among the most vulnerable in the world, facing cyclones, earthquakes, tsunamis, and volcanic eruptions. In addition, low lying atolls are adversely affected by slow-onset events such as saline intrusions and coastal erosion. With a population of 10 million people spread across a vast area, during 2010–2021, 914,000 internal displacements were recorded, more than half of which were caused by storms, including tropical cyclones.⁶⁴

The increasing frequency and severity of extreme weather events that result from climate change and rising levels are putting at least 50,000 Pacific Islanders in danger of losing their homes each year.⁶⁵ Many are forced to return to highly vulnerable environments and repeated displacements undermine their livelihoods and their resilience to future disasters.

⁶¹ Latin America and the Caribbean | Global Humanitarian Overview (unocha.org)

⁶² Latin America and Caribbean Overview: Development news, research, data | World Bank

⁶³ UNHCR - IDB and UNHCR join efforts to address forced displacement crisis in Latin America and the Caribbean

⁶⁴ 220919_IDMC_Disaster-Displacement-in-Asia-and-the-Pacific.pdf (internal-displacement.org)

⁶⁵ Pacific Response to Disaster Displacement Project (internal-displacement.org)

Annex 2: Locally led response

We believe that humanitarian assistance should be as local as possible and as international as necessary. Assistance provided to affected populations by local communities and local and national organisations starts before that of international actors and continues after it ends. Our shelter programming in emergencies focuses on supporting local capacities, mitigating the risk of unintentionally undermining them. We acknowledge the colonial foundations of the aid sector and the entrenched power imbalances inherent in it as a result. We have a responsibility to share and shift the power we hold, maximising our contributions to locally led response in this period and continuing to build on this in the future.

ShelterBox defines a shift to locally led response as: The process of recognising and supporting the capacities of communities, local, and national organisations to lead responses to crises. It shifts the power from donors and international aid organisations to the local and national levels.⁶⁶

This annex outlines the specific commitments we make towards locally led response in the strategic period to the end of 2026. We will establish an internal, cross-functional Working Group of relevant ShelterBox Trust, ShelterBox Operations Philippines, and Affiliate representatives to coordinate these efforts.

At the end of October 2022, the [Pledge for Change](#) initiative was launched.

‘The pledge builds on previous commitments made by our sector, for example the Charter for Change and the Grand Bargain, in pursuit of the Global Goals agreed by world leaders in 2015. While those initiatives focus on the role of international NGOs, the pledge emphasizes the part to be played by local organizations and the rights, needs and priorities of local communities.’

At the time of writing, ShelterBox was not a signatory, but our commitments below are aligned with [its pledges](#), which are indicated in bold font.⁶⁷ This reflects sector best practice and gives us the option to become a signatory to this initiative in future. We will further build on the commitments made through this strategy in our Partnership Strategy.

Equitable partnership

- Equitable partnerships will be our default approach by 2030. National and local organisations will lead humanitarian and development efforts wherever possible. We will help them take control, and we’ll engage directly only when there isn’t enough national or local capacity to meet people’s needs. We will:
 - Co-design projects with our partners
 - Listen to, and learn from, our local and national partners through two-way processes, and act on their feedback
 - Create opportunities for our local and national partners in different countries to learn from one another
 - Actively broker access to coordination, decision-making and learning fora for local and national organisations

⁶⁶ Please refer to the Glossary for definitions of local, national and international responders.

⁶⁷ Two of the five pledges under [Influencing Wider Change](#) have not been included as ShelterBox does not have a central policy influencing/advocacy function

- Budget appropriately for translation and interpretation services to avoid national staff taking on these responsibilities and, in doing so, being prevented from playing their rightful role
- Strengthen our own capacity to ensure we are an accountable partner
- Seek input from our partners on how we should ensure equitable partnership in our programming, while recognising that it is not the responsibility of local actors to do this work for us
- Where there is no partnership, or we're responding to an emergency, we'll find ways of working with national and local organisations at the first opportunity. We'll then support them as they take over the decision-making. Wherever we work, our broad aim is to encourage a more resilient, independent, and diverse civil society that works in real solidarity with international organisations.
- INGOs competing for funds, facilities, and talent can unintentionally weaken civil society in the countries where we operate. In the years ahead, we'll allocate more resources to help national and local organisations take the lead. We'll work in partnership with them to make sure they benefit from our presence.
- There will be more collaboration between INGOs to reduce duplication of effort when local organisations are dealing with two or more of us. This should mean a common approach to compliance and due diligence. It could also mean pooling funds and taking other steps to achieve economies of scale.
- We'll take a more collaborative approach to risk management. We'll avoid applying stricter risk requirements to our partners than ourselves and look for ways of minimising the compliance burden on partners. We will:
 - Work collaboratively with our partners to identify and assess risk
 - Equitably share risk with our partners to the extent this is possible
 - Build organisational understanding that perceived risks relating to a more locally led response can be appropriately mitigated or balanced
 - Support our local and national partners to mitigate safeguarding, safety and security, and financial risks, including covering relevant direct costs in project budgets
- We will share the burden of costs in ways that will make our partners stronger and more sustainable. We will:
 - Allow fair charging of direct partner project costs in our projects and a fair percentage for indirect cost recovery (unrestricted funding) in partner budgets to support organisational development and other priorities self-determined by our partners
 - Support partners to directly access humanitarian funding through our partnership and capacity sharing, and shift our own role to be more focused on technical assistance over time

Authentic storytelling

- Our fundraising and communications will reflect our commitments to anti-racism, locally led initiatives, gender equality, and equitable partnerships. We will use our platforms to show the actions led by local communities both during a crisis and as they recover, and the impact made by local organisations.
- We will continue to show the harsh realities of poverty, conflict, hunger, and disasters because humanitarian crises should not be sanitised. But we'll avoid exploitative imagery that portrays people as helpless victims. We will give credit to partners where it's due.

- We will strengthen efforts to make all our storytelling ethical and safe, based on informed consent and accurate representation. We'll amplify the stories people want to tell rather than merely speaking on their behalf. We'll preserve the authenticity of a story all the way through our editorial process, from the gathering of words and pictures to editing, production and publication.
- We won't use jargon that confuses our audiences, our colleagues, and the communities where we work. We'll use plain words that can be easily translated into different languages and readily understood by all.
- We will regularly review our words and pictures, creating a culture of anti-racism, reflection and learning. As language evolves, we'll invite views from colleagues and local organisations, and remove words that have become outdated or offensive.
- We will use language and imagery to inspire wider cultural change. We'll co-produce stories, photographs and video with local organisations and talent. Wherever possible, we'll put local people at the centre of the story.

Influencing wider change

- We will communicate to peers, funders, supporters and partners, why we've decided to change the way we work and how we're going to do it
- We will share what we learn and demonstrate how we're shifting power and resources to the Global South with the aim of encouraging other INGOs to follow suit

Annex 3: ShelterBox Response Criteria

1. Number of people requiring emergency shelter

Are there likely to be at least 20,000 people with unmet emergency shelter needs?

2. Government and other actors' response

Has the affected country's government requested assistance from either local or international NGOs and/or will the government permit our response? Where does the country rank on the INFORM Risk Index? Is the Shelter Cluster active?

3. Do we have an ability to operate?

Do we have an existing presence in-country or have we worked there previously? Can we/partners scale up to meet the need? What is the capacity of local agencies? Is access likely to be possible?

4. Suitability and efficiency of offer

Is our aid relevant and contextually suitable? How well placed are we to deliver against the identified need? What is the efficiency of our ability to respond?

5. Resource availability and timeliness

Can we commit the following resources within a suitable time period? People, Finances, Stock

6. Safety and security

Can we and/or partners respond safely; will aid items be secure? Can we and/or partners mitigate the risks identified within any security assessment?

7. Timeframe

How long do we expect a response will be needed and can we commit to this timeframe?

8. Funding

What funding may be available (Internal/external)?

Criteria for responses

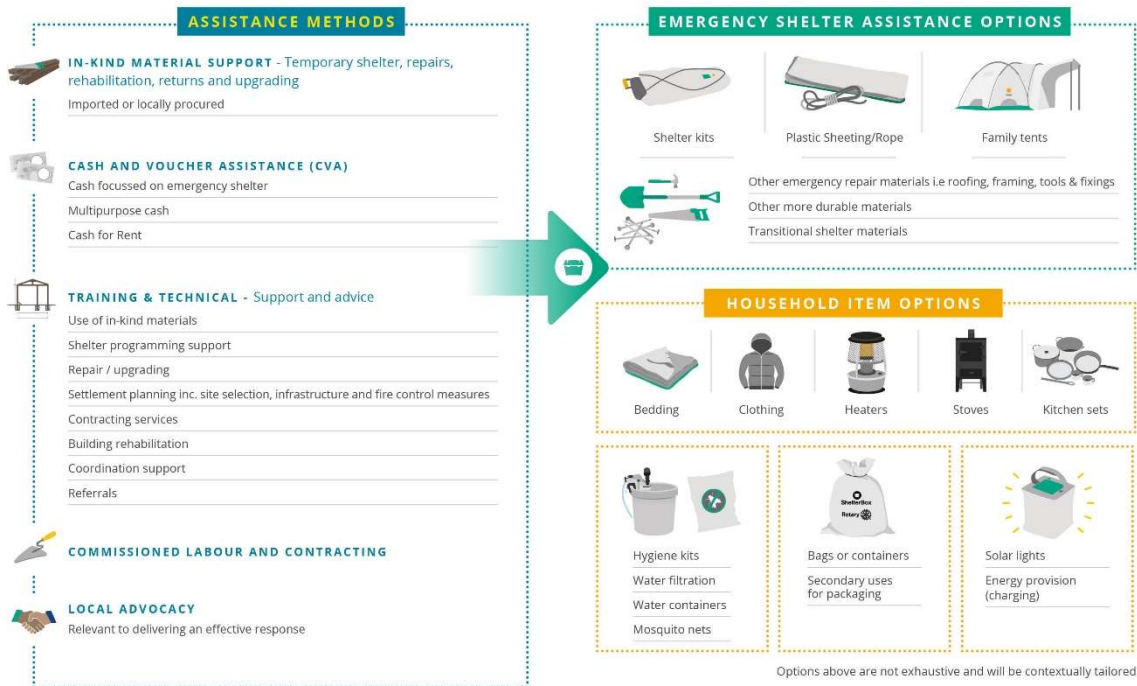
Key information	Level 1	Level 2	Level 3
Number of people affected	- More than 1,000,000	- More than 200,000 but less than 1,000,000	- More than 20,000 but less than 200,000
Scale of damage	- Large scale destruction of infrastructure - Large scale displacement	- Significant damage to infrastructure - Significant displacement	- Limited to moderate damage to infrastructure - Limited to moderate displacement
Government response & capacity of others	- Significant gap in government and other actors' response.	- Government has insufficient capacity to respond to the needs arising from the emergency	- Possibility that government and other actors could become overwhelmed with needs arising from the emergency
Geographical coverage	- Regional/cross-border/one country large scale	- One country or region of country	- Localised within one country
International response	- All cluster sectors activated - UN appeal launched	- Some clusters activated	- Limited coordination structures
Access	- Insecure, fluid situation - Complex situation with high to extreme security/medical risk	- Some restriction on movement due to insecurity - Challenging environment with medium to high security/medical risk	- Acceptable access levels - Relatively benign context with low to medium security/medical risk
Safety and security			
Media interest and profile	- Very high media and public interest, likely to last for 2 weeks+ - High public fundraising potential	- Limited media and public interest - Moderate public fundraising potential	- No strong media or public interest - Limited public fundraising potential

Expectations and commitments by Level

Key information	Level 1	Level 2	Level 3
Organisational commitment	- Organisational priority	- IPD priority	- Emergency team priority
	- Humanitarian response may require a deployment of extra staff. SRT and roster required. - Organisational priority for staffing	- Humanitarian response may require a deployment of extra staff. SRT and surge roster may be required. - Support from IPD and other teams should be ensured	- Emergency team manage the response with input from supply chain and MEAL
Programme design	- Should be developed within 2 weeks covering first 2-3 months and within 2-3 months covering the first year if applicable	- Should be developed within 2 weeks covering first 2-3 months	- Recommended within 2 weeks as good practice covering the first 3 months.
Funding	- Up to £500,000 could be allocated from Emergency fund	- Up to £250,000 could be allocated from the Emergency fund	- Up to £100,000 could be allocated from the Emergency fund
Target	- Overall funding target of more than £1m for 12 months.	- Overall funding target of approx. 500k - £1m for 12 months.	- Overall funding target up to 250-500k for 12 months
Media	- Top priority for messaging. Quality media materials are produced at speed. Spokespeople are available.	- High priority for messaging. Quality media materials produced. Spokespeople available.	- Priority for messaging, quality media materials produced.
Appeals	- Full ShelterBox appeal	- ShelterBox appeal/push out to supporters. Type of appeal will depend on the nature of the crisis and markets	- No appeal. Push out to targeted supporters

Annex 4: Modalities, shelter materials and household items

SHELTERBOX ASSISTANCE METHODS AND OPTIONS



Options above are not exhaustive and will be contextually tailored