

CAPACITY STATEMENT

Our aim is to enable the provision of shelter for 1 million people per year by 2025.

Our values are:

- **Respectful:** Respect is at the forefront of our decisions and actions. We value diversity and the empowerment of our beneficiaries, staff, volunteers and supporters.
- **Honest and act with integrity:** Our actions and decisions are bound by ethical principles. We highly value trust and we strive to communicate clearly and truthfully.
- **Accountable:** We are accountable to beneficiaries, donors, staff and partners. We are committed to using the resources entrusted to us wisely and as efficiently as possible and we take responsibility for our decisions and actions.
- **Resourceful:** We strive to be adaptable, flexible and agile in our response to changing situations, while always acting in the best interests of beneficiaries.

1 WE PUT FAMILIES FIRST

ShelterBox is made up of people who believe in shelter as a human right – that shelter from the chaos of disaster and conflict is vital. When people are plunged into crisis, normality is suspended. But good, quality shelter can cut through the chaos. This is why we provide the tools that enable people to rebuild homes and transform their lives.

We do things differently. We started life as a small organisation in rugged West Cornwall in the UK and have grown to make a big impact across the world in the last 16 years. Since our establishment in 2000, we have provided shelter for more than 1.1 million people affected by humanitarian emergencies.

Our pledge

We are impatient to see a world where no family is left without shelter when disaster strikes. This drives us to transform the support of our donors, fundraisers and volunteers into the hope and power of families all over the world - the power to rebuild homes, lives and communities. Our impatience leads to determination. We will do whatever it takes to ensure that no family goes without shelter.

What we do

We work hard to understand the impact of each emergency and the need this creates within individual communities. We don't believe that one size fits all. The support we provide, whatever shape it takes, gives people the hope and the power to transform their own lives.

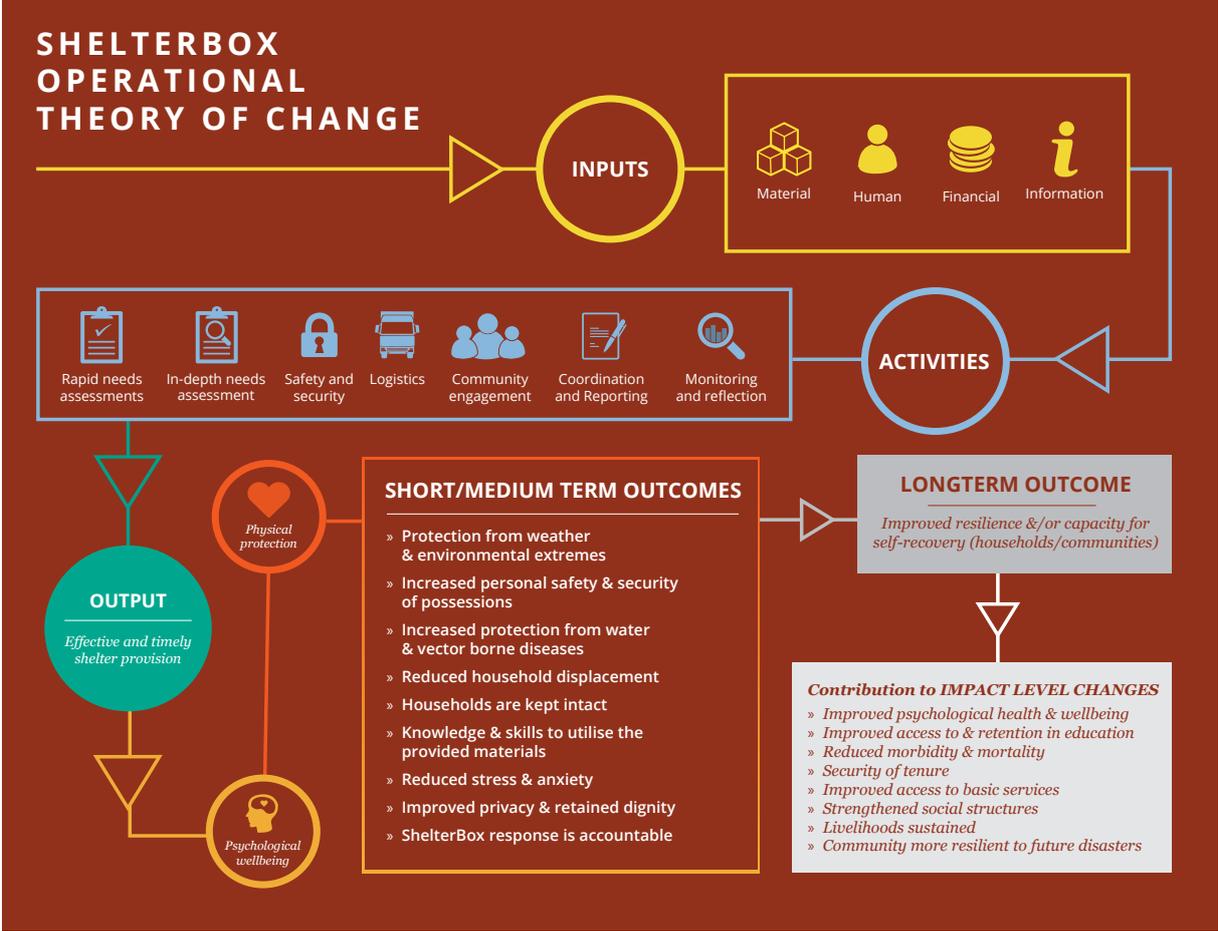
Reduced household displacement: A home is not just bricks and mortar, it is access to livelihoods, public services and community networks. By reducing displacement ShelterBox are helping families to maintain a sense of normalcy. In Malawi in 2015 ShelterBox enabled families staying in gender segregated collective centres to return to their land. This enabled them to recommence livelihood activities and build the resources required to repair or rebuild homes.

Households are intact: This outcome goal is about providing the means for families to recommence normal household behaviours following a crisis, – washing, cleaning or going to school. By carrying on with everyday life, people from affected communities are better positioned to stop focussing on the past and start concentrating on the future.

Reduced stress and anxiety: The provision of a ShelterKit enables a family to build a safe and durable shelter on their home site. Once their immediate shelter needs have been met, affected families are able to concentrate on satisfying their other critical needs such as earning a livelihood. Our evaluations have shown that this helps reduce stress and anxiety.

Training to utilise the tools provided: ShelterBox recognise the importance of training, supporting affected families to utilise construction items to best affect. This provides households with the skills to construct a safe and durable shelter using recognised techniques. Our model of training looks to train members of an affected community, so that they can work alongside other beneficiary families.

Response is accountable: ShelterBox are committed to people centred programming. We are signed up to the Red Cross Code of Conduct, and adhere to sector standards on accountability laid out in the Core Humanitarian Standards on Quality and Accountability.

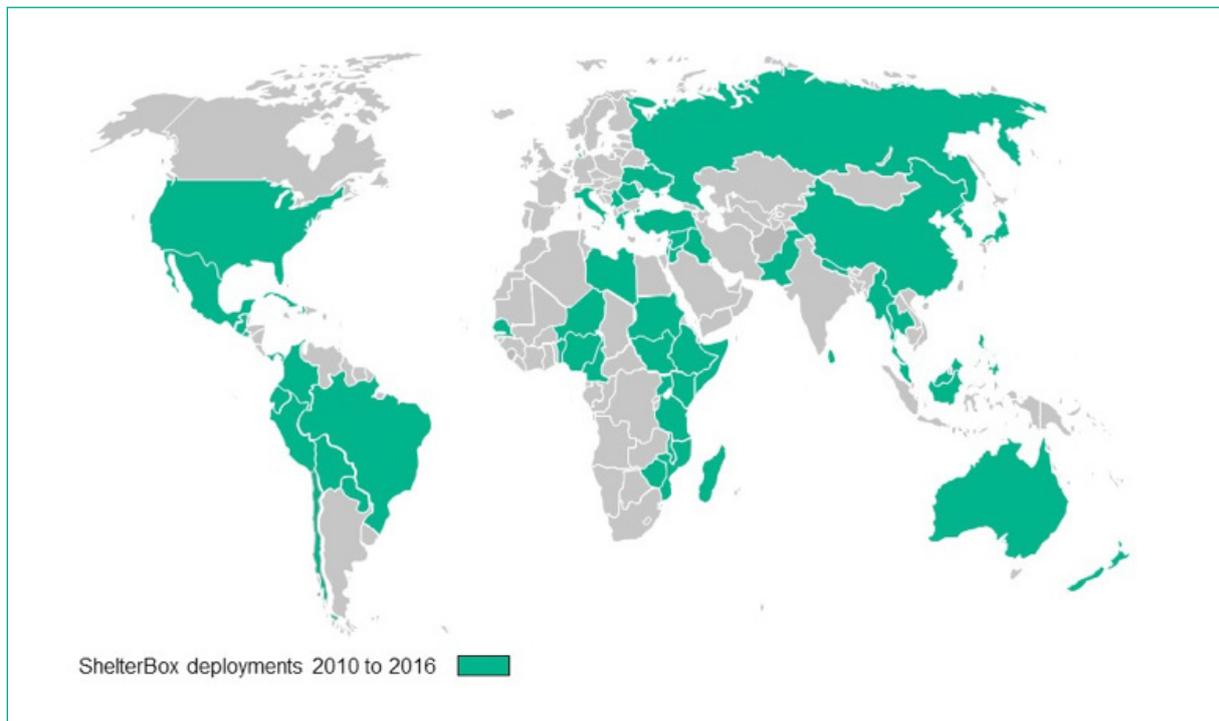


3 EXPERIENCE IN IMPLEMENTING DISASTER RELIEF ACTIVITIES

ShelterBox has 16 years' experience specialising in shelter and NFIs in disaster relief. Our mission is to deliver humanitarian aid in the form of equipment and materials that provide shelter, warmth and dignity to people affected by natural or manmade disasters worldwide. In the last five years, we have responded to 132 humanitarian emergencies in 103 countries affected by rapid on-set disasters (cyclones, hurricanes, typhoons, floods, landslides, earthquakes, and tsunamis) and chronic crises (drought and conflict).

At ShelterBox we make explicit our assumptions regarding how the outcomes of increased physical and psychological wellbeing can lead to improved resilience and the capacity to self-recover. These assumptions are related to whether and how beneficiaries access important assets and transforming structures. There are occasions when the impact of a humanitarian crisis is so significant that these assumptions do not hold true. In cases such as this, we endeavour to provide further assistance, either through the provision of further aid or training or by linking communities with other stakeholders better placed to fill the gap.

Our deployments (2010-2016)



2016 – Supported 29,300 families who were affected by 16 disasters. The most notable emergencies were: Syria & Iraq conflicts, Haiti hurricane, Cameroon conflict, Niger conflict, Chad conflict, Philippines typhoon.

2015 – Supported 14,000 families in 23 countries. The most notable emergencies were: Malaysia flooding, Madagascar & Malawi flooding, Gaza war, Vanuatu cyclone, Nepal earthquake, Democratic People's Republic of Korea, Chile landslides, Niger & Cameroon conflicts, Burundi election conflict, Syria/Iraq conflicts and Greece refugee crises.

2014 – Responded to 28 disasters in 23 countries, supporting 14,000 families across Asia, Africa, South and Central America and Europe with shelter and other essential items. Most noticeable were: Typhoon Haiyan, Bolivia flooding, Zimbabwe flooding, Serbia and Bosnia/Herzegovina, Paraguay.

2012 – Responded to 28 disasters in 23 different countries and at one point was deploying simultaneously in response to 7 disasters. We provided support to 11,000 families. The most noticeable were: Philippines typhoon Washi & Syrian civil war.

2013 – Responded to 26 disasters in 23 countries supporting 18,000 families. The most noticeable were: Philippines typhoon Bopha, Democratic People's Republic of Korea (DPRK), Sudan flooding, Pakistan earthquake, Myanmar conflict, Madagascar Cyclone.

4 PARTNERSHIP WORK

ShelterBox has a collaborative approach to disaster relief, works with many partners around the world, and builds relationships with others to enhance the effectiveness of our work. Partnership is a key added value and enhances our effectiveness. Our strategic plan 2017-2019 objective 4, outlines the importance of global partnerships through the creation and management of relevant and effective partnerships that support our strategic objectives. Our 3 year targets for objective 4 include: recruitment of new affiliates, more rotary field engagement, and development of more key strategic partnerships.

Local networks/partners: In Ecuador (2016) **ShelterBox** worked with Fundacion Progad, a local organisation with no prior experience of disaster relief, in a project sponsored and supported by Habitat for Humanity. Staff and volunteers from **ShelterBox** defined the parameters by which beneficiaries were selected, and then in close collaboration with Fundacion Progad set about developing a training and distribution package that could be cascaded down to the community.

We have a close relationship with Rotary clubs worldwide and can contact Rotarians and their network of 35,000 clubs in 200 countries. **ShelterBox** has been the Rotary International's only project partner in disaster relief since 2012. Since 2006 approximately 90% of our deployment have had Rotary support. In Thailand, the local Rotary network has provided our **ShelterBox** Response Teams with translators, domestic transport, and local contacts which have aided the speed of our response.

Local/national governments: At **ShelterBox** we recognise that our role is to support local and national government's response strategy. In almost every disaster location we engage with the local or national government. Following flooding in Colombia, we worked with the Colombian Government's National Department for Disaster Prevention and Assistance (SNPAD). SNPAD provided information on the worst-affected areas, logistical support, and put our teams in contact with local mayors who assisted with the distributions.

UN cluster system/inter-agency initiatives: Wherever possible we operate in the UN Cluster System with a focus on the Shelter Cluster, but with additional liaison with other cluster sectors for the maximum impact for beneficiaries. ShelterBox have committed staff to undergo the required training to support the Shelter Cluster as Cluster Coordinators, with staff seconding to IFRC to support the cluster during the response to flooding in Malawi in 2015, and to UNHCR in Iraq in response to conflict related displacement.

5 OPERATIONS AND GOVERNANCE

ShelterBox's ultimate decision making authority is its board of trustees, which has full legal responsibility for running of the charity. The trustees act as the directors of the company for the purposes of the Companies Act 2006. Trustees are appointed in light of their commitment to ShelterBox and their experience and skills which enable them to undertake the responsibilities of trusteeship of a large and complex charity.

The board meets at least four times a year and designated members of the executive team attend these meetings as non-voting observers to advise and inform the board.

The board has a number of committees that can also include senior staff members, co-opted individuals and consultants as well as trustees. These committees have specific areas of responsibilities and will provide recommendations within their specified areas for board consideration and approval:

- Audit, risk and compliance
- Finance and fundraising
- Governance
- Human resources

ShelterBox recognises the responsibilities placed by law on a charity trustee and provides a full programme of induction training in all appropriate matters. This includes governance and compliance for all new trustees, as well as refresher training for existing trustees in order to keep them up-to-date with current legislation. The board utilises a number of training providers including the services of the National Council for Voluntary Organisations (NCVO) and their publicised training material. Board members have attended the last two NCVO Trustee conferences in London.

ShelterBox's Chair of the Board of Trustees is Dr Rob John OBE FREng, a specialist in materials engineering, research and business development. He retired as CEO of the renowned research and engineering institute TWI. Our President is **HRH The Duchess of Cornwall**.

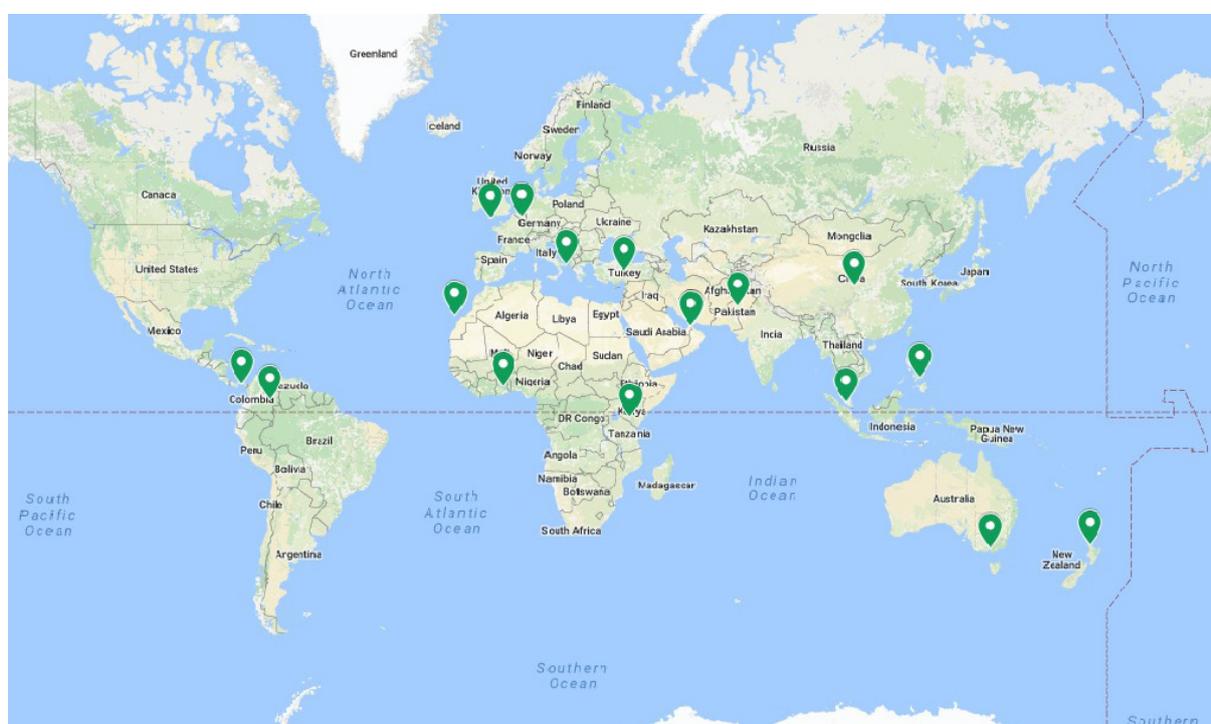
Value for Money (VFM)

ShelterBox delivers value for money for donors and the rapid delivery of appropriate aid to disaster-affected families.

Materials: Working with multiple suppliers, we use economies of scale to keep material costs low without compromising on quality. We have a procurement policy that is based on competition and effective commercial practice to ensure value for money on products and services. Our policy outlines the threshold for contract value and the procedures to be followed which include: obtaining quotes from competing supplier.

Surge Capacity

Our surge capacity is important to enable us to respond to large-scale emergencies. We are continuously looking to improve ShelterBox's already efficient surge capacity. Our new 3 year plan 2017-2019 outlines this aspiration: objective 1 – increasing operational capacity to enable timely and effective delivery of aid to more people; objective 4- create and manage relevant partnerships; and objective 5 creation of a high-performing and values driven organisation.



ShelterBox uses these prepositioning locations globally.

Transport and storage: We pre-position aid in strategic locations using sea freight which reduces our transport costs and enables rapid emergency response. Prepositioning supplies using sea-freight reduces ShelterBox's carbon footprint. We capitalise on opportunities for gifts in kind for storage and transport (as long as this will not impact on speed in an emergency), and usually work with partners in-country on logistics. Our main supplies are pre-positioned in four countries: **1) Malaysia, 2) United Arab Emirates, 3) Panama and 4) Ghana**. We also have limited stocks stored in a number of countries, which enables us to respond to emergencies in an efficient, cost-effective and timely manner.

Personnel: We have trained over 175 [ShelterBox](#) Response Team (SRT) volunteers who are based all over the world: **UK, USA, Australia, New Zealand, Canada, mainland Europe, Brazil, Philippines, Egypt, India, South Africa, Senegal, Japan and United Arab Emirates.** More than 200 warehouse volunteers are available to pack [ShelterBoxes](#) in the UK, and assist with administration, fundraising and communications. We employ 90 administrative staff to support our disaster response. Including those from our affiliates, our work is supported by 462 volunteers every year. Our volunteer to staff ratio is 5 volunteers for every salaried staff. [ShelterBox](#) benefits from approximately £600,000 worth of volunteer hours each year.

Transparency in Governance and Programming

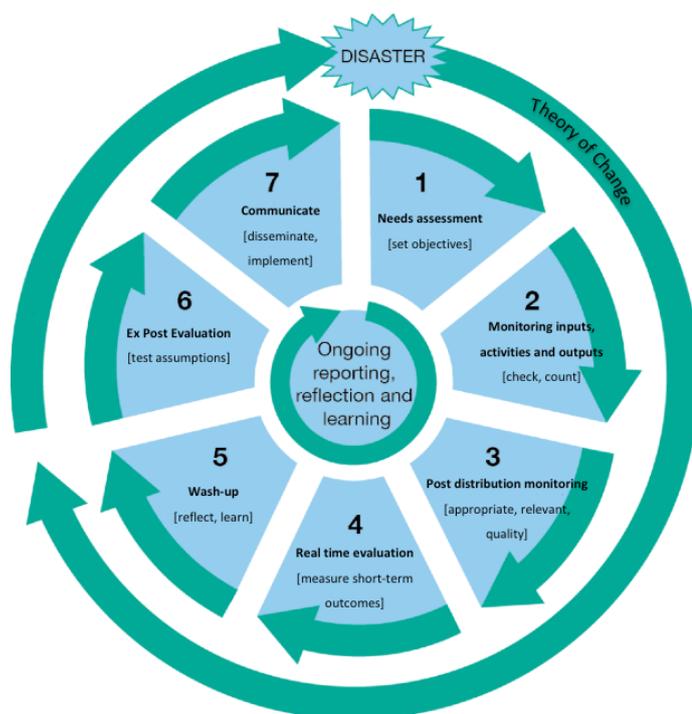
[ShelterBox](#) is a company limited by guarantee and a charity registered in England and Wales, and Scotland. It publicly discloses detailed information on its annual activities and financial transactions to the Charity Commission and Companies House in England and Wales. [ShelterBox](#)'s operations are managed through the UK office and we have affiliates in 17 countries.

6 MONITORING AND EVALUATION

Monitoring and Evaluation at [ShelterBox](#) drives operations and shapes future strategy. We undertake and implement evidence based learning to fulfil our commitment and accountability to our donor and beneficiaries. The unique way that [ShelterBox](#) responds to humanitarian events; often in complex and dynamic environments, calls for a creative approach to Monitoring and Evaluation.

A comprehensive needs assessment drives everything we do; providing the framework for subsequent intervention strategy. Staff and volunteers are encouraged to utilise in-country resources such as information gathered by organisations working at the community level. [ShelterBox](#) uses the short-term outcomes in our TOC as the basis for assessment, adapting them to suit the context of our intervention.

Our monitoring processes are use orientated, drawing from a range of tools that enable operational teams to quickly and effectively understand whether the intervention is progressing in a desired way. This includes the tracking of materials through the supply chain, monitoring the safety and security environment in the country of operation and reporting on the delivery of outputs.



Field teams undertake a series of checks and balances within days of distributions to ensure that the response is appropriate and relevant to the affected community's needs. Communication and change are vital; communicating learning to the appropriate stakeholders and changing the response based on this body of evidence.

An evaluation is undertaken during every response. Occurring one month after the initial distributions, a series of tried and tested indicators are used to measure the extent to which the short term outcomes have been achieved and to provide quantitative and qualitative evidence that the logic for the intervention holds true. A month is considered the optimum time for change to be realised, yet short enough to inform ongoing plans.

When the last team have returned from the field, a post deployment wash-up (sharing) enables all volunteers and staff involved to identify learning as well as celebrate successes. This facilitated group exchange of thoughts and opinions typifies ShelterBox's commitment to creating a learning culture, where self-reflection and objective peer-review is at the heart of our operating behaviour.

Once data from the evaluation has been analysed and the wash-up (sharing) completed, learning and recommendations are communicated to the appropriate stakeholders. To ensure accountability and learning, a final report is disseminated to staff and volunteers, the Board of Trustees, our international network of Affiliates, and the information used to inform donors of how the resources they have entrusted us with have been used to impact the lives of an affected population. Value for Money provides a useful tool for appraising the intervention, where cost and timeliness are considered alongside quality – the extent to which the short term objectives were achieved. This model allows us to identify weaknesses within our international supply chain, the deployment approach or procurement processes without disregarding some of the softer components associated with people centred humanitarian programming.

At ShelterBox we are clear that assistance provided in the first hours, days and weeks following a natural disaster or humanitarian crises should support the longer term goal of promoting self-recovery and increasing the resilience of the affected population. We undertake a minimum of two evaluations a year, six months after the deployment has been closed, with the aim of understanding how our emergency shelter intervention supported or inhibited recovery. This is an opportunity to test the assumptions stated in our TOC and review the logic underpinning our operational model. This information is used to drive strategic change, informing developments in both product and process.

Our partnership, “No Family without Shelter” is registered with the partnership for SDGs managed by the Division for Sustainable Development, United Nations Department of Economic and Social Affairs (DSD/DESA) <https://sustainabledevelopment.un.org/partnerships/>

Charity registration and company details

ShelterBox Trust is a registered charity (1096479) and a limited company in England and Wales (04612652), Vat registered. **ShelterBox** is a charity, independent of Rotary International and the Rotary Foundation. D-U-N-S number: **733385731**

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