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50 for 50

Readying for the next 50 years of impact
Frequently Asked Questions

A world where everyone has a decent place to live



Build more and better homes

Improve housing conditions for **3 million people** through new construction and improvements.

- Scale building, repair and home improvement innovations.
- Expand integration of energy efficiency and climate resilience strategies.
- Strengthen Habitat's position in disaster resilience and recovery.



Transform housing systems

Contribute to improvements in the performance of housing markets that benefit **14 million people**.

- Improve access to housing finance.
- Test and scale product and service innovations that help housing markets build more and better.

Contribute to policy changes that advance access to **quality affordable housing for 30 million people**

- Accelerate locally led advocacy around coordinated policy priorities.
- Invest in research to increase our influence through data and evidence.



Inspire action for housing

Mobilize **3 million people** and activate deeper engagement on housing issues.

- Expand and deepen local volunteering.
- Increase understanding of housing's contributions to health, education, equity and economic outcomes.

← Demonstrate opportunity to scale impact in the international network →

Develop key capabilities

- Harmonize our programmatic approach, including our commitments to people-centered development and community empowerment.
- Strengthen network leadership, including board members, national directors and executive directors.
- Standardize core operating model and streamline people-centered processes and technology across the global network.

Fund the mission

- Optimize collaborative fundraising and innovate donor acquisition approaches in the U.S. market.
- Accelerate growth of large, transformational gifts and awards.

Faith foundation

We choose housing as the means to put our Christian faith into action because housing is the foundation for the health, education, well-being, equity and wealth of families and communities. We are committed to loving all our neighbors, doing justice, and walking humbly with God.

Strategic Glossary of Terms

Scope: The strategic plan is not intended to be inclusive of all of the activity that goes toward advancing Habitat's mission. It highlights the areas we want to prioritize for growth or change in the way that we operate.

Strategic focus areas: The strategic framework includes six "strategic focus areas" that identify the broad areas of work that will drive us forward. They are: build more and better homes; transform housing systems, inspire action for housing; develop key Habitat capabilities; fund the mission; and maintain our faith foundation.

One house: A subtle but significant shift, this frame is intended to highlight the integration across the ways we work to bring change in housing systems. We want to be intentional about breaking siloes in the focus areas. So instead of three houses we have one. Under the same roof are all the ways Habitat works toward a world where everyone has a decent place to live.

Targets: Increasing access to quality, affordable housing for 50 million people would be the largest impact during a three-year period in Habitat's history. We will do this by redoubling our efforts on what we know works well, and testing ideas that we believe can drive new growth. The four numeric targets -- cumulative over the life of the plan -- are:

- Improve housing conditions for 3 million people through new construction and improvements.
- Contribute to improvements in the performance of housing markets that benefit 14 million people
- Contribute to policy changes that advance access to quality affordable housing for 30 million people
- Mobilize 3 million people and activate deeper engagement on housing issues.

Targets in context: These targets introduce a slightly different way of grouping our impact. In our annual reports we combine the first two targets – improving housing and improving the performance of housing markets – to quantify our efforts to build and improve housing. In the strategic framework we position our building programs as a standalone focus area, emphasizing the direct impact of constructing homes as well as our relevance and reputation as a homebuilder.

We then group efforts to improve housing markets and advocacy for policy changes together in the focus area of transforming housing systems. This approach highlights both our hands-on building efforts and our work to create broader changes that expand access to quality, affordable housing.

Strategic priorities: Within each strategic focus area in the framework is a bulleted set of strategic priorities. Each priority has a corresponding "body of work" document describing the scope of work, key milestones and performance indicators.

Best practices: We all need to think about how we behave as one collective network – standardizing is a necessary step in scaling. This means we reinvent less and adopt best practices from around the network. By converging around common systems and processes, we can achieve greater operational efficiencies and ultimately help more people access affordable housing.

Maintaining our faith foundation: At the base of the plan, we have maintained Habitat's faith foundation. This builds on work done over the last three years to better define what our Christian identity means for the organization and how we manifest it in our work. It underscores our commitment to housing justice and equity in all that we do. We emphasize equity as a key element of the programmatic approach we seek to harmonize across the network and a driving force behind our efforts to inspire action for housing.

Alignment

What will be required of the network to align with this plan?

We are asking our network to align current strategies to the new strategic plan. This should be manageable in the short term, as our 50 for 50 plan retains key features of the Three House framework.

We have developed a template and toolkit (available on the International Knowledge Center) to help national organizations align their strategies to the new 50 for 50 strategic plan. We are asking all NOs to migrate existing strategies into the format that we have provided and to include output targets for the four goals of the plan. Over the next three years, as we implement different strategic priorities, we will collaborate with the network to co-create solutions that will shape our future operations. Each change will be supported by clear communication, consultation, and implementation plans.

Will this plan impact regional frameworks?

Yes, this plan applies to our entire global network.

Within HFHI, all divisions will align their existing strategies and operating plans to the new 50 for 50 plan and strategic framework.

Regional frameworks and national strategies will also align to the 50 for 50 plan, and we aim to complete that process by the end of this FY25 fiscal year. This will not affect regional or national decisions to account for critical context in their geographies, such as key target populations and drivers of housing needs.

The plan also introduces global business solutions that will be a strategic priority to implement consistently across all regions to streamline and standardize core business processes.

Change

How big is the change represented in this plan?

The 50 for 50 strategic plan evolves what we do as well as how we do it. Our three programmatic focus areas—building homes, transforming housing systems, and inspiring action for housing—are a continuation of the same lines of business we have emphasized since 2012, but with narrower strategic priorities to drive impact in each area.

In our operational focus areas, many of the changes in how we work build on initiatives that have been underway or under discussion for several years now, including the development of regional strategic frameworks, the establishment of our overarching International Program Framework, and our International Theory of Change. The 50 for 50 strategic plan aims to strengthen our alignment and collective engagement in key programs, to move toward more consistent and

standard programming (e.g. harmonizing our program approach), and to more rigorously identify and scale innovations in on-the-ground implementation (e.g. building innovations and local volunteering).

The new plan introduces more significant change in the operational space. We are pursuing greater consistency in core business processes and aim to design and begin installing common digital solutions within the network before the end of FY27. “Unify: Forward” will transform our HFHI and international network operations by standardizing core HR and financial management capabilities. Advances in Collaborative Fundraising work that began as part of the US Collaborative Operating Model, will help reduce competition and donor confusion in the US market, enabling revenue growth for all of Habitat.

What is actually different about this strategic plan?

Three important changes in the 50 for 50 plan are:

1. **Global scope:** This is a global strategy designed for the entire Habitat network including US affiliates and affiliate support organizations, national organizations, and HFHI.
2. **Greater integration:** We seek greater integration among our programmatic focus areas. The new plan underscores that we must improve our ability to link our building, market systems, advocacy, and volunteering work to influence housing systems and bring about large scale, lasting, positive improvements in access to decent housing. We are moving from a question of “How do we design and scale our build projects?” to one focused on “When we build, what are we demonstrating that could be adopted (and ultimately scaled) by the broader housing system?” We build and inspire others so that we can contribute to transforming housing systems.
3. **Focus on scale:** The subtitle of our new strategic plan is “Readying for our next 50 years of impact.” To reach our full potential as a network, we must get better at identifying, developing, and standardizing successful approaches to reducing housing need, and scale those across our network. The focus on scale means we cannot be satisfied with independent innovation around our network if we are not leveraging it for greater collective impact.

How will Habitat be different at the end of this strategic plan?

If we are successful, Habitat will have built a collective ability to drive meaningful changes where we work. We will be recognized not only for our community connections and positive impact on the families we serve directly, but also for our expertise in housing systems, energy-efficient construction, disaster recovery, and sustainable development. Our network will operate with greater consistency and quality, supported by a shared digital infrastructure that fosters transparency and collaboration. We will be a learning organization, sharing research and knowledge across our network and with peers. This will help us to scale successful initiatives and open up avenues for even greater impact in the years ahead.

What's the relationship between this strategy and the ongoing effort to update the standard National Affiliation Agreement, or NAA, between HFHI and national organizations?

The revision of the NAA is part of our effort to improve the mutual accountability between HFHI and the federated network and to facilitate the kind of collective action that is at the heart of the new strategic plan. This project is part of our strategic priority to standardize our core operating model.

Historically, the NAA was designed to provide a minimum standard of alignment and performance within the network that mitigated risk to the brand but did not facilitate the kind of strategic and operational alignment that we view as critical to our next big step up. Revisions to the NAA aim to increase consistency and quality of program implementation by clarifying management and governance standards.

Information and Resources

Where can I get more information about the strategic plan?

The best place to get answers to your questions is from your direct supervisor or division leader. We are also posting resources to the [Strategic Plan: 50 for 50](#) page on InHouse and our International Knowledge Center, accessible here: [Strategy](#)

Where can members of our network get more information?

We are publishing information about the strategy as well as tools for aligning local strategies to our new strategic framework on the International Knowledge Center here: [Strategy](#)

Network Engagement

How was the network engaged during this process?

For the past seven years, we have worked closely with our network in the US and internationally to develop new models for how we operate, fundraise, and implement programs. The Collaborative Operating Model work in the US and international Global Impact 2025 project were particularly visible, but we have also had wide-ranging network discussions about the possibilities for deepening our work in housing finance, energy efficiency, advocacy, disaster recovery, research, and more, as well as about the evolution of our business systems for program measurement and our Global Village volunteer model.

HFHI leadership drew on these engagements to propose a clear way forward for the global network that consolidated our many conversations in a single plan that we reviewed with US Council, our International Strategic Advisory Council, and our International Board of Directors.

We believe the plan reflects the discussions we have had and offers a bold proposition for our further evolution to become a network that is ever more capable of making the world a place where everyone has a decent place to live.

How will the network be engaged through the implementation of the plan?

We will continue to work with the International Strategic Advisory Council and the US Council to ensure the network shapes detailed implementation plans. Most of the strategic priorities in our 50 for 50 plan will require close collaboration with the network to implement. While the plan establishes areas of strategic priority through FY28, it does not set out all of the solutions or programs that will achieve our goals, or the details of how particular programs should be designed and implemented. We will need to co-develop these details with input from our network.

Are there any parts of the plan that will impact our network more significantly?

In our programmatic focus areas—building, transforming housing systems through market innovation and advocacy, and inspiring action for housing—we aim to generate new opportunities for network members to increase their impact and develop compelling cases for donors' support. US affiliates and national organizations will be impacted in proportion to their engagement in these lines of work and their appetite and ability to help drive towards our goals and targets. All network members will have opportunities to opt into new ways of working over the three years of the plan.

In contrast, we expect more significant network impacts in the operational focus areas, as we move towards more consistent business processes, more collaborative fundraising, and more shared, standardized digital platforms for the network. The 50 for 50 plan also aims to clarify the core operating standards we need to successfully execute the plan.

How will we measure our success?

The strategic plan establishes three-year targets for lives impacted through each of our programmatic focus areas. These targets are stretch goals that we will use to gauge our progress and impact. We expect and plan that our advocacy and market systems work will drive the greatest contributions to our overall 50M target over this planning period.

In addition to our numerical impact targets, our success also depends on progress developing our operational and fundraising capabilities. We aim not only to touch 50M lives, but also to ready our network for even greater impact beyond the three-year planning horizon. Therefore, each strategic priority has indicators that measure our implementation progress. These indicators include basic project management information (e.g. key milestones) that will tell us whether we executed what we said we would and whether we are realizing hoped-for improvements in our performance.

What happens after the three-year plan?

We should never be without a strategic plan to increase our impact. As we move into FY28, HFHI will engage the network to design a successor plan that builds on the lessons of 50 for 50 and identifies priorities for our further evolution in the next planning period.

Ownership and Management

Who approved the plan?

HFHI's senior management group presented the 50 for 50 plan to its International Board of Directors in November 2024. The board approved this direction and encouraged HFHI to continue developing implementation detail in consultation with US and international network members.

Who is responsible for leading implementation?

HFHI's senior management group is responsible for overseeing implementation of the 50 for 50 plan. The role of SMG is to monitor overall progress and to adjust the plan as needed to reflect implementation lessons and changes in our strategic operating environment.

Each strategic priority is sponsored by one or more members of the SMG. These executive sponsors will oversee implementation of a portfolio of prioritized programs under each strategic priority.

Each program will be led by subject matter experts at HFHI. Typically, programs within the plan will require a working team that will be led by these subject matter experts. Working teams are not limited to HFHI participation and in some cases will engage standing bodies in the network (e.g. ISAC and US Council committees and sub-committees) to bring network perspectives to program implementation. There will be significant opportunities to collaborate with the network throughout our implementation, but we also know that not every network member will be engaged in every part of the plan.

Will countries receive further resources, financial or otherwise, from HFHI to help manage the changes the strategic plan entails?

We do not have additional resources to facilitate the transition to our new plan. The plan establishes network priorities to drive our impact and strengthen our financial stability. Where we need more resources to support critical investments we will need to prioritize, moving funds from areas of relatively low return to areas of higher priority and higher return. We also expect that by moving to shared digital platforms and more standard business processes, we will save both time and money, allowing us to shift staff and funding to higher value uses.

Demonstration Countries

What are demonstration countries?

As a tangible example of how we will bring our strategic frame to life, HFHI has identified 13 key countries or areas to serve as what we are calling "demonstration countries" through FY28. This approach aims to address housing deficits by leveraging Habitat's unique strengths and expertise, while also identifying opportunities for improvement, such as capacity building, forging new partnerships, and other strategic enhancements.

The demonstration countries are Poland, the MENA Hub (Jordan, Egypt and Lebanon), Mexico, Central America (Guatemala, Honduras, El Salvador), India, Nepal, Kenya, and Ethiopia. These countries represent a diverse cross-section of regions where we believe strategic investments will drive substantial impact and revenue growth.

How were demonstration countries identified?

These countries were selected based on a range of criteria, including where we see the greatest potential for increased impact and transformative donor investment, where Habitat has the capacity to further strengthen its performance, where the need is most pressing, and where we can make the most significant impact on reducing housing deficits—not just through building alone, but by leveraging strategic interventions, partnerships, and innovations.

What will be different in how we will work with demonstration countries?

Currently, we lack a consistent way of assessing and addressing the drivers of the housing deficit where we work—the “levers of change”—that must be addressed to create a sustainable, large-scale impact. The demonstration countries offer an opportunity to identify and respond to these drivers, showcasing how strategic interventions can lead to scalable solutions. They will serve as proof points of how targeted investments in specific capabilities—such as local partnerships, community development, and advocacy—can exponentially amplify impact in key regions.

Why focus on demonstration countries versus the entire network?

The decision to focus on a subset of countries was made to test our strategic hypothesis in specific contexts, allowing us to learn valuable lessons and refine approaches. If successful, these insights will then be applied across the wider network, ensuring that all regions benefit. This is a step toward amplifying our impact globally, not a limitation of our focus or commitment.

Is there an opportunity for an expansion of the demonstration countries? Could my country become a demonstration country one day?

HFHI does not have plans to expand our demonstration countries during this strategic planning period. Our goal is to identify ideas and practices worth scaling in the network. When we design our next strategic plan, we will evaluate whether to continue the demonstration country concept beyond FY28.

Program Choices

What happened to the “build and influence” framing that has been emphasized with the international Habitat network in particular?

“Build and influence” has been and will remain the heart of our network’s strategy.

To become a network that can leverage our building for influence, we need to become more capable of identifying and scaling up good ideas across our network in all of our programmatic focus areas. We will need to develop our ability to build more and better homes, but we must also become better at coordinating our voices for collective influence. We must learn to generate research and elevate thought leaders in our network whose expertise can inspire and influence others to make housing systems work for more of our neighbors. We must become more able to make the case for funding that can generate measurable impact that more donors will support. We will need to move towards more standardized and efficient business processes and digital solutions, both to reduce costs and to increase our ability to support projects and coordinate larger programs. All of these ideas and more feature in our 50 for 50 plan.

We build so that we can influence others to build even more. This is fundamental to our strategy to bring about a world where everyone has a decent place to live.

How will this plan affect Habitat’s positioning for disaster response?

Our 50 for 50 plan does not change our focus on long-term resilience and recovery, but we aim to ensure more consistency in how we implement this across the network.

Habitat does not have a comparative advantage as a first multi-sector responder to disasters, and it would be unwise to divert resources away from agencies better equipped to deliver immediate life-saving interventions after a disaster. Our unique value lies in the area of shelter and housing, recovery and reconstruction. During the response phase, Habitat must be strategic and prioritize

early recovery interventions that lead to further recovery and reconstruction. Additionally, Habitat can have a seat at the table as an advisor and technical resource with valuable advice for near-term actions than can improve the long-term recovery and reconstruction.

We must have a view about the changes to the housing system—finance, land use, etc.—that will speed rebuilding. And we should have a view about how to build to mitigate the impact of potential future disasters. This proposition is not something new to the organization, we are drawing from the Pathways to Permanence approach, and we want to convey the message to be intentional about it. We need to develop a model for funding for housing resilience and recovery, including supplying the advice and insight that shape the long-term recovery.

Beyond immediate crises, we have an opportunity to integrate disaster resilience into our regular programming, helping to strengthen houses and communities for future disasters. We will review the operational components of housing disaster resilience and recovery in collaboration with network partners.

How does this plan link to other efforts around housing ecosystem analysis?

The Housing Ecosystem Analysis is a tool to evaluate housing systems and identify potential interventions that can make them more inclusive.

We aim to develop a standard HEA model that is accessible to our entire network, a Habitat way of understanding the primary barriers to housing in any context and the opportunities for making the system more inclusive. The HEA supports our strategy efforts by giving us a fundable tool that can bring data and community insights to bear on housing systems and make the case for interventions that respond to the opportunities and obstacles we expose in our assessment.

This aligns with our aim to build our influence and impact and explore whether products like the HEA can help us both raise funds and make the case for additional projects.

How will we incorporate cross-cutting issues and megatrends affecting housing?

HFHI will work more closely with the network to define which cross-cutting issues should be addressed at the global level and which are more relevant at regional or national levels. We cannot take every issue on and instead need to pick a small number that offers opportunities for fundraising and impact.

The strategic plan already identifies energy efficiency and resilience to environmental change as an important area for network-wide alignment in the plan. We will now move to inventory our existing work in this space and develop a portfolio of priority investments in consultation with the broader Habitat network.

We also need to consider other topics such as gender, migration, and urbanization with the network. Choosing the right cross-cutting trends for our network to focus on is essential for harmonizing our program approach and establishing clear program priorities.

What are the next steps in developing our approach on climate?

The network has long emphasized the need for Habitat to clarify our approach and contributions to climate issues. We need to specify what this means in practice. Within this strategic priority, our first step will be to define a common global approach on climate that supports the global strategy and generates synergies with existing programs and projects through the Habitat's network instead of launching a standalone initiative. We are already implementing a variety of climate and energy efficiency-related programs, but we have not yet defined the standards to scale the integration of climate interventions in our programs as uniquely Habitat, and accompanying metrics. This is an area for collaboration with the network, and we will seek input from the network on how to design this approach during the first few months of overall global strategy implementation, following leadership guidance on the best mechanism to use.

Scope

What parts of the network will this strategic plan apply to?

The plan is a global plan and will apply to all parts of the network: affiliates, affiliate support organizations, national organizations, and all HFHI teams.

Will there be different plans for the US and International sides of our network?

No. The strategic plan is a global plan for Habitat's entire network. The plan leaves room for local adaptation and the development of strategic plans at the national organization and affiliate level, but we want these plans to link clearly to our global strategic framework and plan.

Will the scope of the strategic plan change?

We do not expect major changes to the plan, especially in areas where we are focusing on ideas that have already been tested. However, we anticipate learning as we implement new strategies, like local volunteering and the Habitat brand refresh. While our goals for these strategic priorities will remain the same, we may adjust our tactics, change the pace of implementation, or stop some activities. We will communicate any changes as they occur during the implementation process.

Targets

How were the targets developed?

The process was led by HFHI's Results Measurement, US Research and Measurement, and Data Analysis and Reporting teams. The targets were developed in consultation with our area offices, the US office, and our Integrated Programs division. The targets are intended to represent what teams believe is possible to achieve in the three-year planning period, but there are a significant number of assumptions that will affect our ability to reach these targets, particularly around our ability to fund new activities and network adoption of new models. The majority (88%) of our 50M target will come from a combination of advocacy and market systems work, with a heavy emphasis on our international work where we touch much larger numbers of lives.

Why are the targets so high?

Around the world, housing markets are broken – including ones that functioned even a few years ago. To make significant progress we must come together as one global network and step up our impact. Our strategic plan challenges our network to increase access to quality affordable housing

for an additional 50 million people over the three years, a period anchored by our 50th anniversary year.

What will happen if we do not hit our targets?

The targets we set are ambitious, but we believe they are achievable. By aiming high, we hope to inspire innovation within HFHI and the broader network, encourage greater commitments from our donors, and drive our mission forward to address the urgent housing crisis faced by many families.

It is important to note the balance of results represented in these targets. Most of our growth, reaching 44 million individuals, will come from our work in market systems and advocacy. The past 15 years have shown the great potential for scaling these efforts. If we succeed in our housing finance and local advocacy initiatives, we are confident that these numbers are attainable.

The International Board of Directors recognizes that these targets are attainable. They are intended to inspire action and innovation within our network. We will keep monitoring our progress toward our three-year goals and use annual planning to create metrics for holding our teams accountable internally.

Timing

Why did we pick a three-year horizon?

The world has become increasingly unpredictable. We wanted to balance our vision for our network with a realistic view of how far we could see into that future. A three-year horizon aligns with trends across industries, allowing us to ensure accountability for short- to medium-term goals while also discussing our long-term direction. We understand that we must positively influence housing market systems in the long run, but we need to start by building that capability within our network to make meaningful progress. A three-year horizon allows us to set targets and milestones that we can hold ourselves accountable to and that guide us toward future impact.

What years are covered by the plan?

The plan covers fiscal years 2026-2028 (from 1 July 2025 – 30 June 2028)