



let's build impact  
**together**

**2020 strategic plan**



REVISED IN NOVEMBER 2015

## let's build impact together

The need for affordable housing never has been more urgent. **More than 1.6 billion people lack safe, durable shelter they can afford.** And communities and nations around the globe urgently need the stability and hope that decent housing and equitable access can help foster.

These are the realities behind development of Habitat for Humanity's new strategic plan. We must do more. We must do it faster. We must do it with more impact. And we must work with others to expand reach and depth. Our methods will vary from location to location, but all must drive us closer to the day when everyone has a decent place to live.

### A Global Prayer

Habitat for Humanity is a development organization and also a Christian ministry. Stakeholders around the world provided input into Habitat's 2020 strategic plan and also were asked to help the organization listen for God's guidance. The Habitat world responded, and a simple global prayer emerged:

#### **God, teach us humility so that we may...**

...listen,  
...confess and forgive,  
...serve in relationship with the poor,  
...persevere in our mission,  
...unify as one body with many diverse parts,  
...and act with courage and boldness.

## mission



## vision

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

## 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.**

Habitat for Humanity's 2020 strategic plan builds squarely on the organization's mission, vision and principles. The plan will come to life in communities worldwide as people from all sectors of society unite to address the urgent need for adequate, affordable shelter.

### OUR MOTIVATION: PUTTING GOD'S LOVE INTO ACTION

Motivated by the belief that each of us is called to "act justly, love mercy and walk humbly with our God," Habitat for Humanity seeks to be a partner and catalyst in building communities where everyone has the opportunity to thrive.

### OUR METHOD: BRINGING PEOPLE TOGETHER

Habitat for Humanity believes that no one lives in dignity until everyone can live in dignity. When the broad community is engaged in addressing the urgent need for adequate, affordable shelter, we all become less vulnerable and more resilient. In bringing people together, Habitat practices a philosophy of "a hand up, not a handout," and builds on existing community assets: financial, physical, natural, human, social and spiritual.

### OUR IMPACT: HOMES, COMMUNITIES AND HOPE

In seeking truly transformed communities, Habitat views bringing people together not only as a way to deliver a product – improved housing – but as an essential process for building hope and belief that healthier communities are achievable and beneficial for all. When we work together, statistics become faces with names, stereotypes are broken, and everyone has the opportunity both to give and receive. Only then is lasting change likely to occur.

## 1. OUR MISSION, VISION AND PRINCIPLES ARE CENTRAL TO OUR THEORY OF PERSONAL AND COMMUNITY CHANGE

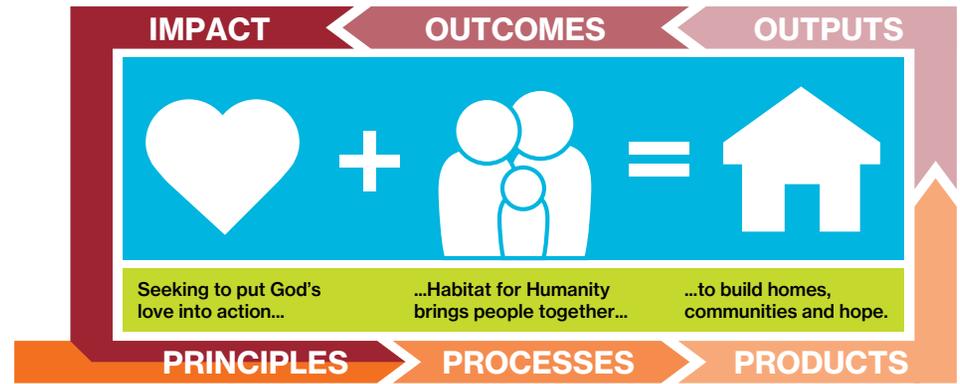
Habitat views its work as successful when lives are transformed and when positive and lasting social, economic and spiritual change is promoted within a community. Authentic transformation changes the lives of all who participate: those who need housing, volunteers, advocates, donors and development practitioners.

## 2. HOUSING AS BOTH A PROCESS AND A PRODUCT IS NECESSARY TO CREATE LASTING FAMILY AND COMMUNITY IMPACT

Housing as a product improves household health and well-being, leading to increased time on the job and in school; this contributes to family income and education, both essential to breaking the cycle of poverty. Housing as a process focuses on building community cohesion that in turn can lead to systemic change, more broadly reducing vulnerability to the cycle of poverty.

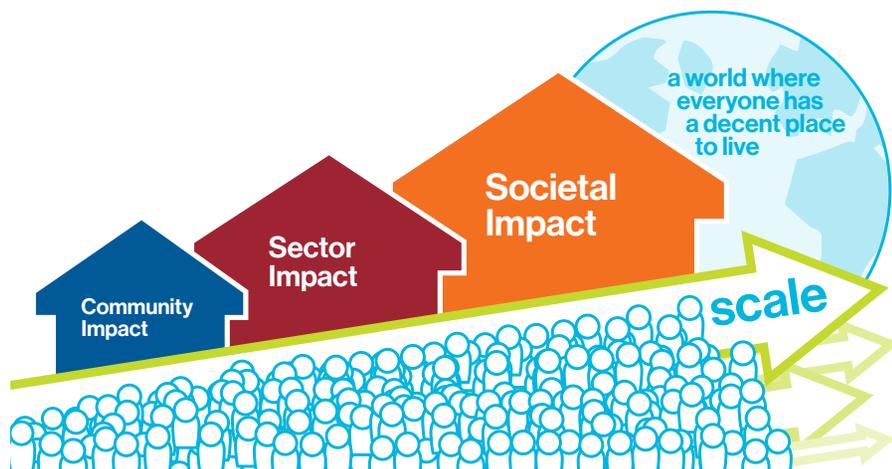
## 3. OUR SCALING APPROACH PROMOTES SOCIETAL CHANGE, LEVERAGING OUR IMPACT

Habitat seeks to maximize its impact by effectively allocating resources across three spheres of influence: community, sector and society. Habitat's scaling approach focuses on facilitating improvements for a sufficient number of households, in a sufficient number of communities, to help the public understand the need and potential for community change. This in turn drives: a) broader engagement in housing solutions; b) support for market development; and c) demand for policies and systems that create new opportunities for those in need of adequate, affordable shelter.



Habitat's development approach is a continuing cycle of offering shelter solutions based on our principles, assessing results and refining methodologies to maximize long-term impact. Three examples of the principles-to-impact progression:

PRINCIPLES	PROCESSES	PRODUCTS	OUTPUTS	OUTCOMES	IMPACT
<b>EXAMPLE 1</b>	<b>EXAMPLE 2</b>	<b>EXAMPLE 3</b>			
<b>PRINCIPLE:</b> Focus on shelter.	<b>PRINCIPLE:</b> Advocate for affordable housing.	<b>PRINCIPLE:</b> Promote transformational and sustainable development.			
<b>PROCESS:</b> Homeowner and community engagement.	<b>PROCESS:</b> Issue-based campaigns.	<b>PROCESS:</b> Housing support services.			
<b>PRODUCT:</b> Housing construction and improvements.	<b>PRODUCT:</b> Legal and regulatory change.	<b>PRODUCT:</b> Technical assistance.			
<b>OUTPUT:</b> Adequate, affordable homes for low-income families.	<b>OUTPUT:</b> Systemic change removing barriers to secure, affordable housing.	<b>OUTPUT:</b> Sustainable construction improvements.			
<b>OUTCOMES:</b> Shared vision, shared success, improved household health.	<b>OUTCOMES:</b> Increased access to housing, fewer forced evictions.	<b>OUTCOMES:</b> Healthier homes, lower energy bills.			
<b>IMPACT:</b> Increased household assets, community dignity and hope.	<b>IMPACT:</b> More stability for children and vulnerable families.	<b>IMPACT:</b> Full life cycle affordability, reduced energy consumption.			



“It is not enough to limit your love to your own nation, to your own group. You must respond with love even to those outside of it. ... This concept enables people to live together not as nations, but as the human race.”

— Clarence Jordan, theologian and affordable housing pioneer

Habitat for Humanity has been building homes, communities and hope through direct engagement for four decades. As powerful as that has been, some 1.6 billion people still live in inadequate housing, and 100 million others have no home at all. This plan challenges us to become more effective catalysts for systemic change – change that will help exponentially more families than any one organization ever could serve alone. To affect the housing deficit at scale, the plan calls for operating with impact in three interconnected spheres of influence: community, sector and society.

## BUILD COMMUNITY IMPACT

**Direct engagement:** The foundation for these changes begins with continued direct engagement with families and communities, demonstrating what is possible when people from all segments of society work together to address the problem of poverty housing.

## BUILD SECTOR IMPACT

**Markets, policies and systems:** Habitat for Humanity’s scaling strategy builds on the success of our direct engagement with families and communities. Through similar direct engagement with the broader housing sector, Habitat can influence the way others in the public, private and nonprofit worlds think about housing issues and how to address them. By promoting approaches that assist low-income families in helping themselves, we in turn help drive the market for housing-related financing and housing improvement services and products accessible to the poor. Because enabling public policies also are essential in increasing access to affordable housing, the plan challenges us to promote policies and systems that eliminate restraints contributing to poverty and inadequate housing.

## BUILD SOCIETAL IMPACT

**Awareness and engagement:** Habitat for Humanity advances its ability to expand awareness of housing as a critical foundation for eliminating barriers to a better, healthier, more financially stable life when we successfully mobilize volunteers for the cause of affordable housing. Volunteer support not only raises walls, but also backing for public policy and market changes that can lead to even broader impact. In the course of uniting around improved housing for all, personal transformation occurs in all, turning both individuals and the process itself into powerful conduits for demonstrating God’s love.

Seeking to put God's love into action by addressing urgent housing needs in our communities, nations and world, Habitat for Humanity will be a partner and catalyst to:





**everyone**  
needs a place to call home



INTERNATIONAL HEADQUARTERS

121 Habitat St., Americus, GA 31709-3498 USA (800) 422-4828 fax (229) 924-6541

[publicinfo@habitat.org](mailto:publicinfo@habitat.org) [habitat.org](http://habitat.org)

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