



**The Islamic Committee of the International Crescent (ICIC)**

**اللجنة الإسلامية للهلال الدولي**

# **Strategic Plan 2021- 2025**

Draft # 3  
2021



## **Definitions**

International Crescent  
Agreement establishing the  
International Crescent  
Organization  
Member States  
States parties  
National Societies  
Similar Organizations

Islamic Committee of International Crescent (ICIC)  
Agreement establishing the Islamic Committee of  
International Crescent (ICIC)  
Organization of the Islamic Cooperation (OIC)  
OIC Member States  
States that adhered to the ICIC Agreement  
National Societies of the Red Cross and Red Crescent  
Similar National, Regional and International Organizations  
Working in humanitarian fields



# 1. Context

## 1.1 Introduction

Forty years have passed since the Foreign Ministers Conference of the OIC approved the agreement to establish the Islamic Committee of the International Crescent. This agreement contained in its preamble the following humanitarian concerns:

- Being aware of the Governments Islamic States of their responsibility toward the international humanitarian covenants.
- Recognizing the efforts Humanitarian Organizations which participate in alleviating the suffering of disaster, conflict and war victims.
- Affirming the foundation of humanitarian principles to avoid armed conflict and war or reducing their span.
- Believing in the necessity of founding an International Crescent guarantees the alleviation of human suffering ensuing from disasters in times of peace and calling for compassion and mercy in times of armed conflict and war, providing assistance to victims and solving humanitarian problems resulting therefrom.

In 2008 the Agreement became effective when the number of states that ratified the agreement reached the legal quorum. Although, the International Crescent was not established to deal only with humanitarian calamities in Islamic World, it is obvious that this World's share of human suffering and armed conflict, in addition the cultural civilization uniqueness of this World, thus making the responsibility shouldered by the International Crescent greater and immensely more than that of its counterparts in the different international groupings.



## 1.2 Basis of the strategic plan

Since the initial approval of the agreement the concerns for establishing the International Crescent –as previously mentioned- did not change. On the contrary, these concerns were emphasized even more due to the events witnessed by the world affecting the humanitarian work field, most significant of which were:

- Changes in the world power balance and concentration of wars and armed conflict in the Islamic Region. This was accompanied by a spread of disaster and violations of human rights and dignity, population displacements and infrastructure destruction.
- Noticeable frequency of earthquakes and natural disasters all over the world and their server impact, particularly on developing societies.
- The emergence of new diseases and epidemic last of them Covid 19, causing the death of high numbers of persons per day,.
- The rapid development of communications technology, the emergence of the internet in 1993, the social Media , the proliferation of satellite television and globalization causing the retrenchment of the institutional work and its isolation and governmental tutelage over the margin for civil society institutions participation to become things from the past.
- A high percentage of humanitarian assistance provided by the different organizations are sent to afflicted Islamic countries or countries which have Moslem inhabitants, this emphasizes the important of providing more assistance by Islamic countries to vulnerable populations exposed to disasters in affected countries.
- Finally, a global financial crisis threatening the economies of big and small countries, and the worsening of suffering of the vulnerable and the afflicted.

In addition to the above, other factors appeared which have a lesser impact on humanitarian work, of which:



- The transition to a democratic system in many countries, highlighting the importance and capabilities of civil society institutions.
- The proliferation of charitable and humanitarian institutions, particularly Islamic, even in the West; complemented with the emergence of regional and international development funds.
- Development and modernity, which began taking place in many Muslim countries, institutions and the adoption by institutions of international quality systems in the performance to be able to compete in a globalizing world.

No doubt, these factors effect the formulation of strategies and priorities and even the capabilities of humanitarian organizations. Strong organizations are those that possess the ability to analyze and diagnose in an interlinked framework of strategic factors and priorities and the changing needs of targeted communities, and at the same time has the physical and human resources needed to implement its programs and achieve its objectives.

## **2. Factors affecting the implementation of the strategy :**

The implementation of this strategy is actually influenced by identifying the opportunities that help and the threats that hinder it within the scope of operations of the International Crescent in the present and the future.

### **2.1 Opportunities**

- Sufficient justifications for work in the humanitarian field, especially in the region of the OIC  
There are no other similar organizations, only national organizations or NGO's exist. There's no organization that operates on the level of the Islamic Cooperation or in the name of consolidated Islamic states.



- Extensive experience gained by the national societies in the Islamic World, and the high performance capacity through this network of national societies in the member states.
- The Cultural and Humanitarian needs for this project.
- Political and dynamic support provided by belonging to the Organization of the Islamic Cooperation
- Establishment Agreement of the International Crescent which makes it capable of work in OIC States especially States parties to the Establishing Agreement.

## **2.2 foreseeable and probable obstacles :**

- The long duration of time needed for planning and organization
- Delay by the remaining OIC member States in joining the Establishing Agreement.
- The presence of many humanitarian organizations from outside the region.
- Work in an expansive geographical range and regions and societies with different characteristics.
- Difficulty in obtaining the human competencies needed for capacity building, especially in this phase, many of the competent personnel in the Islamic World work outside it.
- Difficulty of quick trust building in the International Crescent by donors and partners, considering it as "governmental organization".
- Difficulty of securing financial resources, especially in the shadow of the negative effect of the global financial crisis.



### **3. Mission, Vision and Goals**

#### **3.1 Mission,**

To come to the aid man and alleviate his suffering by protecting those who are vulnerable to the risk of natural and man made disasters, wars and armed conflict, providing relief and care for their victims, and cooperating with and support of working humanitarian bodies and organizations. The International Crescent endeavors also to foster better relationships between peoples, enriching human heritage to serve the spiritual, human and moral values, and support the call for truth and solidarity in protecting man and defending human rights.

#### **3.2 Vision,**

Building communities prepared to respond to emergencies and humanitarian crisis resulting from natural disasters, diseases , epidemics, armed conflicts effectively and efficiently, where the most vulnerable groups enjoy a safe, healthy and dignified living, in which, the principles of justice and respect for human dignity are realized.

#### **3.3 Goals**

- Mitigation of human suffering resulting from natural disasters, armed conflict and threats to health and the environment.

Strengthening and enforcing the meanings of human values in Islamic States and other communities.



## mission

If we achieve our objectives toward the stakeholders, that will assist in achieving the strategic goals, vision and mission.

### Stakeholder perspective

Who are the stakeholders concerned with International Crescent services and humanitarian work, what are their expectations from the scope of its mission and vision

If we achieve our internal operations objectives, that will assist in achieving our objectives toward stakeholders

### Internal processes perspective

To create a positive impact in serving the stakeholders and achieving their satisfaction, within the financial capabilities of the International Crescent what are the internal processes in which the International

If we achieved our learning and growth objectives, that will assist in achieving our internal processes objectives.

### Learning and growth perspective

How we qualify and dedicate our human resources for the purpose of improving our capacity to implement the strategy?

If we achieved our financial resources objectives, that will assist in achieving our learning and growth objectives.

### The financial perspective

**How we develop and manage our financial resources to create the greatest impact and effectiveness?**

## 4. Strategy Objectives

### 4.1 Perspectives of objectives

The strategic objectives of the plan are distributed among four different perspectives which create a balance between these objectives. The perspectives are interconnected by cause and effect relationship as shown on the left.

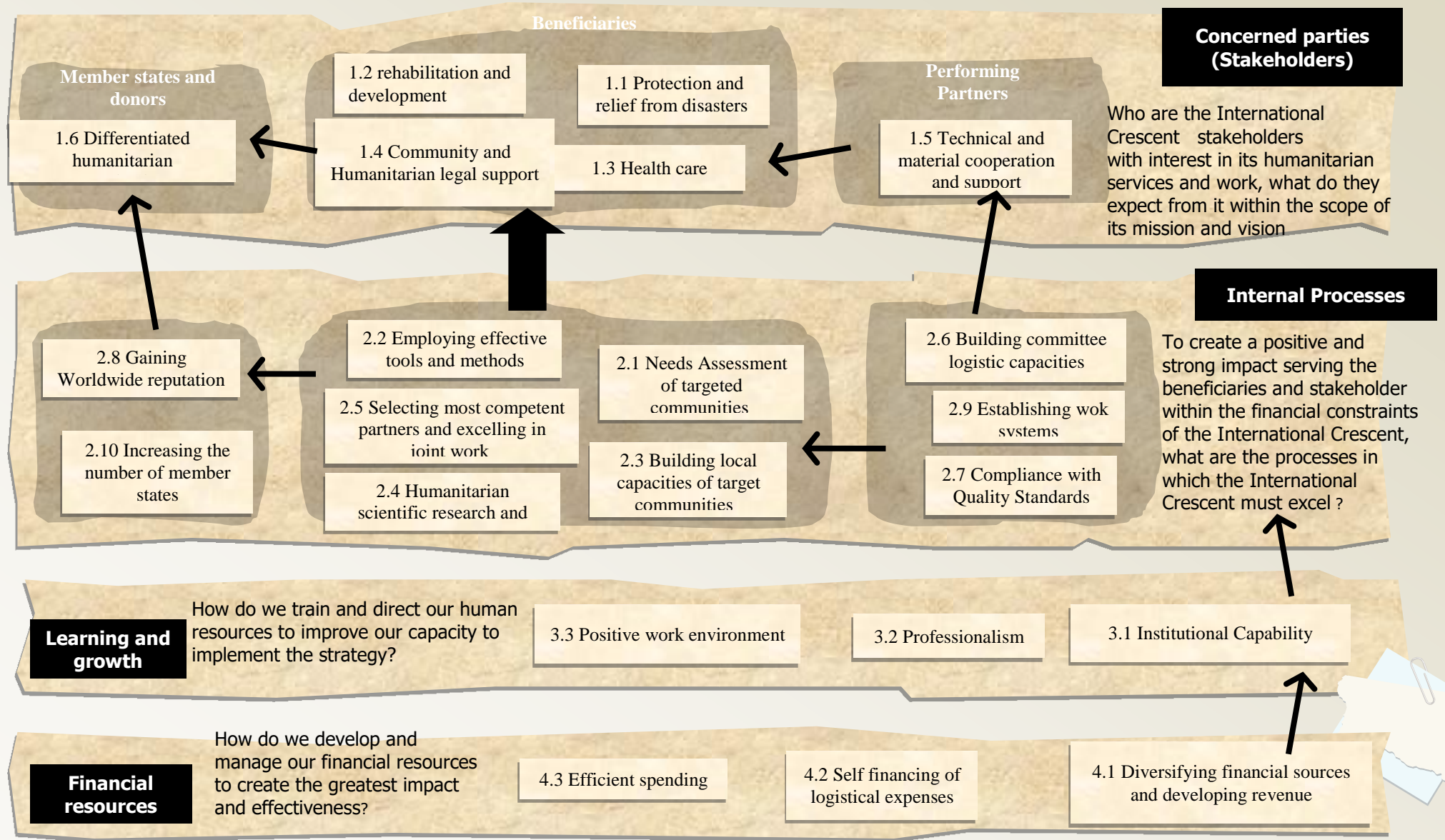
### 4.2 Strategic map

The strategic map on the following page indicates the strategic objectives of the International Crescent in each of the four perspectives. The objectives related to the services and humanitarian work of the International Crescent are divided into three main parties: the beneficiaries, the most important party for which the committee was established and made its mission and vision to serve them, then the partners in providing the services who cooperate with the International Crescent in implementing humanitarian projects, then the finance providers and member states in the Organization of the Islamic Cooperation, who are viewed by the International Crescent as subsidizers, and who aspire to see it succeed and excel. The relationship between the three parties is tangible, as empowerment of performing partners helps in serving the beneficiaries, consequently satisfying the requirements of finance providers and member States





اللجنة الإسلامية للهلال الدولي  
Islamic Committee of the  
International Crescent  
Strategy 2021-2025





## 5. Strategic Objectives initiatives and measures,

### 5.1 Concerned Parties Perspective,

Which parties are concerned with the International Crescent services and humanitarian work and what do they expect from it within the scope of its mission and vision?

Objective	Performance Indicators	Measure ment unit	benchmarks			Initiatives
			2021 2022	2022 23	2024 25	
<b>5.1.1 Protection from disasters and relief,</b>  The people under threat from disasters expect the International Crescent to contribute to their protection from probable hazards of natural disaster and armed conflict. If disasters occur, they expect the International Crescent to care for their safety and provide them with food and shelter, and help them to earn their livelihoods.	Number of beneficiaries from protection and relief projects	<b>1000 persons</b>	<b>2-3</b>	<b>4-5</b>	<b>6-7</b>	5.1.1.1. Formulating cooperation policies in disaster management and intervention approach to respond to disasters in member states.  5.1.1.2. Establishing a disaster response system in the Islamic World composed of national Red Crescent and Red Cross societies and government and non-government institutions in OIC member States.  5.1.1.3. Securing regional relief supplies warehouses and equipment and machinery and transport vehicles to enable rapid deployment to affected areas.  5.1.1.4. Identifying and implementing disaster preparedness and protection programs in communities where most needed until the completion of the regional survey (see initiative 2.1.1)  5.1.1.5. Appointing an independent consultant to prepare the method for and measure beneficiary satisfaction by the performance of the International Crescent and its implementation partners of protection and relief projects.
	Beneficiary satisfaction	<b>%</b>	<b>70</b>	<b>75</b>	<b>85</b>	



# The Islamic Committee of the International Crescent - Strategic Plan 2021 - 2025



Objective	Performance Indicators	Measure ment unit	benchmarks			Initiatives
			2021 22	202 2 23	2024 25	
<b>5.1.2 rehabilitation and development,</b>  Those affected by natural disaster and armed conflict expect the International Crescent to assist them in the rehabilitation of their areas and their utilities and returning them if they become displaced. Very poor communities with bad economies expect the International Crescent to contribute to improve their communities with rehabilitation development programs.	Number of beneficiaries from protection and relief projects	<b>1000 Persons</b>	<b>1-2</b>	<b>3-4</b>	<b>5-6</b>	5.1.2.1. Preparing demining programs for anti personnel land mines and providing awareness training on their hazards to the civilian population and the environment. 5.1.2.2. Supporting and implementing fighting desertification and agriculture, irrigation, food security and seed banks in vulnerable dessert communities. 5.1.2.3. identifying and implementing public utility programs and structural development in communities where most needed until the completion of the regional survey (see initiative 2.1.1) 5.1.2.4. Appointing an independent consultant to prepare the method for and measure beneficiary satisfaction by the performance of the International Crescent and its implementation partners of protection and relief projects.
	Beneficiary satisfaction	<b>%</b>	<b>70</b>	<b>75</b>	<b>85</b>	



## The Islamic Committee of the International Crescent - Strategic Plan 2021 - 2025



Objective	Performance Indicators	Measure ment unit	benchmarks			Initiatives
			2021 22	202 2 23	2024 25	
<b>5.1.3 Health and Social care.</b>  Those threatened and affected by natural disasters, armed conflict, epidemics, adverse health events expect the International Crescent to provide them with sufficient health protection, care and appropriate health awareness.	Number of beneficiaries from health care projects	<b>10000 Persons</b>	<b>1-2</b>	<b>3-4</b>	<b>5-6</b>	5.1.3.1. Identifying and implementing effective programs to be aware of current epidemics such as HIV, Tuberculosis, Cholera , Malaria and Covid 19.  5.1.3.2. Identifying and implement programs of support to live for widows and divorced with children in the affected communities and offering food, maternal and child in displaced and refugees..  5.1.3.3. Appointing an independent consultant to prepare the method for and measure beneficiary satisfaction by the performance of the International Crescent and its implementation partners of health and social care projects.
	Beneficiary satisfaction	<b>%</b>	<b>75</b>	<b>70</b>	<b>75</b>	

Objective	Performance Indicators	Measure ment unit	benchmarks			Initiatives
			2120 22	2022 23	2024 25	
<b>5.1.4 Legal, social and humanitarian support,</b>  Follow-up the legal and social situations of displaced people, refugees, irregular migrants, war	Rates of decreasing violations of human rights and marginalization in member states	<b>%</b>	<b>20</b>	<b>30</b>	<b>50</b>	5.1.4.1. Continue to call for formulating a legal framework within the OIC States to deal with refugee and displaced persons and irregular migrants situations
						5.1.4.2. Consolidate cooperation with the national societies in member States on IHL, social peace building and assisting irregular migrants awareness programs .



## The Islamic Committee of the International Crescent - Strategic Plan 2021 - 2025



<p>prisoners, especially in cases of natural disasters and armed conflicts and contribute to the activities of awareness, assistance and advocacy and disseminating the culture of dialog and pace building especially in communities facing armed conflicts and peace cohabitation for Muslim minorities in the communities where they live.</p>	<p>and states with Muslim minorities</p>					<p>5.1.4.3. Work to enable the International Crescent to take humanitarian initiatives in armed conflicts between OIC member States.</p>
						<p>5.1.4.4. Establishing measures and mechanism of POW exchange during armed conflict between member States and other States</p>
						<p>5.1.4.5. Follow-up the situation of the Muslim minorities in Muslim minority States. 5-1.4.6. Publication of peace cohabitation values in Muslim minority States 5-1.4.7. Follow-up the implementation of the Agreements concerning the humanitarian work in OIC</p>
<p><b>5.1.5 Technical and material cooperation and support,</b></p> <p>Implementation partners expect the International Crescent to have an effective, strong and long term partnership, and provide them with expertise and technical support required to build their capacities and improve their competencies in implementing the partnership programs and projects.</p>	<p>The number of cooperation and support programs and projects</p>	<p><b>Number</b></p>	<p><b>1-2</b></p>	<p><b>3-4</b></p>	<p><b>5-6</b></p>	<p>5.1.5.1. Supporting personal and development capacity building programs and training programs in Red Crescent/Red Cross national societies and charitable and humanitarian organizations partners with the International Crescent</p>
	<p>Number of benefiting organizations</p>	<p><b>Number</b></p>	<p><b>1-2</b></p>	<p><b>3-4</b></p>	<p><b>5-6</b></p>	



Objective	Performance Indicators	Measure ment unit	benchmarks			Initiatives
			2021 22	2022 23	2024 25	
<b>5.1.6 A distinguished humanitarian organization,</b>	<b>The International Crescent is one of the best humanitarian organizations on a world scale</b>	<b>Ranking</b>	<b>--</b>	<b>100</b>	<b>70</b>	5.1.6.1 Selecting or formulating an appropriate reference to measure the distinction of humanitarian organizations
Donors and States which have ratified the agreement to establish the International Crescent expect it to be one of the best international humanitarian organizations.						

## 5.2.Internal Processes Perspective,

In order to create a positive and strong impact in the service of concerned parties and to achieve their satisfaction within the limitations of the International Crescent financial resource, what are the internal processes in which it must excel,

Objective	Performance Indicators	Measuremen t unit	benchmarks			
			2021 22	202 2 23	24 2025	





# The Islamic Committee of the International Crescent - Strategic Plan 2021 - 2025



<p><b>5 .2.1Assessment of the needs of the target communities,</b></p> <p>-The International Crescent Administration allocates resources based on knowing the size of the threat or actual problems for each community resulting from disasters and humanitarian crises, by evaluating the following:</p> <p>-The potentials available in the community and the auxiliary efforts of the concerned organizations. Intervention priorities and strategies.</p> <p>- The periodic assessment, which is the basis of the information base on the humanitarian situation in his areas of work.</p>	<p>Country or vulnerability profile classified reports on the humanitarian situation, the priorities of vulnerable communities, and the capacities available</p>	<p>Countries of the world</p>	<p>Afflicted Muslim countries</p>	<p>Afflicted Muslim countries</p>	<p>Number and classification of countries</p>	<p>2.1.1. Conducting a regional survey of vulnerability and threat patterns in the Islamic world and the needs and priorities of disaster preparedness and response.</p> <p>2.1.2. Establishing a database of voluntary expertise, capabilities and resources of civil society institutions available in the Islamic world, and using them to meet the results of the previous survey and to strengthen the system for dealing with disasters.</p> <p>2.1.3. Issuing annual reports on the humanitarian situation in the Islamic world.</p> <p>2.1.4. Issuing monitoring and follow-up reports on the humanitarian situation and violations of international humanitarian law and the Geneva Conventions.</p>
--	--	-------------------------------	-----------------------------------	-----------------------------------	---	---





## The Islamic Committee of the International Crescent - Strategic Plan 2021 - 2025



<b>5.2.1 Using effective tools and methods</b> The International Crescent uses suitable internationally recognized tools and methods in humanitarian work, both in disaster management and in health care and development. This objective is considered important in realizing the effectiveness of humanitarian work, leading the building trust in the International Crescent		%	30	50	70	5.2.1.1 Publishing a study the determine the effective modern tools, methods and approaches (best practices )in the fields of humanitarian work of the International Crescent 5.2.1.2 Possessing a suitable minimum of these tools and adopting approaches that are appropriate for work fields and locations. 5.2.1.3 Supporting Islamic candidacies in decision making positions and presence in the relevant international events.
<b>5.2.2 Supporting own capacities of target communities,</b> The International Crescent supports target communities by building their own human and development capacities to deal with their problems and adopting policies of sustainability to help in this area such as training, ownership and income generation and good lending practices.	Ration of humanitarian projects supporting capacity building of communities and achieving sustainable benefits from them	%	60	80	90	5.2.2.1 Identifying self-capacity and sustainability support standards in International Crescent humanitarian programs and projects



Objective	Performance Indicators	Measurement unit	benchmarks			Initiatives
			2021 /22	2022/23	25/2024	
<b>5.2.3 Humanitarian scientific research and training,</b>  The International Crescent reinforces its mission and work through an academic and training infrastructure to help in assessment of humanitarian conditions and developing humanitarian work methods and qualifying human resources	<b>A specialized center for humanitarian studies and training and developing human resources engaged in the field</b>	<b>achievement</b>	<b>Identifying partners and documenting the proposal</b>	<b>Marketing and financing</b>	<b>Start of establishment</b>	5.2.3.1 Formulating the Center for Humanitarian Studies and Development proposal and marketing the idea to concerned parties
						5.2.3.2 Conducting, receiving and publishing researches in disaster management, health care, contemporary Islamic Jurisprudence and the IHL in its relation with the humanitarian situations resulting from disasters and armed conflicts



## The Islamic Committee of the International Crescent - Strategic Plan 2021 - 2025



Objective	Performance Indicators	Measurement unit	benchmarks			Initiatives
			2021 22	2022 23	/25 2024	
<b>5.2.4 Selecting competent partners and performing quality joint work,</b>  Whether the International Crescent partners working in the same field or local societies communicating directly with beneficiaries. Selecting competent partners with efficient coordination, long term partnerships and strengthening the operational network have a significant positive impact on both beneficiaries and partners.	Average ranking of partners among the best humanitarian organizations (see initiative ( xxx)	ranking	base	Determined after formulation of measurement reference	Determined after formulation of measurement reference	5.2.4.1 Establishing local partners selection and evaluation method
	Ration of programs and projects with multiple partners (three or more	%	40	50	60	5.2.4.2 Developing a program for managing the International Crescent humanitarian projects based on Project Cycle Management methodology (PCM) and training performing partners on it.
						5.2.4.3 Establishing a communication and coordination system with international humanitarian organizations providing information on humanitarian programs in which the International Crescent can participate as well as information on available resources among the organizations and how they can utilized.



# The Islamic Committee of the International Crescent - Strategic Plan 2021 - 2025



Objective	Performance Indicators	Measurement unit	benchmarks			Initiatives
			2021 22	2022 23	2024 25	
<b>5.2.5 Building the International Crescent support capabilities,</b>  Good support capabilities is one of the success factors and the backbone of model institutional work, it includes the systems of work employed by the International Crescent	<b>Extent of employees satisfaction with internal regulations and procedures (it may be a part of the second indicator of objective (3,13))</b>	%			80	5.2.5.1 Organizational and functional structures
						5.2.5.2 Preparing policies and administrative and financial regulations
						Preparing typical job operating procedures
<b>5.2.6 Compliance with quality standards,</b>  The International Crescent is committed in its humanitarian work to international quality standards and optimal performance in the areas of disaster management, health care and human advocacy and in the International Crescent management systems.	<b>Obtaining quality management systems certification (see initiative xxx)</b>	Number	Determined after quality systems identification	Determined after quality systems identification	Determined after quality systems identification	5.2.6.1 Identifying and implementing quality systems and performing the core competencies of the International Crescent's basic and supportive work, and formulating systems performance measurement criteria for non-certifiable systems.
	<b>Average performance in implementing non-certified quality systems</b>	%	65	75	85	



## The Islamic Committee of the International Crescent - Strategic Plan 2021 - 2025



Objective	Performance Indicators	Measurement unit	benchmarks			Initiatives
			2021 22	2022 23	2024 25	
<b>5.2.7 Gaining a worldwide reputation,</b>  The International Crescent has to enjoy a worldwide reputation as one of the best humanitarian organizations	<b>The rate of increase of positive media exposure of the International Crescent outside the founding states (positive mention in the media and links to the website)</b>	%	base	50	100	5.2.7.1 Formulating and implementing a public Communication and Information Dissemination Plan  Developing of the International Crescent website in the three languages 5-2-7-3 Publishing periodic reports on its activities in three languages
Objective	Performance Indicators	Measurement unit	benchmarks			Initiatives
			22 2021	2022 23	2024 25	
<b>5.2.8 Automating systems of work,</b>  The International Crescent has to own a comprehensive information technology system which supports the flow of functional operations, increases efficiency and provides major and support functions that t assist decision making	<b>Number of systems implemented and linked to the comprehensive system</b>	number	To be determined after surveying the systems (see the initiative)	To be determined after surveying the systems (see the initiative)	To be determined after surveying the systems (see the initiative)	5.2.8.1 Surveying information systems needed by the International Crescent and implementing them in a comprehensive information system that can be accessed from the internet (intranet and extranet with portal systems)



## The Islamic Committee of the International Crescent - Strategic Plan 2021 - 2025



Objective	Performance Indicators	Measurement unit	benchmarks			Initiatives
			2021 22	2022 23	2044 25	
<b>5.2.9 Increasing the number of member states parties,</b>  Increasing the number of States joining the International Crescent Establishment Agreement will strengthen it and give these States confidence in its significance and the importance of supporting it	<b>Number of member states which joined the Agreement</b>	%	35	40	45	5.2.9.1 Making contacts with OIC member States which have not joined or ratified the International Crescent Establishment Agreement up to that time to speed up their joining.
						5.2.9.2 Publicizing the International Crescent and its work to the OIC member States



### 5.3 learning and growth perspective,

How do qualify and dedicate our human resources to improve our capability to implement the Strategy?

Objective	Performance Indicators	Measurement unit	benchmarks			Initiatives
			2021 22	2022 23	2024 25	
<b>5.3.1 Institutional capability,</b>  Shortage of human resources and their weak of obtaining them are one of the main reasons of poor institutional performance. The International Crescent can avoid this situation by the proper organizational structure which responds to the strategic plan, ascertaining the compatibility of secondary balanced score cards and plans with the general plan, then filling the vacancies, especially important jobs that can lead the plan implementation	Ratio of compatibility between the strategic map and balanced score cards of the components of the International Crescent with its Strategy. i.e. this strategy (objective of the internal processes of the secondary maps are considered details of the objectives of the internal processes of the general map or non-contradictory additions with it)	%	100	-	-	5.3.1.1 Controlling the organizational and functional structures in accordance with the strategic plan
	Ratio of vacant leadership positions	%	0	0	0	5.3.1.2 Establishing a Strategic Management follow-up Unit
	Ratio of all vacant positions	%	0	0	0	5.3.1.3 Recruiting and employing to fill the vacancies, starting with leadership positions





Objective	Performance Indicators	Measurement unit	benchmarks			Initiatives
			2021 22	2022 23	2024 25	
<b>5.3.2 Professionalism,</b>  The International Crescent must improve its human resources by training that effects awareness and performance and achieves tangible results. Leadership positions in general shall be competent with experience and capable of enlightened direction to realize the strategic objectives. For these reasons, it will need to make up any shortage in skills by continuous specialist training continuous updating to fully utilize the energies of these resources.	Average number of annual training hours per employee	hour	To be determined after formulating an employee training plan (see initiative)	To be determined after formulating an employee training plan (see initiative)	To be determined after formulating an employee training plan (see initiative)	5.3.2.1 Formulating an employee training plan
	Annual rate of job turn over Number resignations / Maximum number of filled jobs	%	10	5	5	5.3.2.2 Establishing a procedure for recruiting employing staff



# The Islamic Committee of the International Crescent - Strategic Plan 2021 - 2025



Objective	Performance Indicators	Measurement unit	benchmarks			Initiatives
			2120 22	2023 23	2024 25	
<b>5.3.3 Positive work environment,</b>  Competitive wages, salaries and incentives system, recognition, rewarding high performance, the language of respect, trust and motivation which raise morale and enhance team work, and providing and exchanging information, consulting with employees as well as a suitable work place, all these and other factors may become secondary objectives for the International Crescent to achieve the ideal work environment and create a strong bond between the employee and the International Crescent and motivate him to do all he can to make it achieve success.	Increasing the rate of annual performance of employees by using the (180 point performance measurement system)	%	base	5	10	5.3.3.1 Preparing a positive approach to deal with poor performance and complains
	Job Satisfaction rate (may include the indicator for objective 2.6)	%	70	75	80	5.3.3.2 Preparing a job satisfaction questionnaire
	The annual rate of employee resignations (number of resignations/maximum number of filled jobs)	%	6	4	3	5.3.3.3 Employing an executive director with excellent leadership skills



## 5.4 Financial perspective,

How we develop and manage our financial resource to make the greatest impact and effectiveness?

Objective	Performance Indicators	Measurement unit	benchmarks			Initiatives
			2021 22	2022 23	2024 25	
<b>5.4.1 Diversifying financial resources and revenue development,</b> Developing the International Crescent financial resources is directly reflected on the volume of humanitarian work which can be achieved, while diversifying resources ensures flexible financing and sustainable performance effectiveness.	Increasing the annual budget of the International Crescent	%	Base (determined when preparing the budget)	150	300	5.4.1.1 Establishing a resource development unit to develop and recruit financing partners
	More financial resources allocated for basic work (humanitarian) which make up 80% or more of the total	Number	2	2	3	5.4.1.2 Entering into long term development partnerships with regional and international funds



Objective	Performance Indicators	Measure ment unit	benchmarks			Initiatives
			2021 22	2022 23	2024 25	
<b>5.4.2 Self-financing of support expenses (International Crescent operating expenses),</b>  Deducting from humanitarian projects budgets may be enough to finance the administrate expenses, but often it will not be sufficient to build the International Crescent's capabilities and achieve the internal processes and the objectives of learning and growth, therefore, resources capable of financing these requirements must be established. Support expenses include: deductions from project donations, administrative donations, and self-financing (such as investments and administrative endowments)	<b>Ration of self-financing of support expenses</b>	%	0	0	30	5.4.2.1 Formulating and marketing proposals of investment projects and administrative endowments
<b>5.4.3 Efficient spending,</b>  Efficient spending does not necessarily mean expense constraints on learning and growth objectives or internal processes; it means achieving the greatest benefit from the revenues for all the strategic map objectives, especially the beneficiaries' perspective. This is often attained by good design of procedures and operations and optimizing the utilization of information systems	<b>Ration of how much reaches the beneficiaries from the total humanitarian program and project budgets</b>	%	base	To be determined after performance review in 2010 projects	To be determined after performance review in 2010 projects	5.4.3.1 Minimizing implementation intermediaries between the International Crescent and the Beneficiaries, and setting standards of partners efficiency within project execution policies.



## 6. Strategy Implementation,

With view to the previous information, strategy implementation requires performing the following tasks:

- Ameliorating the International Crescent organizational structure to show the organizational units and their authority and responsibility.
- Identification of strategic objectives ownership, so that each of the performance indicators shown above is owned by a management unit or a senior International Crescent staff member with the responsibility of achieving it and implementing its relevant initiatives.
- Preparation of annual plans emanating from this strategy by the organizational units. These plans should indicate how these units will contribute to realizing the objectives and achieving the strategic initiatives, the plans should include also the initiatives assigned to the unit, the additional anticipated projects, financial budgets, the required resources, performance indicators and benchmarks.
- Reviewing the benchmarks in the previous tables to make sure they are achievable with the available resources and making the necessary adjustments accordingly, then realigning the implementation plans for the organizational units.