

# 50 for 50: Ready for Our Next 50 Years of Impact

## Our Strategic Framework

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.

Housing has changed significantly in the last five years – and the COVID-19 pandemic is not the only reason. Migration for economic, conflict and environmental reasons has shifted and increased the housing need; building materials have gotten more expensive; and land costs, home prices and rents have spiked. Most notably, housing markets that previously functioned – like in North America and Europe – are failing to deliver the housing needed to meet demand.

**Around the world, housing markets are broken.**

As an organization with a vision of a world where everyone has a decent place to live, we feel a sense of urgency from this ballooning problem. **Even though we have increased our impact 100-fold over the last 15 years, we are not satisfied** – and we will not be until our vision is reality.

We began as a grassroots movement in 1976, encouraging local Habitat entities to spring up across the globe. Today, Habitat works in 70 countries and in all 50 U.S. states and Puerto Rico. These local organizations are dedicated, enterprising and deeply connected to the housing needs of the communities in which they live and work – all elements of what makes Habitat unique and trusted. Our grassroots beginnings also mean that we've tended to be highly independent and hyperlocal; we are a global network in name, but not fully in action.

To make significant progress, we must evolve how Habitat for Humanity works, **coming together as one global network to step up our impact.** Our strategic plan for fiscal years 2026-28 focuses on readying ourselves for our next 50 years of impact by aligning the Habitat network behind the ideas we believe will drive scale as our 50th anniversary approaches. We have set an **ambitious goal of increasing access to affordable housing for 50 million people**, and that is why we are calling this plan 50 for 50.

In this strategic plan, we commit to...

**building more and smarter ourselves** 3 million people

**transforming the broader housing sector to increase housing access** 44 million people

**inspiring action for housing through deep engagement with individuals** 3 million people

And in pursuing these goals, we commit to demonstrating our core commitments to our Christian faith foundation and to equity and inclusion, which have been intertwined elements of our ministry dating back to our founding in 1976.

The **key levers of change** in this plan are threefold, and we seek to align our network around:

**1 Catalyzing change with big bets:** We believe Habitat is uniquely positioned to spark broader change by focusing on housing finance and green building in the near term. Key efforts: Habitat Capital property acquisition fund, advancing affordable housing finance as an asset class, investing in energy-efficient housing innovations.

**2 Harmonizing our programs and operations:** The global Habitat network is greater than the sum of its parts – both successes and lessons need to be more consistent, shared and scalable. Key efforts: incorporating and scaling innovation, results measurement systems and leadership capacity, digital business platforms and processes (COM and Unify).

**3 Inviting a fresh look at housing:** While Habitat for Humanity is well-known in some places, we're not well-understood – most don't understand the huge impact housing has on the most pressing issues facing people and the planet. We want to harness the global conversation around the housing need to ignite a global movement to bring safe, affordable housing within reach for everyone. Key efforts: deeper volunteer engagement, collaborative fundraising, expanded research portfolio, housing ecosystem assessments.

In sum, our destination – a world where everyone has a decent place to live – is clear, and so too are our roots in faith and equity. Our path from a grassroots movement to a truly global one, and the need for the next big step up in our journey, are reflective of a changing landscape. We have evolved and grown throughout our history; **working together, we can and will build the future we wish to see.**