



“We must all learn not only to not fear change, but to embrace it enthusiastically and, perhaps even more important, encourage and drive it” Tony Hsieh

As I reflect on the year in review, I present my National Director’s report from a rather humbled position. This stems from the fact that our achievements were many and defied reasoning as our resources were fairly limited; in the natural this feat should have been an impossibility. Hence, I must give credit to God, for hitherto hath the Lord brought us forth with yet another very successful year, for this we say thanks.

Table depicting some achievements for July 1, 2017- June 30, 2018:-

GOALS FY 18	Annual Budget	Actuals - as per receipt of info as at June 30	Variance	% Achieved
Houses	14	14	0	100%
Local Disaster Response Projects	6	11	5	183%
Repairs	20	26	6	130%
Micro builds	80	89	9	111%
Community Projects	8	4	-4	50%
Total projects	128	138	10	108%
Mortgage payments	\$1,440,000	\$2,670,555	\$1,230,555	185%
Families Training	250	313	\$63	125%
Delinquency over 90 days	10%	13%	\$0	130%
Proposal Funding	\$6,090,000	\$4,221,085.00	-\$1,868,915	69%
Signature Events - net	\$80,000	81721	\$1,721	102%
Interest	\$15,000	\$27,262.40	\$12,262	182%
Annual Fund	\$620,000	\$558,477.06	-\$61,523	90%
Churches/clubs/Sustainability	\$100,000	\$88,064	-\$11,936	88%
Global Village \$	\$505,000	\$595,682.69	\$90,683	118%
Merchandising - net	\$19,000	-\$3,795	-\$22,795	-20%
DRRR funds raised	\$0	\$335,096	\$335,096	100%
Global Village teams	14	16	\$2	114%
International Volunteers	168	173	\$5	103%

Local Volunteers	432	399	-\$33	92%
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Disaster: Our celebrations went beyond numbers; in fiscal year 18. One such hallmark intervention was to focus attention on local and Caribbean disaster response. While we could not assist all the disaster affected cases, sixteen (16) families directly benefited from housing solutions in both Trinidad and Tobago, many others through indirect support with other partners.

We have also proudly joined forces with our International body to support the Dominica disaster recovery. This is proving to be a new learning experience as staff capacity is being built and our reach has now extended in exponential ways. We proudly note that we were responsible for training carpenters and deploying them to our International Humanitarian partners to assist with the rapid response to Dominica’s devastation. This project is offering much needed skilled labour in the country’s hour of recovery needs. We also deployed engineers as needed to facilitate some of the assessments. Our target goal is to leave Dominica with over 1,000 persons receiving our support. Our greatest contribution would be to train local artisans in roof installations including women and marginalized minorities. This experience continues into fiscal year 19 and at its conclusion may possibly chart a new strategic direction for Habitat for Humanity® Trinidad and Tobago to champion the course for the Caribbean with Disaster Risk Reduction Programming. We are working in collaboration with the local population who rose to the occasion with their online contributions, Lutheran World Relief Organisation; the major donor for the Dominica Relief project; “Building Back Better”, the International Office for Migration, and through the support of Corporate T&T and professional who rose to the our call for help. Our key reflection on this project is that we have become our Caribbean brother’s keeper.

Construction and Community: Our community outreach and construction programmes had a record-breaking year. For the first time in many years we have achieved 133 housing solutions which superseded the set targets of 114. This record achieving target included 15 projects completed in Tobago. The Tobago projects were funded by the Canadian Government, Republic Bank and the National Gas Company.

During the year the construction procedures and house designs were re-engineered by a team of engineers and architects . We make honourable mention of our partner engineer; Leighton Ellis who additionally led the team on the Caribbean disaster assessment and training of the deployment crew to Dominica. Special mention is also made of The Metal Industry Corporation for their partnership support to see our

housing solutions completed and engineers Khalil Khan and Mitra Rampersad and the hard working Habitat construction staff, volunteers and contractors.

The Community department accepted the challenge to find more “actionable” families who met the basic land criteria and were willing to accept our no interest revolving loans. Not only were housing solution and actionable targets at its highest in twenty one (21) years but the achievements are noteworthy especially with resource challenges. We are truly humbled by every donor, contributor, staff, hired contractor, volunteer and every partner who joined the cause of making basic decent shelter a reality for our families. To have made this feat a reality, our construction and community departments extended their support and execution capacities in amazing and unbelievable ways.

Communications and Resource Development: With daring fundraising targets, we met the budgeted expenses of \$6,090,000 by 69% achievement of our direct fundraising target for projects.

Branding - Habitat International challenged all its affiliates and the Trinidad and Tobago Affiliate complied fully to rebrand and set new measures to monitor how we tell our story, the brand image in place goals and to set standard for the logo usage. This year the focus was on a total remake of our website, increase focus on social outreach to invite interaction and increase the traffic on our various media platforms.

Social Media - The targets set were superseded and we have registered record breaking achievements in this realm also as depicted in the chart below.

	Budgeted targets	Actual achieved	Variance	Percentage achieved
Social Media	1000	1174	174	117%
Legacy Media	36	89	53	247%
Website	60,000	118,380	58,380	197%

The Resource Development department was driven by a strong sense of urgency and was ably supported by committed and dedicated partners to fill the need for adequate funding. We were also supported by in – kind contributors who gave generously of their time and talents. How bless Habitat remains with such a show of citizenry and compassion for those in need of shelter. The department also embarked on a very ambitious project on behalf of some marginalized groups through the sponsorship of the EU facilitated by Caribbean Policy Development Centre. This project engaged over 20 partners who supported the cause of shelter for marginalized and vulnerable groups. A policy research paper, petition and an advocacy construction ‘build’ will be completed in FY 19 to complete the project deliverables.

Finance and Administration: The support services through our governance structure ensured the achievement of our core value of transparency and accountability. The efficiency standard was met with 73% on projects and 27% for Resource Development, Programme and Operations. Our policies are carefully monitored by management through our compliance tool called “Standards of Excellence”, Ark Outsourcing Company; an external financial company who monthly reviews our financials reports and schedules, the 3 standing Committees of the Board, the National Board, Habitat International and annually by the independent external Auditor firm; KPMG. This year our parent body; Habitat International conducted its “Strengthening Internal Control Processes” review; an assessment is conducted periodically. Habitat Trinidad and Tobago is pleased to report our systems and structures have once again passed the test of good governance. We note that succession planning is one of our gaps.

The revision of the Human Resource Manual with the inclusion of the revision of the Operation Manual was a major accomplishment during the year. Personalized investment of management’s time, created a free space for employees to meet with management once a week to express their feelings, foster a climate of honest feedback and open lines of communication between management and staff significantly contributed to a higher level of motivation that was greatly needed and appreciated.

We recognize the staff and volunteers in the various departments who continuously went beyond the call of duty to contribute many hours to ensure all functions and assignments were in place to support the other departments. Teams supported across departments, office staff volunteered in the fields, worked voluntary after hours, all lent themselves towards the accomplishment of the grand organizational goals highlighted in this report. Hats off Super Team!!! It remains a distinctive honor to partner and lead such a driven team.

Future Plans: The new year’s plan is to refocus the team to accept the changing and even more challenging economic times and to build a culture which fosters thinking out of the box to engender innovation and creativity within the confines of very limited resources.

The new fiscal year fundraising predictions appear dismal. This is a main ingredient to meeting targets. The list of potential families requiring our services are increasing beyond our ability to address. The donor pool is rapidly declining and charity budgets are being sliced in painful measures. We also note that the volunteer offers are now increasing beyond our ability to engage. The question then is in the light of such a climate, should we shelve our services temporarily? Though tempting this though is our response refuses to be one of a defeatist mentality. Hence, our plans are even more ambitious than before. Rooted in a belief system that says always faith guides our actions and God blesses our endeavor,, we stay resolutely focused on the increasing needs in our society. We wish to remain a beacon of hope to the hopeless and a ray of

light in a dimming environment. We continue to make the clarion call to all of our supporters to stick with us for we need you more than ever. To our donors, if you do not support us, can you imagine the many families who would disintegrate into the depths of greater despair?

We do acknowledge that greater financial prudence is required in the for-profit world; but we strongly posit that the giving to social responsible organizations can no longer be seen as charity but an investment; an engagement in a higher order of responsible practice to our local communities and to our twin islands. Holding NGOs like Habitat accountable to making lasting and impacting changes in our communities is now a necessity. More than ever, organizations such as Habitat for Humanity needs to be positioned to help meet this need as together we act responsibly and with even greater financial prudence and accountability.

Together, we can create the glimmer of hope with the provision of basic, adequate shelter. With gratitude and profound expressions of thanks to all.

In Service to Humanity,

Jennifer Massiah, National Director

July 1, 2018

“Albert Einstein once said, “The leader is one who, out of the clutter, brings simplicity... out of discord, harmony... and out of difficulty, opportunity.”