

# STRATEGIC PLAN 2022 - 2026



INTERNATIONAL ORTHODOX  
CHRISTIAN CHARITIES

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*Inspired by Faith. Driven by Purpose.*

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# INSPIRATION

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*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

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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

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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

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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.



*Cover: IOCC’s health and nutrition work in Gaza includes education on hygiene and healthy meals for preschoolers and their families. Above left: IOCC teams in the US help communities clean up and rebuild after natural disasters.*

## CORE VALUES

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- We are fully accountable to God for all we do. We operate with the blessing of the Assembly of Canonical Bishops of the United States and are accountable to the Assembly, to our donors, and to those we serve for all we do.
- We are inspired, guided, and united by the stewardship teachings of the Orthodox Christian faith, and we work 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. IOCC acts with respect for and love toward all people and encourages others to do the same.
- We are committed to helping people use their own abilities, both individual and communal, to recover from humanitarian crises and improve their lives.

## MANAGEMENT PRINCIPLES

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- IOCC initiatives are compassionate, transparent, and measurably effective, reflecting the highest standards of **responsibility and accountability** in every aspect of work.
- IOCC responds to humanitarian needs through emergency and development programs that may be carried out in cooperation with Orthodox, ecumenical, and interfaith **partners** and governmental and nongovernmental organizations (NGOs).
- IOCC adheres to widely accepted **humanitarian standards**, ensuring its programs meet them and, where appropriate, contribute to attaining the United Nations' Sustainable Development Goals.
- IOCC programs place a premium on the **safety** of its staff, partners, and all those it serves in every aspect of its operations.
- IOCC programs **respect the culture and experience** of local and international partners and therefore are field driven and collaborative.
- IOCC works in the name of all **Orthodox Christians** and therefore is responsible to Orthodox faithful worldwide.
- IOCC engages with and adapts **innovation and technological changes** where possible to improve the efficiency of program delivery and to better serve beneficiaries.
- IOCC is a **learning institution** that supports the professional growth and development of its staff, investing in internal knowledge transfer and sharing.
- IOCC fosters **community reconciliation** and ensures that mechanisms are in place to **prevent and respond to all forms of abuse and exploitation** of human beings.



*Equipping small-holder farmers like this one with irrigation systems and other tools helps them increase production and food security.*

## GOALS AND OBJECTIVES

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| <b>Goal 1</b> | <b>IOCC provides both humanitarian aid and development programs.</b> |
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| <b>Objective 1.1</b> | <b>IOCC will be prepared for and capable of responding to emergency and development needs.</b>              |
| <b>Objective 1.2</b> | <b>IOCC will respond appropriately to the greatest needs within its capacity and expertise.</b>             |
| <b>Objective 1.3</b> | <b>IOCC programs will build resilience, equipping communities with tools to grow and respond to crises.</b> |

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**Goal 2** IOCC partners with the Orthodox Church and other organizations to deliver humanitarian aid and development programs to people in need, and to respond to humanitarian crises.

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**Objective 2.1** IOCC will engage in a defined mutual learning process with partners that assesses and builds on the strengths and assets of both.

**Objective 2.2** Programs will enhance the capacity of the local Orthodox Church and other local partners to serve those in need.



Uganda Orthodox Church

*IOCC partnered with the Uganda Orthodox Church to provide handwashing stations and other equipment so parishes could operate safely during the pandemic.*

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**Goal 3** IOCC strategically communicates with and raises awareness among its various audiences about IOCC's work in order to educate and strengthen engagement with IOCC.

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**Objective 3.1** IOCC will conduct awareness, education, and fundraising activities with a variety of targeted audiences using strategic messaging through appropriate communication channels.

**Objective 3.2** IOCC will develop and deploy strategic messaging for its audiences each year based on programmatic needs, fundraising priorities, and goals for stakeholder engagement.

**Objective 3.3** IOCC will offer volunteer and engagement opportunities, cultivating Orthodox philanthropy, service, and a sense of connection to IOCC's work among supporters.



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**Goal 4** IOCC grows by expanding its business development capacity and increasing its organizational competitiveness.

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**Objective 4.1** IOCC will grow core (unrestricted) funding.

**Objective 4.2** IOCC will grow program- and project-related (restricted) funding and fully staff its business development team.

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**Goal 5** IOCC collaborates internally in ways that help realize its mission and values.

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**Objective 5.1** IOCC will invest in technical and operational skills across the organization, including the Board of Directors.

**Objective 5.2** IOCC will put in place structures that enable seamless collaboration within and across departments.

**Objective 5.3** IOCC will continuously improve systems to minimize organizational risks and remain compliant at all times.



*IOCC's health programming has included speech therapy in Jordan and patient education to fight podoconiosis in Ethiopia.*



## ABOUT IOCC

In response to a need expressed by members of the 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 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 socioeconomic development needs, IOCC's fundamental policy is to develop local 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 when the following conditions are met: (1) the Orthodox hierarchy of the country in question has made a request; (2) IOCC and the local Orthodox Church identify the need to use IOCC skills to enhance the capacity of the local Orthodox Church and other institutions to reach people in need more effectively; and (3) IOCC has determined that the program's scale requires an on-site presence.

## INTERNATIONAL ORTHODOX CHRISTIAN CHARITIES

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ASSEMBLY OF CANONICAL  
ORTHODOX BISHOPS  
OF THE UNITED STATES OF AMERICA

