

## Driving diversity and critical skillsets in the Board of Directors: Competency and Diversity Matrices for National Boards of Directors (CDN) Habitat for Humanity, Latin America and the Caribbean

The **competency matrix** guarantees that the members of the national board of directors (CDN) have the essential skills, experience, and capacities for fiduciary, strategic, and generative performance. The **diversity matrix** ensures that these capacities are present in a plural and diverse structure, reflecting the values and mission of Habitat by strengthening the representativeness and legitimacy of the board. Both matrices are **complementary**.

### 1. [Competency matrix](#)

This matrix constitutes a key tool to strengthen Habitat governance by operationally integrating the “Governance as Leadership” model (by Chait, Ryan and Taylor), the three modes of governance (fiduciary, strategic, and generative), and the interdependency framework of the Habitat for Humanity global network.

Habitat's **interdependent governance** model recognizes that the relationship between HPHI and its national organizations is based on **shared values, mutual accountability, and value aggregation**, where governing bodies are responsible for ensuring decisions align with the mission and strategic plan to contribute to social sustainability and impact.

These modes operate in a coordinated way to execute governance under the principle of interdependence and use the competency model as a practical vehicle for **implementation**.

The **50 x 50 Strategic Plan**, aimed at benefiting 50 more million people by 2027, demands boards of directors that can facilitate sustained growth processes, innovation in business models, and scalable impact. For this purpose, it is necessary for the members of the board to have **competencies aligned with the national strategic priorities**, which will be periodically reviewed and updated in view of the local strategic plan and contextual realities.

**Note:** These competencies serve as a benchmark and should be reviewed and adjusted according to the current strategic plan and the annual priorities of the board.

#### 1.1. Professional expertise competencies

Competency	Description:	Modes of governance
<b>Finance and sustainability</b>	Ability to understand and analyze budgets, financial sustainability, and risks.	Fiduciary, strategic

Competency	Description:	Modes of governance
<b>Knowledge of housing and habitat</b>	Understanding of the social housing sector, public policies, and market trends.	Strategic
<b>Project management and impact</b>	Project monitoring and evaluation capacity aligned with the mission and strategic plan.	Fiduciary, strategic
<b>Institutional relationships and partnerships</b>	Ability to identify, manage and consolidate partnerships with key stakeholders.	Strategic
<b>Policy and regulatory knowledge</b>	Understanding of legal frameworks and policies relevant to institutional functioning.	Fiduciary

### 1.2. Cross-cutting competencies (soft and leadership skills)

Competency	Description:	Modes of governance
<b>Strategic leadership</b>	Ability to lead with long-term vision and make decisions aligned with the mission and strategic plan.	Strategic
<b>Teamwork and collaboration</b>	Ability to facilitate collaborative spaces, respecting the diversity of perspectives.	Generative
<b>Effective communication</b>	Ability to communicate clearly in internal and external spaces, strengthening trust.	Generative
<b>Agile decision-making</b>	Ability to make quality decisions in contexts of uncertainty and change.	Fiduciary, strategic
<b>Conflict resolution and negotiation</b>	Capacity to manage differences constructively.	Generative
<b>Adaptability and global vision</b>	Ability to contextualize local decisions with regional and global frameworks (“50 x 50”).	Strategic

### 1.3. Social capital

Competency	Description:	Modes of governance
<b>Network of strategic relationships</b>	Ability to mobilize relationships in public, private, and community sectors to open opportunities and strengthen positioning.	Strategic, generative

#### 1.4. Commitment and dedication

- Sense of belonging and commitment to the mission.
- Strategic dedication, with efficient use of time.
- Flexibility to participate in different formats (in-person, online, committees).

#### Diversity matrix

The **diversity matrix** complements the **competency matrix** by providing a comprehensive approach that ensures Habitat's boards operate under the **framework of interdependent governance** with **diversity, equity and strategic legitimacy**, thereby strengthening their capacity to fulfill the **"50 x 50" Strategic Plan** and the **three modes of governance**.

This matrix aligns the board's composition with the priorities of impact, sustainability, and agency. At the same time, it seeks to promote gender equity, cultural inclusion, and diversity of perspectives in governance. All of this contributes to enhancing the organization's legitimacy and positioning with its communities and partners.

Diversity dimension	Subcategories/indicators	Strategic justification	Responsibility
<b>Strategic competencies</b>	Resource Development, Finance, Advocacy, Technology, Legal	Alignment with the "50 by 50" Strategic Plan and governance modes	Governance commission
<b>Gender and equity</b>	Gender balance, women's leadership, LGBTIQ+ diversity	Equity mission and OECD/ISO standards	National board of directors
<b>Territoriality</b>	Regional representation	Plurality and territorial legitimacy	Governance commission
<b>Generational diversity</b>	<35, 35-55, >55 years old	Institutional legacy and multigenerational vision	Governance commission
<b>Sectorial representation</b>	NGO, business, academia, public, community	Strategic multisectoral link	National board of directors and national directors

Diversity dimension	Subcategories/indicators	Strategic justification	Responsibility
<b>Diversity of experience</b>	Governance, housing, volunteering, etc.	Field understanding and contextualized leadership	National board of directors
<b>Cultural and ethnic inclusion</b>	Indigenous peoples and other historically excluded groups	Alignment with social justice	National board of directors and national directors

## 2. Gap analysis in the composition of the national board of directors

Conducting a gap analysis on the composition of the national board of directors is crucial, as it facilitates a systematic alignment of the board's composition and capabilities with the strategic requirements outlined in HFH's '50 x 50' and other strategic plans.

This analysis makes it possible to identify gaps between the current situation of the board and the previously defined ideal composition model, by considering competency dimensions, diversity, sectoral representation, and territoriality. In this way, it enables an evidence-based process of institutional strengthening that strategically directs the search for new members, guarantees the sustainability of governance, and permits informed and coherent decision-making consistent with the impact, sustainability, and transformation objectives that HFH seeks to achieve in the coming years.

Examples demonstrating how to conduct a gap analysis on the composition of the national board of directors will be provided later.