



International Christian Maritime Association

STRATEGIC PLAN • 2014 - 2018

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INTRODUCTION

The International Christian Maritime Association (ICMA) founded in 1969 to encourage ecumenical collaboration and mutual assistance among organizations, is a free association of 28 voluntary Christian non-profit organizations around the world, engaged in welfare work for seafarers, fishers, their families, and their dependents.

ICMA organizations represent various Christian denominations and communities that retain their own independence and autonomy. It is governed by an Executive Committee and its decisions are normally implemented by a General Secretary. For operational reasons ICMA's world is divided into nine regions, formed by ICMA members working together locally in area coordinated by a Regional Coordinator elected by a Regional Meeting.

ICMA is a charity recognized by the Charity Commission of England and Wales registered at the offices of the Mission to Seafarers in London.

ICMA fulfills an essential role in the maritime industry world and as such must find effective ways of maintaining its presence. ICMA will bolster its positive impact on seafarers' quality of life by strengthening its position as the ecumenical and professional association of maritime ministry.

- ICMA Member organizations operate approximately 526 seafarers' centers in 126 countries providing vital welfare services to active and retired merchant seafarers, fishers, their families, and their dependents;
- ICMA promotes and encourages collaboration and assistance amongst its member Christian organizations engaged in work for and among seafarers;
- ICMA acts as a coordinating body for members;
- ICMA is the collective voice of member organizations, and it maintains standing delegations to the International Maritime Organization (IMO) and International Labour Organization (ILO);
- ICMA promotes professional development in maritime ministry;
- ICMA maintains a sub-committee on fishers;

- ICMA maintains a website and social media;
- ICMA maintains a directory listing of ICMA members and their services;
- ICMA meetings provide vital opportunities for communications, networking, professional development, and collaboration.
- ICMA maintains relationships with maritime industry and other organizations; and
- ICMA raises and receives funds by way of contributions, subscriptions, donations, grants, bequests and otherwise.

MISSION AND VISION

Mission

ICMA is called to promote unity, peace and tolerance. ICMA works ecumenically, showing unconditional love to all seafarers regardless of nationality, religion, culture, gender or ethnic origin. ICMA respects their personal values and beliefs. ICMA cooperates with institutions to advance maritime welfare.

Vision

The International Christian Maritime Association will become the pre-eminent ecumenical and professional association of maritime ministries seeking to strengthen its Members' maritime ministries for seafarers' well-being.

STRATEGIC GOALS

To achieve its vision, ICMA will pursue three strategic goals:

1. Communications:

Strengthening ICMA through its Members active participation in the broad-ranging growth of ICMA depends on continuously improving its communications within ICMA.

- Internal communications must be strengthened within (see Appendix A).
 - Develop and implement internal communication strategies that instill a common purpose among ICMA members, share information AND encourages more ecumenical dialogue among ICMA members. Communications ranging from traditional means of communications such as forums, conferences, and other meetings may be considered along with evolving social media means of communication.
- External communications are necessary for ICMA to strengthen its representation to external organizations and authorities. Effective communications include both the method of communications and its content.
 - Review, and where appropriate develop, policies for ICMA representation in external bodies (such as IMO, ILO, WCC, ISWAN, ITF, port authorities and governments) to ensure the most cost effective representation of common ICMA positions.

2. Networking and Belonging:

ICMA is a unique ecumenical association of Christian organizations working for the benefit of seafarers and their families. Changes in the maritime industry such as security regulations, consolidations, privatization and decreased funding have created challenges for maritime ministries. The changes have also increased the need for improved networking and belonging both internally within ICMA and externally with maritime industry stakeholders to assist ICMA members' service to seafarers.

ICMA will use innovative practices to strengthen the ecumenical sense of belonging and participation of ICMA Members and its position as a voice for its Members engaging with the outside entities that can support maritime ministries. ICMA's strength as an association and its standing as a

voice for its members depend upon all of its Members actively participating in ICMA activities.

- Develop and initiate policies, tools, and practices to strengthen ICMA networking between ICMA and its Members and between the Members themselves with a view towards understanding each other, sharing expertise, avoiding duplication of efforts, coordinating fundraising, and collaboration;
- Review existing relationships with external organizations (public and private) and explore new ones that are cost effective, support ICMA's and its Members' programs; and
- Develop and initiate policies, tools and practices that will achieve maximum participation by all ICMA Members, irrespective of their size and location, in ICMA programs, governance, and activities.

3. Professional Development:

ICMA aims to provide leadership in promoting and encouraging professional development in maritime ministry. It may not be cost-effective for some individual Members to develop and deliver training for the training requirements it identifies. ICMA can assist by fostering collaboration among its members and by sponsoring its own training programs. ICMA will encourage professional development through training, sharing knowledge and collaboration.

- Build on ICMA's foundation of its course accreditation program to encourage developing and presenting training and courses designed specifically by and for front-line maritime ministries. ICMA will accredit professional development programs to assure educational quality, encourage front line development, and facilitate sharing among Members.
- Provide up-to-date Seafarers Ministry Training (SMT) utilizing ICMA Members' expertise. Review the SMT's Terms of Reference to ensure that the course remains up to date to reflect changes in the industry and new challenges facing ministry providers utilizing the talents and skills within ICMA consistent with ICMA's accreditation standards.

- Encourage ICMA members to provide ICMA accredited courses.
- Develop cost effective models for improving and sustaining seafarer ministries that can be used globally.
- Survey Members' training needs to facilitate, where feasible, coordinating ICMA accredited courses or sponsoring ICMA training.

IMPLEMENTATION OF THE STRATEGIC PLAN

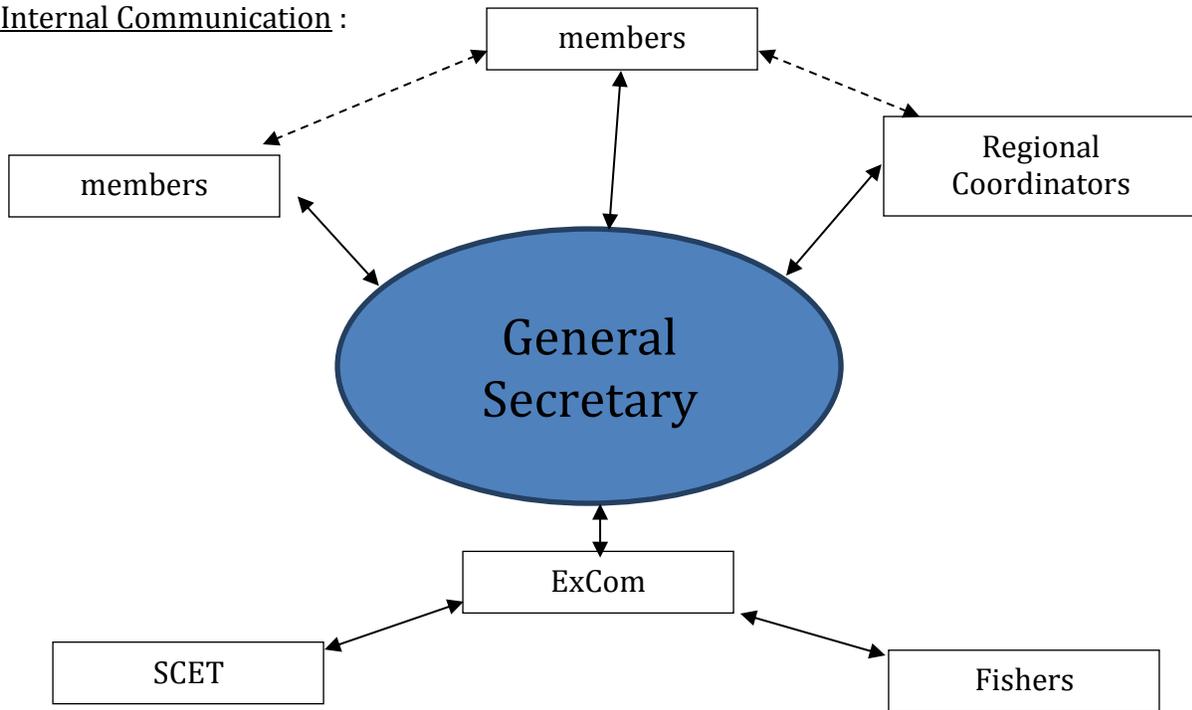
ICMA is committed to ensuring that the Strategic Plan remains a living document, actively guiding its development over the next four years.

It is imperative the ExCom regularly communicate and evaluate progress. However, it is the General Secretary's responsibility under the direction of the ExCom to ensure tasks are accomplished and deadlines met through regular communication. To that end, at each ExCom meeting, the ExCom will receive and review reports prepared by the General Secretary on progress in implementing the strategic goals set out herein and confirm that its annual budgets and financial planning accurately reflect the Strategic Plan.

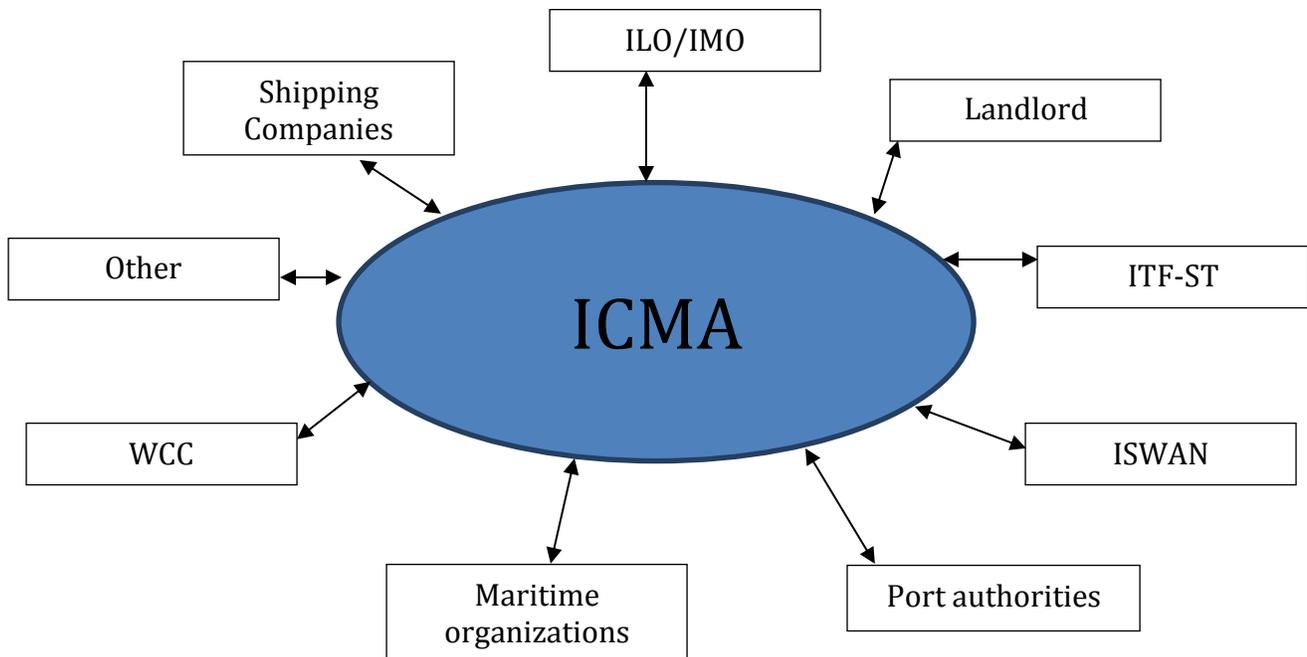
Further it will use the Strategic Plan as the basis for its outreach, communications, and fundraising.

ICMA

Internal Communication :



External Communication :



APPENDIX B DEFINITIONS

Communication – A communication is a message that is sent by someone. Effective principles of communication are setting a good climate, being interactive, and having a closed loop to ensure it remains constant. Communication includes the systems and that are used to communicate both...

Internally, among members, between members and the ExCom, members and the General-secretariat, ExCom and the General-secretariat, and other parties like Scet and regional coordinators aimed at building a strong organization.

Externally, between ICMA (the General-secretariat, ExCom and/or members) and parties like IMO, ILO, ITF and others ...

Presentation - the way an organization presents itself to others in a situation it controls. Examples are logo, organization of events, brochures, etc.

Representation - the way an organization represents itself in a situation controlled by others. Examples are outside events with other organizations and relevant groups or advise in commitment to other organizations (e.g. ISWAN, ITF, etc.)

Networking - interacting with other people to exchange information and to develop / to care for contacts, promote Mutual understanding, and hold effective conversations that benefit all parties involved.

Belonging – maintaining close relationships, attachments, identity, authentic presence, fellowship, fidelity, and mutuality. Though “belonging to” involves cost, the benefits far outweigh these costs. Belonging requires affection / love as opposed to Networking.

Education - The knowledge and abilities, development of character and mental powers resulting from systematic training, workshops, case studies and instruction.

Training - Is the process of learning the skills needed for a particular job.

Accreditation - If an educational course, workshop, or institution is accredited, it is officially declared to meet approved standards developed by the accrediting agency.

APPENDIX C

ICMA Code of Conduct

From Committee of May 2013:

- to promote unity, peace and tolerance
- promoting and coordinating Christian ecumenical co-operation in maritime ministry
- showing unconditional love to all seafarers
- respecting the seafarers' personal values and beliefs
- respecting diversity of ICMA-Members, churches and seafarers
- co-operating with persons/organizations/institutions, which work for the welfare of seafarers

On Web Site:

- Show unconditional love to the seafarer as a human being, created in the image of God, and a sincere respect for her/his personal values and beliefs
- Fight prejudice, intolerance and injustice of any kind
- Respect the diversity of ICMA members and Churches and foster the links that unite them
- Respect the loyalty of those engaged in maritime ministry to their particular ecclesiastical discipline and tradition
- Co-operate with persons, organizations and institutions, Christian or otherwise, which work for the welfare of seafarers