



Every
Shelter



UNTIL EVERY REFUGEE CREATES HOME

Our Vision and Mission



UNTIL EVERY REFUGEE CREATES HOME

Our Vision and Mission

WHY DID WE MAKE THIS BOOK?

The world faces unprecedented challenges with human displacement. At the time of writing this, over 100 million people globally are displaced. The nature of displacement has changed such that the average displacement period is over two decades long. That's over twenty years of being away from home.

Refugees are some of the most marginalized and unreached members of societies. Most host countries want to ignore them. Most host countries don't allow refugees the right-to-work, or the right to build permanent structures. Said differently, most refugees spend decades in a state of economic, social, and relational purgatory as they await the small chance of being permanently resettled elsewhere or the smaller chance of being able to return home to their country and old life of safety and peace.

Not only are refugees hard to reach, but they are often purposefully forgotten and ignored. Having been persecuted away from their homelands, they find themselves alone in a host country, left to bureaucratic processes that have no guarantee and no known end.

We wrote this book for people like you, who we believe see this problem like us: that these realities are fundamentally unacceptable and we must act.

We wrote this book for people who see the latent promise in the vast number of aspiring refugees, who though victimized by war and violence, are yet incredibly capable and ready to work

and rebuild their own lives. We see a future where the global refugee system is led by refugees in control of their own stories again.

What follows is:

- A. high level overview of the problem,
- B. the way we see our work and mission fitting into the larger ecosystem of partners and players working to address these issues,
- C. an introduction to our strategy and five year work plan.

We wrote this book with the hope that you would join us in this work, resolving to build a new system with refugees right at the center. A system where every refugee can create home, wherever they are, for however long they are there.

Thank you for taking the time to consider this work.
Until every refugee can create home.

- THE EVERY SHELTER TEAM



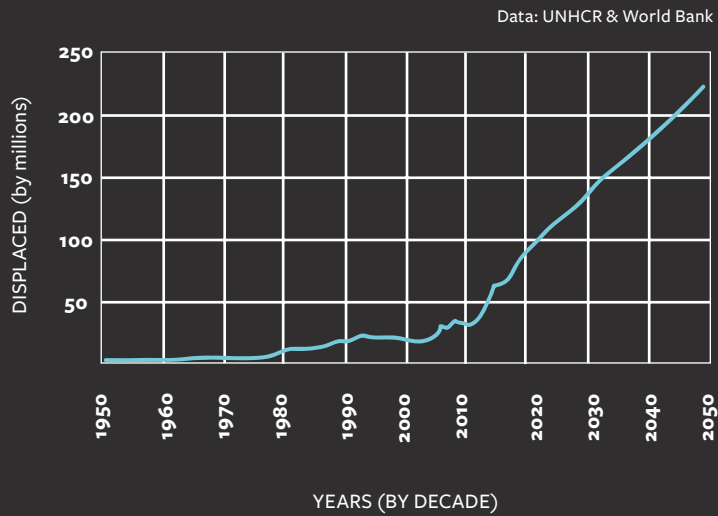
OUR WORK

We design shelter solutions for refugees.



Over 100 million people are displaced.

The World Bank predicts it will grow to over 240 million displaced and in need of shelter by 2050.



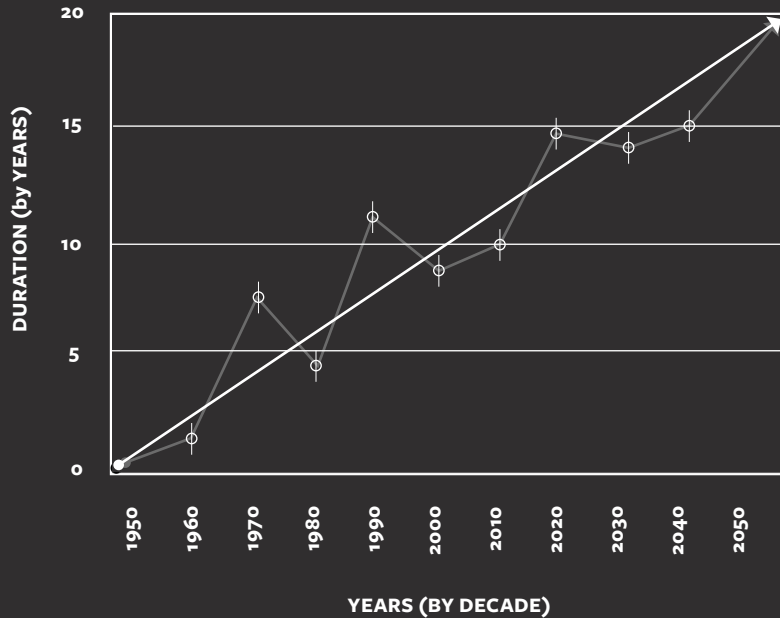
Where are refugees from?



AN EVOLVING LANDSCAPE

The duration of a displacement event is growing. According to the UNHCR, refugees will be displaced for over two decades on average. Imagine attempting to raise a family while camping for decades.

graph is a representation



Less than .1% of those displaced will ever be legally resettled.





THE BAD NEWS

The refugee-aid industry is not designed to solve protracted displacement. It is designed for emergency relief and resettlement. But the problems are protracted and the system can't keep up.

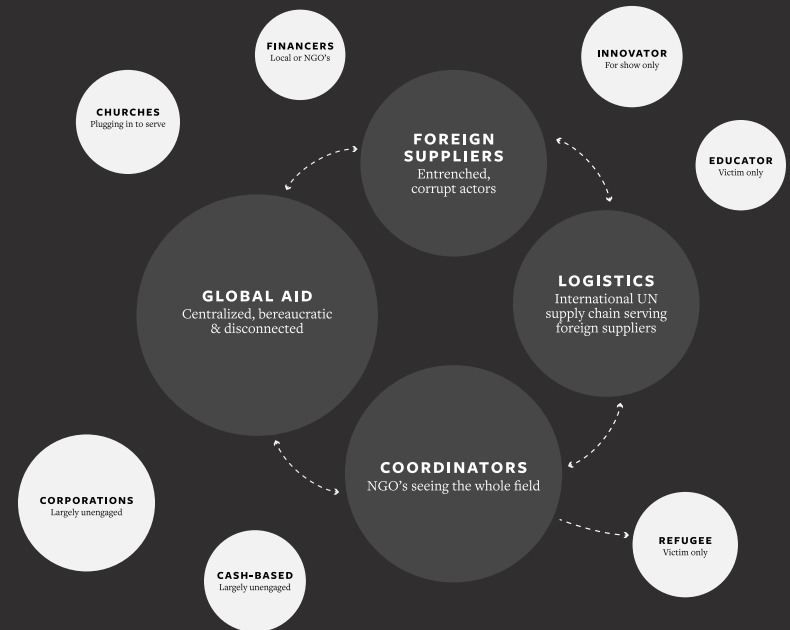
We fundamentally reject this reality for millions. It is not OK for families to live like this for decades on end.

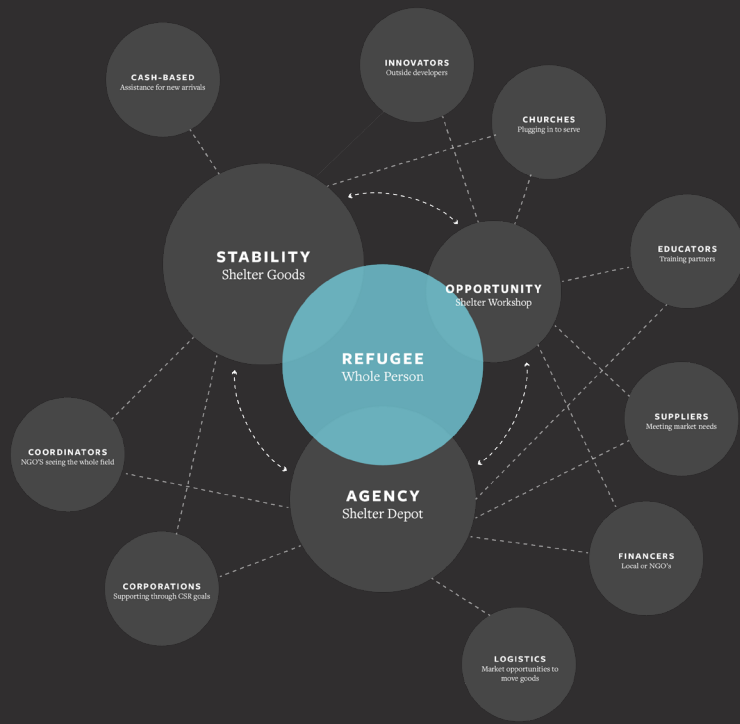


THE PRESENT

THE STATUS QUO

- + The needs of refugees are hypothesized in Geneva and reduced to a globalized average.
- + Existing decades-long contracts with foreign for-profit organizations are maintained and large amounts of value is lost to logistics.
- + Aid groups bid for contracts to act at the directive of non-local experts.





THE GOOD FUTURE

REFUGEES HAVE THE ANSWERS

Together we envision a new system where refugees are making decisions for themselves and their families again.

FIVE YEAR GOAL

DEMONSTRATION AND REPLICATION

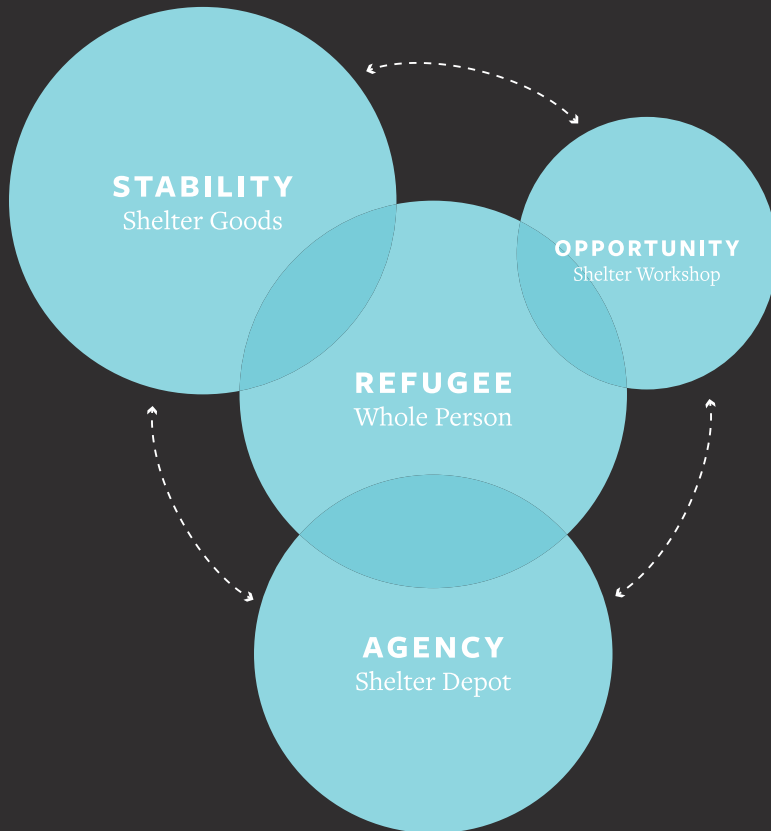
By 2028, Every Shelter will have successfully demonstrated a new scalable refugee-aid system which is centered around refugees themselves, specifically demonstrated in Uganda.





WHY UGANDA?

- + Stable host country since 1950's
- + Third largest host country globally
- + Great partnership potential
- + Higher tolerance for refugee right to move / work



A Better Way

WE PROPOSE ALTERNATIVES

- + Producers as neighbors, not foreigners
- + Manufacturing in Kampala, not Shenzhen
- + Beneficiaries seen as participants, not only victims
- + Distribution by markets, not bureaucracies
- + Research and Development in Settlements, not Geneva

We believe in refugees.

We design shelter solutions for refugees by investing in refugee-production of durable **Shelter Goods** at our **Shelter Workshop** for these goods to be sold at **Shelter Depot**.

This is our ecosystem solution.



Shelter Goods

REFUGEES HAVE

WE GIVE

THROUGH

Needs

Stability

Shelter
Goods™

STATUS QUO

Refugees have limited access to high quality shelter goods. Most goods available are designed for temporary conditions and are imported from abroad.

HOW WE DO IT

Refugees can access high quality, durable, locally made shelter goods which last.

OVERVIEW

Every Shelter develops good, durable shelter products for refugees (*Emergency Floor & Bashe Bora*). We are building an ecosystem to enable and empower refugee creators, makers, inventors, and entrepreneurs to solve problems and scale solutions.



Shelter Depot

REFUGEES HAVE

WE GIVE

THROUGH

Preferences

Agency

Shelter
Depot™

STATUS QUO

Refugees travel days or hours to procure basic shelter materials at expensive rates with no way to easily transport their goods home.

HOW WE DO IT

Refugees can get high quality goods made by fellow refugees, locally at a retail shop.

OVERVIEW

Shelter Depot is like a Home Depot in a refugee camp. It provides product solutions to context specific problems. By listening to what refugees actually need and want, Shelter Depot becomes an adaptable retail store-front. Refugees can purchase or work for goods, with innovative “work-for-credit” opportunities.



Shelter Workshop

REFUGEES HAVE

WE GIVE

THROUGH

Aspirations

▶ Opportunity

▶ Shelter
Workshop™

STATUS QUO

Refugees are not able to participate in or benefit from the shelter-goods economy. Most shelter goods are imported from abroad.

HOW WE DO IT

We incubate refugee-led businesses that produce shelter goods locally creating new economies and jobs.

OVERVIEW

Creating unique, good jobs for refugees is a critical way to help refugees rebuild their lives. Refugees are talented, skilled, and hardworking people. It only makes sense to train them to be the producers of the goods needed by other refugees. We are building a model that sees refugees not just as victims, but as collaborators and producers.





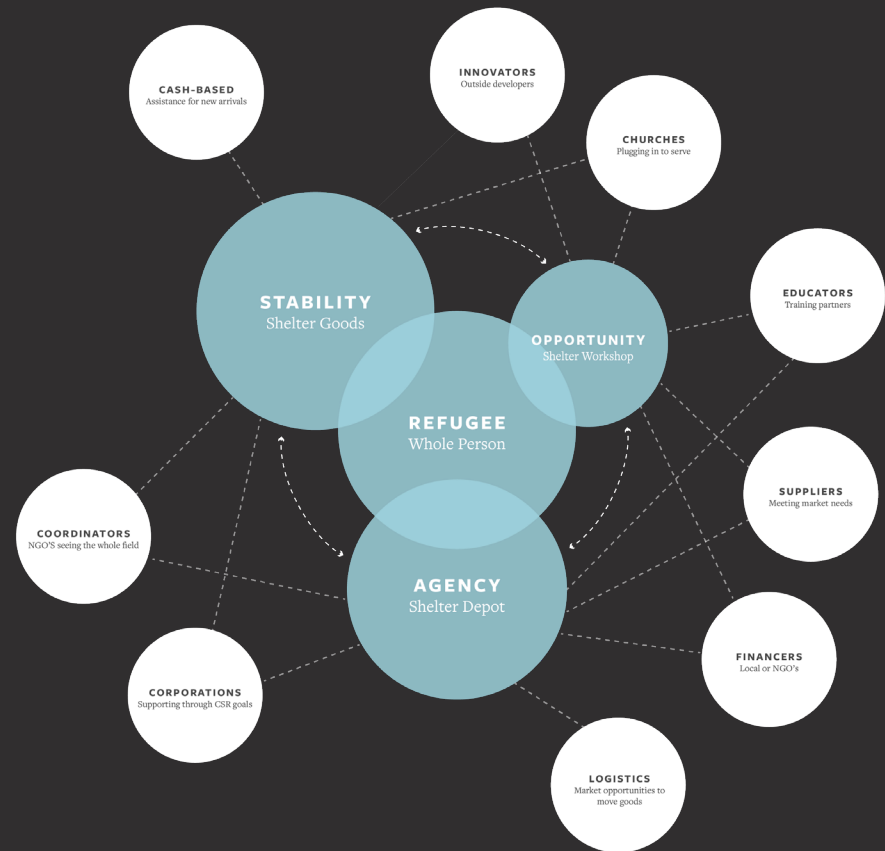
OUR HOPE

We see refugees as the active leaders and participants in every aspect of the refugee-aid ecosystem. We hope to see behavior change across the humanitarian aid sector which looks like treating refugees as both consumers and customers again.

FIVE-YEAR ECOSYSTEM

We are reconfiguring the shelter goods economy to be centered on refugees, themselves. In this way, we will build a system that can accommodate refugees in long term displacement.

If we can do this in Uganda, we can scale this new aid delivery model anywhere in the world.



ECOSYSTEM MODEL

AN EXAMPLE: OUR BASHE BORA TARP

Shelter Goods

Our unique “Bashe Bora” tarp (*or Better Tarp in Swahili*) replaces the UN’s tarp that only lasts 3-6 months with a roof tarp that lasts 5-10 years. Leaky roofs are the number one complaint in refugee settlements in Uganda.

Shelter Depot

Bashe Bora is available for sale in settlements at Shelter Depot. Display units are available so refugees can judge the product for itself and choose for themselves. Refugees spend money to buy alternative, inferior options for their roofs. Bashe Bora is an affordable, long term solution.

Shelter Workshop

Every Shelter trains refugees to become certified Bashe Bora producers through the Workshop program. A local business utilizes these trained producers to fulfill orders centering the economic benefits of the sales of this novel new product with refugees and Ugandans alike.





HOW WE SCALE

BY HELPING OTHERS REPLICATE OUR SUCCESS

We believe the best way to scale our work globally is to first demonstrate by doing in Uganda. Others will be better suited to build our refugee-centric ecosystem approach in their geographically and culturally nuanced places. Anticipating this, we are building tools, systems, and technologies so we can ultimately help others replicate our work until every refugee creates home - wherever they find themselves in the world.





Every Shelter Team



Scott Key
Co-Founder, CEO, USA



Austin Hermann
Chief of Staff, USA



Richard Wadada
Facilities Manager, Uganda



Stefanie Cortez
Grants Manager, USA



Loise Wanjohi
Head of Programs and
Operations, Uganda



Lauren Hanson
Community Manager, USA



Emmanuela Zamba
Programs and Operations
Assistant, Uganda



Ashaba Mukama
Programs and Operations
Assistant, Uganda



Joseph Otika
Shelter Depot Coordinator,
Uganda



Megan Mark
Director of Development, USA



Samuel DeBartolo
Research and Design Lead, USA

Every Shelter's Board of Directors

Judy Nyquist

Philanthropist
Varies

Joe Meppelink

Partner
METALAB Studio

Admir Masic

Professor
MIT University

Carly Seidewand

President
Resintech

Sam Brisendine

Architect/Co-Founder
Murphy Mears/Every Shelter

Emily Soltvedt

Portfolio Manager
Riverbridge Partners

Scott Key

CEO/Co-Founder
Every Shelter

Douglas Meikle

Founder
TrueWorks

Emily Hornok

Professor
Baylor Univeristy

Uganda Programs Advisory Board

Janine Deetlefs

JCDcaux
Dar es Salaam, Tanzania

Marie Nyiraneza

Norwegian Refugee Council
Nakivale Settlement, Uganda

Jade Acker

Refuge & Hope
Kampala, Uganda

John Irungu

Moban SACCO
Nakivale Settlement, Uganda

Noella Kabale

REAL Uganda
Kampala, Uganda

Andy Agaba

Hiinga
Kampala, Uganda

Anna Betu

Kampala, Uganda

UNTIL EVERY REFUGEE CREATES HOME

Our Vision and Mission



Learn more on our website.



