



**ShelterBox**

# ShelterBox Canada

## 2027 STRATEGY



# No family without shelter

## ShelterBox's True North

Our mission is to be timely and effective in the delivery of emergency shelter aid in response to humanitarian crises around the world. Recognizing the time-critical nature of our operations, whilst being clear that this should not be detrimental to achieving quality outcomes in improving household living conditions. We believe that the way in which we work with affected communities through consultation, participation, training, and communication, and following 'do no harm principles', is as important as the physical assets we provide.

By realizing our short to medium term outcomes of increased physical protection, improved psychological well-being and organizational accountability, we intend that our interventions help build resilience and promote self-recovery. By meeting the shelter needs of families in the days, weeks and months following a disaster, keeping households together, reducing displacement, and providing the skills and knowledge to build adequate shelter, we anticipate that our actions will contribute to recovery at the household, community and national level.

# INTRODUCTION

Our main objective as an international organization is to provide shelter to one million people per year by 2027. This means rapid growth. This is a simple decision given a changing world with more than 60 million people that are displaced by force and 20 million being displaced by natural disasters. Forecasts show this will grow to close to 200 million by 2050. (Norman Myers, Oxford University).

*Up to 325 million extremely poor people will be living in the 49 most hazardprone countries by in 2030.* ODI 2013

This expected growth in numbers will be caused by various events including an increase in disasters due to climate change. Such events will cancel any positive effects from urbanization or progress on the reduction of poverty. In addition, this widening poverty gap and the movement of people to geographically in appropriate areas will increase exposure to hazards and place millions of people at risk.

These occurrences also produce a spiral that is likely to be impossible to overcome, where the families below the poverty line have not recovered from a previous disaster when another one strikes.

It is ShelterBox's responsibility to grow to meet the need of these vulnerable people. This document explains for an internal audience, the rationale for this growth strategy and the steps ShelterBox will in order to:

- To enable the efficient delivery of shelter to help one million people each year.
- To build solid foundations for growth of the organization.
- To truly understand the needs of affected communities.
- To become a great organization, making sure that we do not settle for being only 'good'.

## SHELTERBOX CANADA

ShelterBox Trust in the UK is the ShelterBox headquarters, and that is where our operations team works. At ShelterBox Canada we focus on the vital fundraising and awareness needed to make sure we will leave no family without shelter.

As the need in the world rapidly grows, ShelterBox Canada is committed to investing in our growth to ensure we can help more families than ever before. All of our investments will be carefully calculated and evaluated, and every decision we make will be made in the best interest of those we serve.

# 10 YEAR OBJECTIVES

Our vision for ShelterBox Canada in 2027 is to:

- Enable the provision of shelter for 137,000 people per year
- Generate an annual income of 10 million dollars
- Be a leading shelter for disaster relief expert in Canada
- Have a best in class organizational culture to retain, develop and attract talented people

These goals align with the global ShelterBox strategy.

# 3 YEAR OBJECTIVES

Our three-year objectives to help us achieve our ten-year growth plan are:

Objective 1: Individual Giving Income

- Fund the cost of helping more people, by significantly growing individual giving income levels.

Objective 2: Awareness and Sector voice

- Drive brand awareness and recognition of ShelterBox and its impact.

Objective 3: Long Term Fund Development

- Invest in programs to help us achieve our long term growth objectives in order to help more families

Objective 4: Capacity Building

- Build our organizational capabilities and capacity to ensure the effectiveness and sustainability of ShelterBox Canada

Objective 5: Partnerships

- Create and manage relevant and effective partnerships that support our strategic objectives

# GUIDING PRINCIPLES

The ShelterBox Canada board has outlined the following guiding principles in which our growth decisions will be made and evaluated against:

- Bold transformative growth
- Effective and efficient use of donor funds
- Innovative and measurable methodology
- Retain develop and attract great talent
- Beneficiary needs first decision making
- Strong governance
- Agility
- Responsible choices for short and long term success
- Keep a human connection
- Accountability and Transparency
- Set focus, resource appropriately and stick to it
- Invest in best practices

# OUR COMMITMENT TO DONORS

ShelterBox Canada has always been, and will always be committed to being transparent and accountable to our donors. Without our generous supporters, none of our work would be possible.

We will always:

- Post our audited financial statements on our website
- Post our annual report on our website and have hard copies if requested
- Provide our donors with information on how and where their donation was used
- Be committed to using as much of each donation for providing aid as possible while also investing in our growth so we can help more people

- Be honest and upfront about how we are using money
- Keep donor's information confidential and protected. We will not sell lists.
- Respect our donors wishes
- Be accessible to answer any questions donors may have

## OUTCOMES

As we grow and professionalize, ShelterBox Canada is committed to keeping our small charity human connection with our donors and beneficiaries. We endeavour to show each donor the impact of their donation.

Globally at ShelterBox we use a deployment theory of change to inform our response planning and implementation as well as our monitoring, evaluation and learning framework. This contributes to clarity, common understanding and effectiveness in our approach and strengthens our partnerships, organizational development and communication. It builds on our 15 years of experience of implementing shelter responses in a range of disaster and humanitarian contexts around the world.

The theory of change allows us to work backwards from the beneficiary focused outcomes we need to achieve and build the strategy for each deployment from this. Our short to medium term outcomes for improving household living conditions are:

- Protection from the weather and environment.
- Increased personal safety and security of possessions.
- Increased protection from water and vector borne diseases.
- Reduced household displacement.
- Households and communities are intact.
- Knowledge and skills to utilise the provided materials.
- Reduced stress and anxiety.
- Improved privacy and retained dignity

These are in-turn used to strive to deliver a long-term outcome of improved resilience and/or capacity for self-recovery for both households and communities.

We will measure success based on outcomes rather than outputs and ensure that as we grow we deliver greater effectiveness in all aspects of timeliness, quality and cost of responses.

# A THEORY OF CHANGE

