

SHELTER SECTOR STRATEGY 2013 to 2020

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PREAMBLE TO SHELTER STRATEGY 2013 TO 2020

Why does CARE do shelter?

Each year hundreds of thousands of homes are destroyed by disasters. Also, similar numbers migrate for reasons ranging from conflict to climate change. One billion people (one in seven of the global population) live in urban slums; by 2050 it is estimated that a further billion will be homeless through the combined forces of climate change and conflict.

Shelter is much more than a roof over your head. A good shelter programme will have a positive effect on gender equality, DRR, accountability, health, well-being, livelihoods – it is an essential step towards recovery. Collapsing buildings in earthquakes cause countless deaths and serious injury. In frequently repeated disasters – floods and storms – the toll of destroyed homes is counted on an annual basis. In both these scenarios it is clear that rebuilding better, safer homes is vital to reducing vulnerability and increasing community resilience¹. Women and girls spend a disproportionate amount of time in their homes: a good shelter programme will involve and empower women.

The scale is often unimaginable – a quarter of a million houses destroyed is not unusual for a major disaster – and it is a challenge to see how we, the international community, can have an impact that is significant. However as shelter is more than just walls and a roof, at CARE we are looking for ways to respond to shelter needs that reflect a broader, more holistic approach – and that doesn't necessarily imply construction.

CARE has adopted shelter as one of the core humanitarian specialisms because of the clear humanitarian need. Moreover CARE is one of the few major dual-mandated agencies that counts shelter as one of their core competencies and we already play an important role advocating for considered and high quality shelter programmes within international forums including the Global Cluster. By doing shelter we not only respond to a massive need, but we also increase the take-up and quality of shelter across the humanitarian community.

There are many ways of responding to shelter needs. Broadly this divides into two areas: meeting immediate needs after forced migration or a natural disaster; and an early recovery phase. Very occasionally the response spills over into a reconstruction phase and the CO will be involved in the building of permanent houses or repair of damaged buildings.

- The immediate post-disaster phase can include the distribution of NFIs: plastic sheeting, blankets, clothes, cooking pots etc.; it could also include “shelter kits”, the material needed to construct a rudimentary temporary shelter and tool kits. These distributions should be accompanied by guidance and supervision, or training in the use of materials and tools.
- Early recovery responses can include a sometimes bewildering array of options – and the CI Shelter Team can support a CO in considering different options. These include: transitional shelters, training in better building techniques, cash programmes, advocacy, support to host families and many others. It can also be an element of an integrated neighbourhood project with significant overlap with other humanitarian and development sectors.

Our key shelter principles

1. The affected population is the first responder and the most important stakeholder.
2. Shelter responses are always context specific: each emergency is unique and off-the-shelf solutions are rare.
3. Shelter should be seen as “holistic”: there are clear overlaps with other sectors, health, livelihoods, WASH, protection, DRR, and so on. Good shelter programming will draw on the development capacity of COs and will partner with local NGOs and CBOs.
4. There is a multitude of options for the delivery of emergency shelter: from NFIs, through cash transfer, advocacy, kits, training, repair programmes, to the construction of temporary housing.
5. Good shelter programming will always have a strong focus on women and girls.

¹ There are separate annexes to this strategy on shelter and gender, livelihoods and resilience.

CARE Humanitarian SHELTER Strategy 2013-2020

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| <p>Sector Goal Support COs, and CI generally, in responding to shelter needs and the right to adequate housing through preparedness and disaster risk reduction and through high quality post-disaster² response.</p> | | | | |
| <p>Key principles</p> <ol style="list-style-type: none"> 1. The affected population is the first responder and the most important stakeholder. 2. Shelter responses are always context specific: each emergency is unique and off-the-shelf solutions are rare. 3. Shelter should be seen as holistic: there are clear overlaps with other sectors, health, livelihoods, WASH, camp management, protection, DRR, and so on. Good shelter programming will draw on the development capacity of COs and will partner with local NGOs and communities. 4. There is a multitude of options for the delivery of emergency shelter: from NFIs, through cash transfer, advocacy, kits, training, repair programmes, to the construction of temporary housing and durable options. 5. Good shelter programming will always have a strong focus on addressing the specific needs of women and girls, and seek to reduce the risks and threats they may be exposed to. | | | | |
| <p>Sector Objectives</p> <ol style="list-style-type: none"> 1. Strengthen CI's capacity to respond to shelter needs both pre- and post-disaster, through close collaboration globally, regionally and at country level and the provision of high quality, timely and appropriate support. 2. Promote throughout CI an understanding of the importance of shelter as an essential part of the immediate response and recovery process; promote an understanding of shelter as a holistic, complex and multi-faceted process that embraces a multitude of different delivery options. In particular promote the involvement of women and girls. 3. Maintain and increase or active presence in international forums such as UK Shelter Forum and the Strategic Advisory Group of the Global Shelter Cluster, enhancing policy and strategy. In particular increase our role within the Global cluster. 4. Ensure thorough assessment, M&E, learning and accountability practice in all shelter programmes and be a repository for learning. | | <p>Measures of success³</p> <ol style="list-style-type: none"> 1. Consistent high quality and high impact shelter programmes and an increased take-up of post-disaster shelter projects and more COs with shelter in their EPPs. 2. CARE globally, CEG, lead members and RECs will have a thorough understanding of shelter programming and its interaction with other sector. There will be an increase in more holistic shelter programmes and a diversity of delivery methods. There will be more projects that don't involve construction such as cash-transfer and support for self-recovery. 3. Maintain and increase engagement in international forums. 4. ALL evaluations are commissioned through consultation with the shelter team and the reports shared; an increase in cross-learning regionally and globally. | | |
| <p>Strategic priorities:</p> | | | | |
| <p>SP1 The focus of our response</p> <ul style="list-style-type: none"> • Foster and maintain a close working relationship based on mutual respect with COs, RECs and lead members. | <p>SP2 Leadership, Authority and accountability</p> <ul style="list-style-type: none"> • Have in place adequate resources and personnel in lines with CARE's position as a global leader in shelter. | <p>SP3 Our Operating model</p> <ul style="list-style-type: none"> • Build partnerships with key COs. • Build relationship with all RECs and lead members. • Encourage shared | <p>SP4 Talent, capacities and capabilities</p> <ul style="list-style-type: none"> • Develop a shelter team with a breadth of different skills. • Continue in-house training to expand and enhance | <p>SP5 Our funding model</p> <ul style="list-style-type: none"> • Develop and build on strategic partnerships that contribute to increased emergency shelter funding. • Develop the sustainability |

² "disaster" is taken to include conflict as well as natural disasters. The affected population may be non-displaced, IDPs or refugees.

³ Note the review of core sectors against performance benchmarks described in the humanitarian strategy will consider performance against measures of success for sector objectives and strategic priorities, as well as commitments made in the sector lead MoUs.

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| <ul style="list-style-type: none"> • Enhance an understanding throughout CI of shelter as a holistic process and a key element to recovery. • Provide timely and appropriate advice and support of high quality to COs for both preparedness and response. | <ul style="list-style-type: none"> • Provide quality advice and support. The shelter team plays an advisory role with respect to COs. • COs consult and inform the shelter specialist team and all M&E should be carried out in consultation with the shelter team. | <p>learning in country, between COs, regionally and internationally through CO networks and other inter-agency regional networks.</p> <ul style="list-style-type: none"> • Offer timely support for response and preparedness both through deployment and remotely. • Strengthen links with CARE Canada to mutually enhance our capacity in camp management and planning. | <p>the capacity of the team.</p> <ul style="list-style-type: none"> • Maintain an adequate staffing level with a minimum of 8 team members including advisors at 60% deployable; the team leader at 20 to 30% deployable; other HQ staff 40% deployable. • Maintain strong standing team through regular updating of the RED. • Prioritise COs that have shelter in their EPP or that wish to include it. • Encourage and support regional and country level training to increase the skill base and the understanding of shelter. • Depending on local capacity, traditions and skills, promote incremental changes towards best practice or support innovation where circumstance demonstrates potential for new solutions. | <p>of CARE's shelter team through continuing and building on core funding opportunities with Private Sector and Institutional Donors.</p> |
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Roles and responsibilities

CARE UK hosts the CI global shelter team which is managed by the Humanitarian Emergency Team of the Programme Department. The team leader is responsible for execution of the sector strategy and for the management of the advisory team. The team ideally comprises a range of skills, both technical and programmatic, with responsibilities allocated accordingly. The team will work closely with CEG including the Head of Program Quality, RECs, other CI Members and other sector specialists. The team leader will be the focus for external representation to key sectoral organisations, principally the Global Shelter Cluster and thereby with IFRC and UNHCR, as well as other key actors in the shelter sector. The team leader or appointed staff will represent the sector on the Strategic Advisory Group of the Global Shelter Cluster.

The advisors offer emergency preparedness and emergency support to COs and to CI regionally and globally, providing both technical and programmatic advice. Advice can also be provided through specialist consultants. The RED is maintained and well-populated with available staff to ensure surge capacity for rapid response.