



Olga Ray/H

INTERNATIONAL ORTHODOX CHRISTIAN CHARITIES



Strategic Plan

2017 — 2021



INSPIRATION

Matthew 25:35-36, 40

'For I was hungry and you gave me food; I was thirsty and you gave me drink; I was a stranger and you welcomed me; I was naked and you clothed me; I was sick and you visited me; I was in prison and you came to me ... as you did it to one of the least of these my brethren, you did it to me.'

VISION

We envision that, by God's grace, IOCC will respond, without discrimination, to those who are suffering and in need, to enable them to continue to improve their own lives and communities and to have means to live with dignity, respect, and hope.

MISSION

IOCC, in the spirit of Christ's love, offers emergency relief and development programs to those in need worldwide, without discrimination, and strengthens the capacity of the Orthodox Church to so respond.



COMMITMENT & CONTEXT

IOCC, the international humanitarian aid and development agency of the Assembly of Canonical Orthodox Bishops of the United States of America, aims to develop in Orthodox Christians a commitment to philanthropy and global cooperative involvement in the diaconal work of the Orthodox Church.

PRINCIPLES

- IOCC responds to humanitarian needs, without discrimination, through programs which may be carried out in cooperation with Orthodox and ecumenical partners and governmental and nongovernmental organizations (NGOs).
- IOCC acts with respect and love to all people, without discrimination, and encourages others to do the same.
- IOCC programs place a premium on the safety of its staff, partners, and all those that it serves in determining all aspects of its operations.
- IOCC programs reflect a respect for the culture and experience of local and international partners and therefore are field driven and collaborative.

MANAGEMENT PRINCIPLES

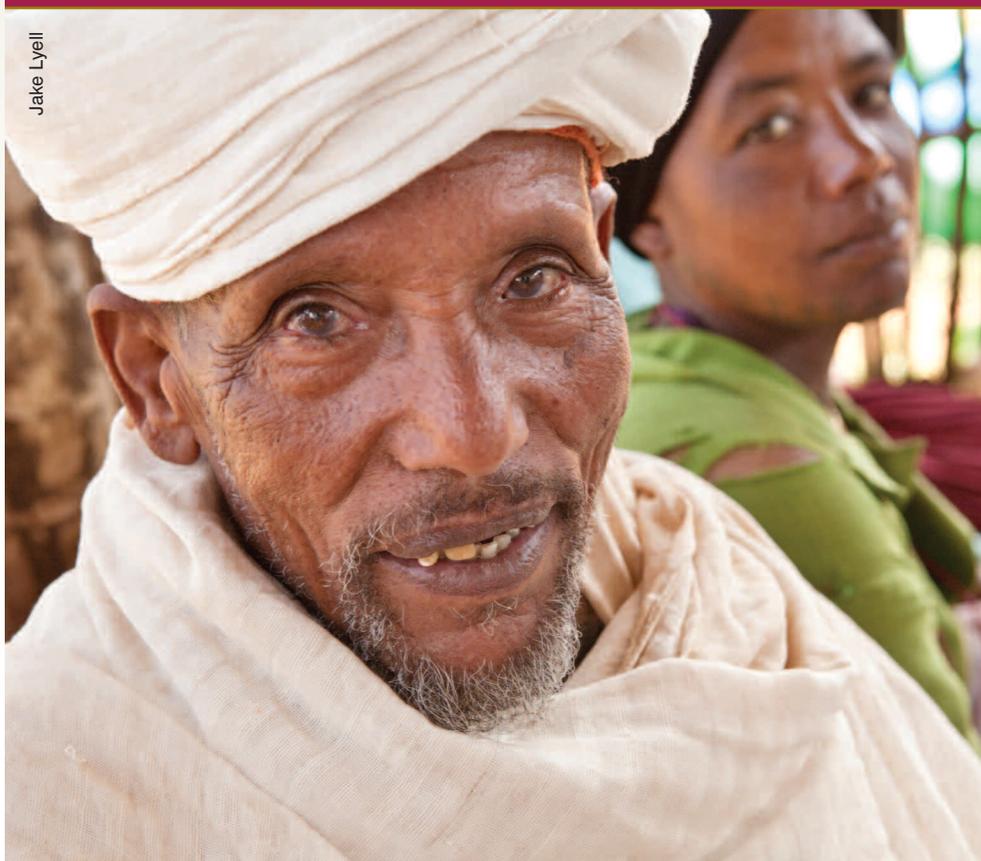
- IOCC initiatives are conducted in a manner which reflects the highest standards of accountability to its donors and beneficiaries, and are an example of Orthodox philanthropy, encouraging volunteerism and effective stewardship.
- IOCC initiatives are carried out in the name of all Orthodox Christians and therefore benefit from the support of the Orthodox faithful worldwide.
- IOCC initiatives are compassionate, transparent, and measurably effective.
- IOCC encourages innovative thinking and the utilization of evolving technologies to maximize its resources and operational effectiveness.
- IOCC supports the professional growth and development of staff.
- IOCC engages and supports Orthodox Christians and Orthodox philanthropic organizations by educating them about and encouraging them to participate in emergency relief and development work.
- IOCC fosters community reconciliation and ensures that mechanisms are in place to prevent and respond to sexual exploitation and all other forms of abuse.

IOCC CORE VALUES

- We are fully accountable to God and to others for all we do.
- We are inspired, guided, and united by the stewardship teachings of the Orthodox Christian faith in response to God's love and mercy.
- We are motivated by a core belief in the sanctity and dignity of each person we serve.
- We are committed to helping people help themselves.

GOALS AND OBJECTIVES

Jake Lyell



Goal 1 IOCC will provide life-saving and life-sustaining support in response to emergencies.

- Objective 1 IOCC will be prepared for and capable of responding to humanitarian emergencies by continuously scanning, readily assessing, and effectively implementing appropriate action.
- Objective 2 IOCC will respond to humanitarian needs in a broad range of emergency and crisis situations, from acute, sudden onset to complex, protracted emergencies and crises.
- Objective 3 Emergency response programs will include Gifts-in-Kind (GIK) components that contribute positive impact and other added value

Goal 2 IOCC will provide self-fulfilling and sustainable opportunities for people to improve their lives.

- Objective 1 Development programs will be guided by locally identified needs and solutions.
- Objective 2 Development programs will include a focus on early recovery from complex emergencies.
- Objective 3 Development programs will include a focus on building resilient, sustainable communities.
- Objective 4 Development programs will include Gifts-in-Kind (GIK) components that contribute positive impact and other added value.

Goal 3 IOCC is guided in its initiatives by a relationship-based model of collaboration with the Orthodox Church and its humanitarian organizations, other ecumenical entities and networks, and local organizations in order to increase effectiveness, build mutual capacity, and nurture accountability, transparency, and trust.

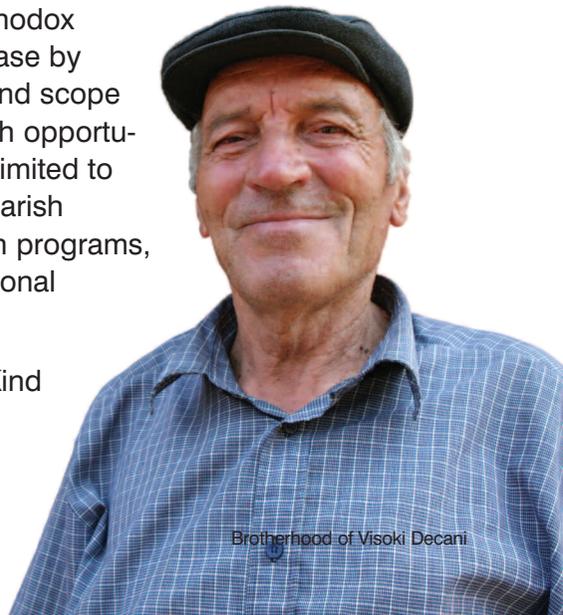
- Objective 1 Emergency response programs engage and enhance the capacity of local Orthodox Churches and other local partners to respond to emergencies and crises.
- Objective 2 Humanitarian development programs will engage and enhance the capacity of local Orthodox Churches and other local partners.
- Objective 3 IOCC will engage Orthodox Church humanitarian organizations in a dedicated Orthodox Diakonia program to build capacity and elevate philanthropic response to emergencies, crises, and humanitarian needs.

Goal 4 IOCC will increase its visibility globally in order to maximize resources and effectiveness in pursuit of its mission.

- Objective 1 Awareness activities will increase participation and understanding among Orthodox leadership, communities, donors, and partners globally.
- Objective 2 IOCC will increase its public relations and media activities worldwide to promote its mission.
- Objective 3 IOCC, as an agency of the Assembly of Canonical Orthodox Bishops of the United States of America, will strengthen and implement its education, advocacy, and policy strategy on humanitarian aid and development issues.

Goal 5 IOCC will position itself for continuity and growth by building a diverse portfolio of resources.

- Objective 1 IOCC will grow unrestricted (core) funding throughout the range of major components of the development program.
- Objective 2 IOCC will grow and expand program- and project-related funding through the range of available potential sources.
- Objective 3 IOCC will expand its Orthodox Christian constituency base by increasing the number and scope of volunteer and outreach opportunities, including but not limited to parish representatives, parish fundraising events, youth programs, internships, and professional volunteer consultancies.
- Objective 4 IOCC will grow Gifts-in-Kind (GIK) by a minimum of 10% annually.



Goal 6 IOCC will pursue organizational excellence in resource management, accountability, efficiency, and effectiveness.

- Objective 1 Organizational learning will inform and improve performance agency wide.
- Objective 2 Core competencies and technical sectoral expertise will be defined and developed throughout the organization in order to identify strengths and gaps and to help guide programmatic, geographic, and interventional priorities and add value to partnership-based interventions.
- Objective 3 Programmatic, geographic, and interventional priorities will be guided by organizational focus, resource allocation, and core competencies.
- Objective 4 Programs will meet or exceed the highest standards of accountability, efficiency, and effectiveness.
- Objective 5 Development and Communications will meet or exceed the highest standards of accountability, efficiency, and effectiveness as defined by industry standards of excellence and best practices.
- Objective 6 IOCC governance will contribute to organizational growth and effectiveness.
- Objective 7 Finance will meet or exceed the highest standards of accountability, efficiency, and effectiveness as defined by industry standards.
- Objective 8 Administration will meet or exceed the highest standards of accountability, efficiency, and effectiveness as defined by industry standards and responsible practices.
- Objective 9 IOCC will review, revise, and further develop safety and security practices and processes in line with industry best practices and the organization's specific needs.



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Despina Katsivelaki/IOCC

ABOUT IOCC

In response to a need expressed by members of our Orthodox Christian community, International Orthodox Christian Charities (IOCC) was established in 1992 as the official international humanitarian relief and development agency of the Standing Conference of Canonical Orthodox Bishops in the Americas (SCOBA). IOCC is now an official agency of the Assembly of Canonical Orthodox Bishops of the United States of America, the successor to SCOBA.

In seeking to provide assistance to those in need, either in response to emergencies or to meet long-term socio-economic development needs, IOCC's fundamental policy is to develop a sustainable indigenous capacity to carry out such programs. All programs are guided by program integrity and the highest standards of stewardship and accountability to donors. Overseas offices are established by IOCC if the Orthodox hierarchy of the country in question have made a request; if there is a need to use IOCC skills to enhance the capacity of the Church and other institutions to reach the poor more effectively; and if the scale of the program requires an on-site presence to monitor targeting of beneficiaries, program implementation and reporting.



INTERNATIONAL ORTHODOX CHRISTIAN CHARITIES

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