



Latin America and the Caribbean
2026

Orientation for New Members of National Boards of Directors

Part One



Orientation for New Members of National Boards of Directors

First Section



Vision, mission, principles, and values of Habitat for Humanity



Brief history of Habitat for Humanity



Network presence and structure



Global 50 for 50 strategic framework



NO Strategic Plan, aligned with the 50 for 50 Framework

Our vision

A world where **everyone** has a decent place to live.

Our Mission



Principles

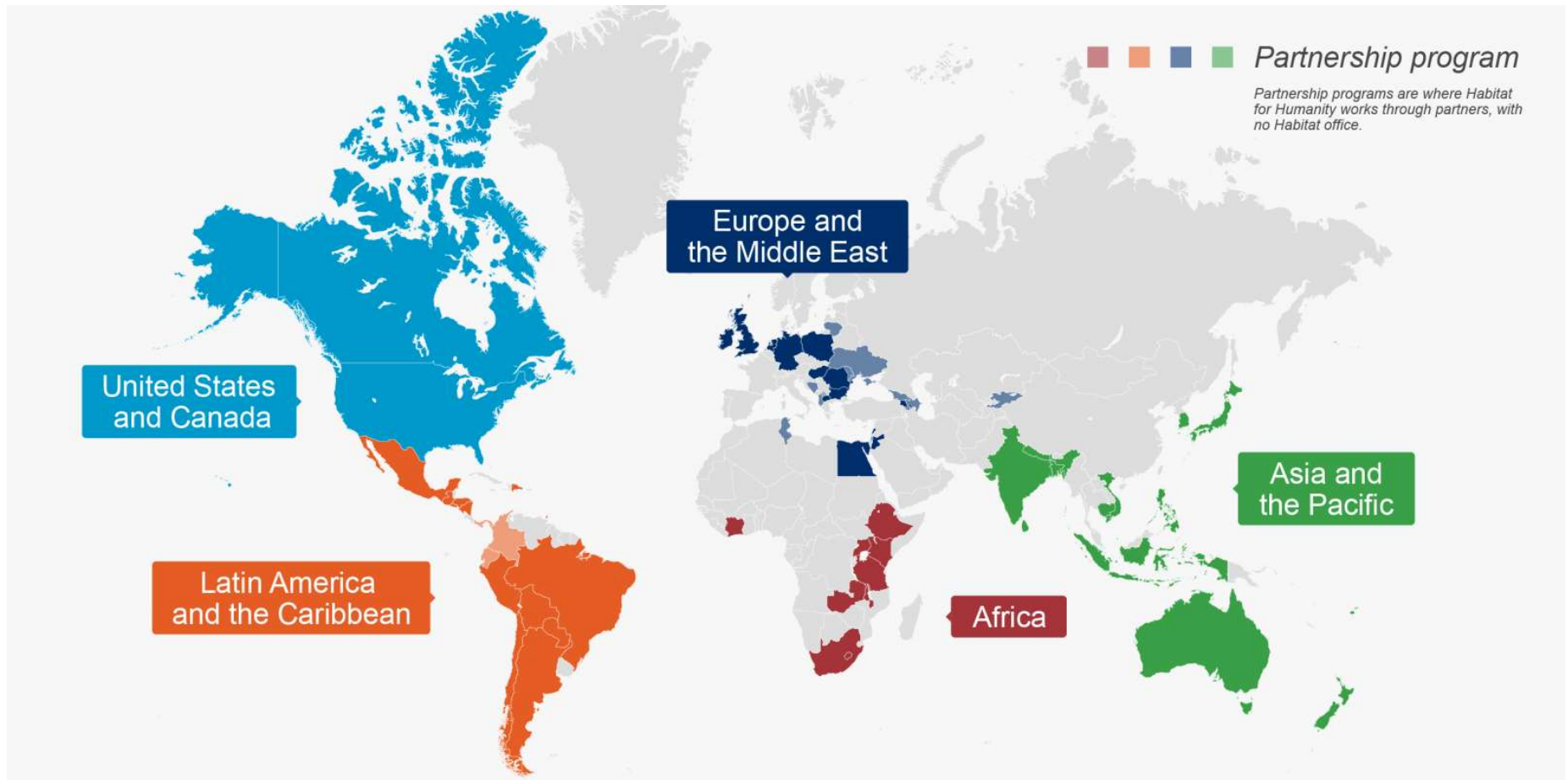
1. Demonstrate the love of Jesus Christ.
2. Focus on shelter.
3. Advocate for affordable housing.
4. Promote dignity and hope.
5. Support sustainable and transformational development.





Our Values

Structure and presence of the global Network



Habitat for Humanity presence in LAC



Together we build homes: the history of Habitat for Humanity

- Habitat for Humanity is a **global non-governmental and non-profit organization**, specializing in building and improving affordable housing for low-income families.
- Our mission is grounded in the belief that **everyone deserves a decent place to live**.
- Since our **beginnings in 1976 as a Christian movement** in southern Georgia, USA, we have **transformed the lives of more than 62 million people worldwide**, providing access to decent and secure housing.
- Today, we are **present in more than 60 countries**, where low-income families join us to build or improve their homes. This process not only provides them with a roof over their heads, but also gives them the strength, stability, and self-reliance needed to forge a better future.
- At Habitat, we believe that access to decent housing is a joint effort. **Families are not mere spectators, but active participants** in building or improving their homes, working side by side with volunteers from around the world.
- Every action we take is based on a powerful cause that inspires and motivates us daily: at **Habitat, we empower through housing**.



50 for 50

Preparing for our next 50 years of impact

As we approach our 50th anniversary, we issue a call to action: to increase access to affordable housing for 50 million more people.



Strategic Frame 50 for 50





Habitat's Roles in the Region

Our Goals

Generate greater **IMPACT** across LAC by advancing systemic change and addressing root causes to sustainably reduce the qualitative housing deficit.

Strengthen the collective **CAPACITY** and knowledge of housing ecosystem stakeholders to address systemic challenges and underlying drivers.

Achieve organizational **SUSTAINABILITY** for our service models across the region.

Our Contribution



IMPLEMENTER

Elevating our role as a direct implementer means leveraging our experience, technical expertise, and position within the construction process to drive innovation across the entire construction value chain.

CATALYST

Expanding our footprint through a more agile and flexible catalytic role requires mobilizing key system actors through advocacy, strategic partnerships, and the advancement of innovative market-based solutions.

INTEGRATOR

Deepening our presence through an integrator role requires developing larger-scale housing initiatives by articulating multiple actors and diverse financing sources, including multilateral institutions and governments.

CONVENER

Promoting and facilitating broader ecosystem-wide efforts through diverse actors, while expanding our local and regional impact, defines our role as a convener, achieved through strong sector positioning and thought leadership.

KNOWLEDGE FACILITATOR

Facilitating the production and exchange of knowledge within and beyond the network improves the quality of available evidence and knowledge, while increasing its dissemination and adoption.

RESOURCE MOBILIZER

Diversifying revenue sources and ensuring financial sustainability.

SERVICE PROVIDER

Identifying and delivering high-value services enables us to achieve economies of scale and higher standards.

Orientation for New Members of National Boards of Directors

Second Section



Interdependence



Documents governing the
interdependent
relationship

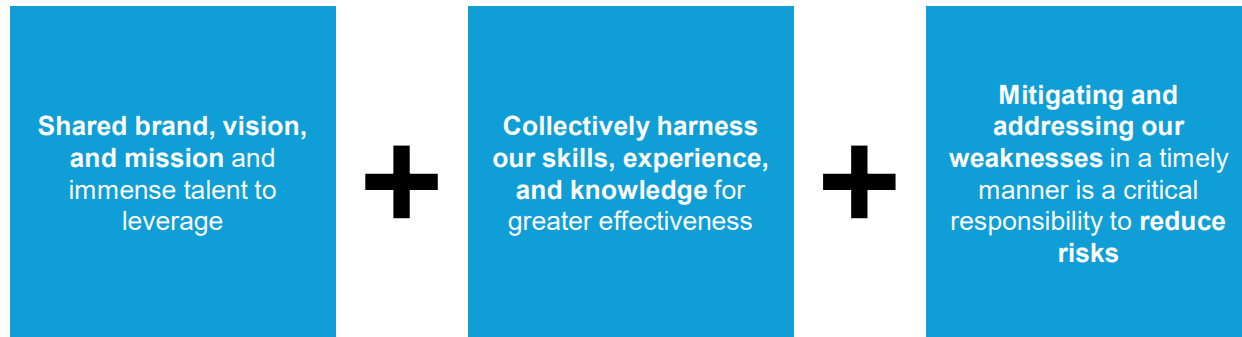
HFHI – NO

Partnership Covenant
National Affiliation
Agreement
Annual Memorandum
of Understanding



Interdependence

...the state of mutual dependence to achieve greater impact and effectiveness.



We are a **global network** with the same essence: we multiply our impact through strategic collaboration and shared accountability.



Interdependence in action

Documents governing the relationship between HFHI and the NO

1. Partnership Covenant

There are five sections in the Covenant that highlight our interdependent opportunities and responsibilities:

- **Alignment** of our common identity with HFH's vision, mission, and principles.
- A **commitment to unity** of the HFH network of partners.
- The **accountability structure** that underpins our effectiveness.
- **Collaboration** in supporting organizational leadership.
- **Responsible and effective stewardship** of resource opportunities to increase our impact.

2. National Affiliation Agreement

An extensive document composed of seven articles designed to guide our interdependent coordination:

- **Article 1 - Leadership and Operations:** Details mutual support to ensure success in leadership management.
- **Article 2 - Fundraising and Stewardship:** Processes and procedures to maximize financial resources across the network.
- **Article 3 - Policies and Performance:** Effective evaluations and support processes to foster capacity growth and operational consistency.
- **Article 4 - Steps to Ensure Consistency:** Details collective measures to address compliance issues that could put the network's brand and mission at risk.
- **Article 5 - Post-Termination Obligations:** Specific steps in the unlikely event of a disaffiliation. The goal is to protect employees, resources, and the mission.
- **Articles 6 and 7 - Representations and Warranties:** Provide standard agreements required by donors to prevent the misuse of funds.
- **Amendments - Trademarks and Copyrights:** This section grants permission to the national organization to use the HFH name, as well as specific trademarks and copyrights.

3. Memorandum of Understanding (MoU)

The MoU establishes **annual commitments in practical and operational terms**, defining how we interact, evaluate progress, and provide support in a way that reflects the realities of our diverse contexts.

It includes specific **annual support commitments** from HFHI, as well as **performance goals** approved by the national board.

MoU:

Annual operational commitments:

Real context: Practical terms that reflect the diversity of each country.

Active collaboration: Defines how we support each other and measure progress.

Key goals: Includes specific HFHI support and performance objectives.



Orientation for New Members of National Boards of Directors

Third Section



Interdependent Governance



Governance
conceptual
framework

Governance as
Leadership
Purpose-driven
leadership

Interdependent Governance

A collaboration model where the board of directors, HFHI, and the executive team integrate their perspectives to generate superior value for the organization.

We recognize that we are part of a network that goes beyond our borders, that we have responsibilities to it, and that we can benefit from being part of that network.

For boards of directors, understanding and clearly articulating the **purpose** is key, as it allows them to **lead** with a **coherent vision** aligned with the social impact they seek to generate.

Conceptual Framework:

Governance as Leadership

From oversight to a strategic and visionary role

3 Key Imperatives:

Looking to the future: building a critical long-term vision.

Proactive Leadership: making bold decisions and exploring new opportunities for impact.

Ensuring Relevance: listening to donors, beneficiaries, and partners to ensure the mission responds to real needs.

Transforming the way boards of directors approach their role

- Fostering the capacity to look toward the future (o de manera más concisa en el contexto de juntas directivas: Fostering forward-looking capacity)
- Proactive leadership
- Ensuring the relevance of the mission

Strategic Mode

Strategic alliance with management

- Strategic planning
- Alignment with HFHI global strategies
- Analyzing strategic indicators
- Analyzing institutional performance
- Anticipating changes in the environment to adapt local responses

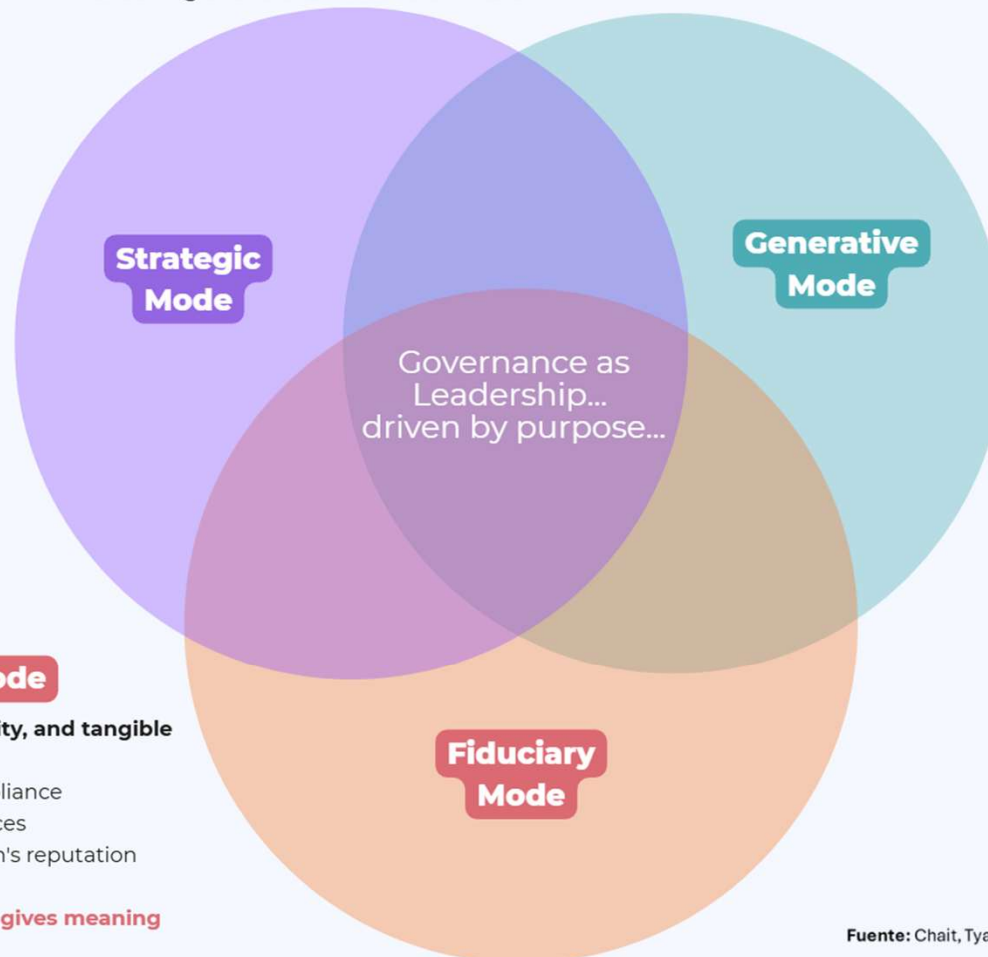
Purpose-driven leadership directs

Fiduciary Mode

Stewardship, co-responsibility, and tangible assets

- Legal and regulatory compliance
- Securing necessary resources
- Protecting the organization's reputation
- Risk management

Purpose-driven leadership gives meaning



Generative Mode

Strategic alliance with management

- Questions that guide collective deliberation
- Analyzing challenges from multiple perspectives
- Building a shared sense of meaning together with the National Directorate
- Safeguarding identity, culture, and purpose

Purpose-driven leadership guides the interpretation of the context and the relevance of the mission.



Habitat
para la Humanidad®



“Governance becomes leadership when all three modes are exercised with a purpose-driven orientation”

Purpose-driven Leadership

1. Purpose before organization

The entity's raison d'être (its social impact) is more important than the survival of the institution itself.

- **The key:** The board must not only ask, "What is best for our organization?", but rather, "What is best for the cause we serve?".
- **In practice:** This can lead to collaborating with supposed "competitors" or creating alliances if doing so accelerates the solution to the social problem.

2. Respect for the ecosystem

The organization does not operate in a vacuum; rather, it is part of a complex system. The board must understand how its decisions affect or are affected by other actors.

- **The key:** Shifting from a focus on "competition" to one of systemic collaboration and alliances.
- **In practice:** Before launching a program, the board analyzes whether something similar already exists in the country and how they can join forces instead of duplicating efforts.



3. Equity as a strategic lens

Equity is the foundation of all strategy and decision-making.

- **The key:** The board must analyze who benefits and who is left out with every decision, uncovering institutional biases.
- **In practice:** Ensuring that the composition of the board reflects the diversity of the country relevant to the strategy, and that internal policies promote equity and inclusion.

4. Empowering community voices

Leadership must be informed by the people who directly experience the problems.

- **The key:** Power and authority are granted to the community population in decision-making.
- **In practice:** It is not just about conducting surveys, but about including community representatives on the board or creating mechanisms where their input has binding weight in the strategy.

Governance for impact

Our governance must evolve from oversight to **purpose-driven leadership**.

Interdependence is our greatest strategic advantage.