



International Wheelchair & Amputee Sports Federation

**STRATEGIC PLANNING
REVIEW & REPORT 2003-2005**

AND

**PRINCIPLES & PRIORITIES
2006-2010**

PRESENTED BY THE EXECUTIVE BOARD

TO

IWAS MEMBER NATIONS

APRIL 2006



Introduction:

IWAS is the embodiment of the amalgamation of two key International Disability Sports Federations, the International Stoke Mandeville Wheelchair Sports Federation (ISMWSF) and the International Sports Organisation for the Disabled (ISOD), the founders of the Summer and Winter Paralympic Games and the creators of the paralympic movement infrastructure

IWAS transferred its authority to coordinate the Paralympic Games through the ICC to the International Paralympic Committee (IPC) in 1993 and from that point has concentrated on the core principle of sport and athlete development from grass roots to elite as a pathway for achievement and as a “feeder” system to the Paralympic Games

IWAS maintains the ideal of opportunity through sport for persons with a physical disability, as initiated by our founder, Sir Ludwig Guttmann and encapsulated within the **IWAS** mission statement

To create and maintain conditions world-wide which will foster and encourage the development and self-determination of youth, men and women with a physical disability internationally through sport from grass roots to elite level in a spirit of “friendship, unity and sportsmanship”.

IWAS is governed by a General Assembly of Nations and a democratically elected Executive Board. As the organisation has grown over the past 50 plus years, the percentage of athlete representation on the Board has increased and currently stands at 62.5% - a level reflecting self-determination to achieve and commitment to ensure ongoing opportunity to successive generations of athletes with a physical disability to share the same experience

IWAS continues to deliver programmes in sport competition, training and development, based on the Stoke Mandeville Games tradition, established more than 50 years ago as the basis for the international movement for sport for persons with a disability, creating links from rehabilitation, opportunities for sport participation and beyond; providing athletes, technical and classification personnel and coaches with the means to develop specific skills and accredited expertise from grass roots to elite

IWAS engenders a passion for sport participation, sporting values and varied opportunity levels from grass roots to elite within its 4 year cycle of multi-sports Games programmes, staged worldwide

IWAS is also an International Sport Governing Body (IF) for the sports of Wheelchair, Amputee and les Autres Athletics and Lawn Bowls, Wheelchair Cue Sports, Fencing and Rugby, and Electric Wheelchair Hockey, with Championship and official event calendars



IWAS works in partnership with the International Paralympic Committee in delivering the Paralympic Games programme for the **IWAS** sports of Wheelchair Fencing and Rugby

IWAS has nurtured the sports of Archery, Wheelchair Basketball, Powerlifting, Shooting, Swimming and Table Tennis to independency and/or paralympic programme status

IWAS continues to work with the International Governing Bodies for the sports of Archery, Wheelchair Basketball, Cycling, Equestrian, Powerlifting, Shooting, Swimming, Table Tennis and Volleyball supporting the delivery of development programmes and contributing towards the international athlete pathway for these sports

IWAS maintains and builds upon its history as an innovator and creator of key events, systems and programmes that have successfully contributed to the movement of sport for persons with a disability worldwide

IWAS has a membership base of over 70 national organisations worldwide, all of whom provide recruitment, development and competitive programmes within a remit covering activities at local and national levels from grass roots to elite and linking with **IWAS** to complete an athlete's pathway from grass roots to elite at international level

IWAS as an IOSD (International Sports Organisation for the Disabled) maintains the principle of working with and through sport at all levels thus providing the widest range of opportunity for all athletes with a disability and establishing itself as an organisation that embraces inclusiveness.



Review & Report on 2003-5 Strategic Planning:

GOVERNANCE

The **IWAS** Executive Board and Member Organisations

For a period of 2 years, until the General Assembly and elections in 2005, an interim Executive Board was established under the name ISMWS-ISOD, and composed of two elected representatives each from ISMWSF and ISOD, plus the Ex Officio appointments of Executive Director/Secretary General and Hon. Treasurer. Consideration of the requirements for an incoming elected Executive Board for the period 2006 to 2010 were undertaken.

At the General Assembly in September 2005, a new Executive Board for **IWAS** was elected, composed of President, Vice President, and 6 Members at Large plus the Ex Officio appointments of Executive Director/Secretary General and Hon. Treasurer.

It was decided by the Executive Board that portfolio assignments should be made after election in the following areas:

Sports Science & Medical, Sports Services (development), Marketing and Games Liaison

During the period several new and lapsed organisations (re-)established membership

MANAGEMENT

The **IWAS** Management Board

The establishment of a full complement of staff commensurate with management and delivery of **IWAS** aims and objectives for the period proved to be a challenge. However, work was commenced on applying innovative strategies to expand the capacity of the Headquarters through Regional Office establishment and an Event Coordination function as a paid service to Games Organising Committees. The first regional office under the direction of the Executive Director/Secretary General was established in Iran in May 2004. An Event Coordination service was established to support the 2005 **IWAS** World Games Organising Committee in Brazil.

IWAS maintains the principle and priority to achieve a full complement of staff commensurate with effective and efficient implementation of the Strategic Plan and the delivery of goals. In the meantime, the management board function continues to be realised with the support of elected Officers, Sports, Commissions/Standing and ad-hoc Committees and individual appointments and value in kind (VIK) initiatives.

The Executive Director/Secretary General continues to work under the direction of the President and a regular teleconference schedule supports this principle.



IWAS Sport specific management has continued apace with development initiatives through to elite level Championships and preparation for Paralympic Games (where appropriate) undertaken positively and creating wide ranging opportunity for the nations. The principle of higher investment levels into sport specific objectives will be a consideration for the oncoming period.

Strategic Priorities 2003-2005

Membership Fees

A single membership fee structure reflecting the amalgamation ISMWSF-ISOD was introduced in 2004, and reviewed as appropriate to **IWAS** objectives at the end of 2005 by the General Assembly of Nations for 2006 application.

Identification of new name and logo

The new name and logo under which ISMWSF and ISOD operate as a single entity was established in 2004 and launched during the Athens Paralympic Games. The name International Wheelchair & Amputee Sports Federation (**IWAS**) simply reflects the athlete community the Federation serves and the logo depicts the achievement of wheelchair, amputee and les autres athletes with arms flung wide in happy acknowledgement of their joy and achievement in sport

Transfer of finances, other assets and legal registrations to the amalgamated organisation

The transfer of finances and other assets from ISOD was made and a joint account operated from January 2004. The change in name and objects in the ISMWSF Memorandum & Articles of Association to reflect the united operation under the name **IWAS** was achieved through General Assembly direction and continued registration under the new name as a legally incorporated charity

Member nations' action plan

Reinforcement and support was given to national organisations in membership to reflect the wider objects of **IWAS**, ie expanded athlete constituency to incorporate wheelchair, amputee and les autres athletes.

Encouragement was also given to the member organisations to have a sound basis for development of athletes, from rehabilitation through to elite participation. This was also supported through a revised membership application procedure incorporating specific criteria and request for detail to confirm appropriate status.

The ISMWSF Memorandum & Articles of Association (Constitution) was amended to reflect the wider athlete constituency of **IWAS**, the position of **IWAS** in the paralympic movement infrastructure and its relationship with the International Paralympic Committee

All sport specific and multi-sport events under the jurisdiction of **IWAS** continue to incorporate opportunity for coaching, officiating and classification education and accreditation and these are promoted widely for membership up-take



The support of IPC has been sought to ensure that the international and paralympic movement infrastructures properly reflect a consolidated framework in support of all athletes at all levels

Feedback questionnaires have been developed and are analysed on a frequent basis to ensure that **IWAS** services continue to meet the needs of member nations (annual audit and World Games feedback questionnaire)

Games calendar

The Games, the cornerstone to the whole movement, have always been recognised as the core element of the Federation's work, encapsulating in one package, a number of programmes that not only contribute to an athlete's pathway, but also maintain and reinforce the infrastructure that supports development and growth.

The first steps to strengthen and expand the **IWAS** Games Calendar were to establish a Youth/Junior Games provision and the means to introduce Regional Games through the identification of Regional **IWAS** Offices

The first **IWAS** Junior event on which to build a full Games programme, was organised and hosted by **IWAS** itself to "kick start" the initiative, with the **IWAS** Junior Athletics Championships staged at Stoke Mandeville in July 2005. This initiative was met with enthusiasm by the membership and a bid was received in September 2005 from Ireland for Athletics Junior Championships in 2006.

The **IWAS** World Games, the Games that launched the paralympic movement celebrated their 54th anniversary in Rio de Janeiro, Brazil in September 2005, with over 800 athletes competing in 8 different sports. This was the first time the Games had been hosted in the South Americas and was a solid introduction of the Stoke Mandeville concept and pathway to the Region

The strategy to reinforce the World Games programme began with the introduction of a staffed Event Coordination position, the liaison with non-**IWAS** sport governing bodies to establish Technical Agreements and a thorough revision of the Bid package and contractual conditions, which were all realised in 2005

A call for bids for **IWAS** Junior and World Games for the period 2007 to 2011 resulted in interest from various member organisations, with Chinese Taipei, Korea, South Africa and the USA currently in the bid process. Regional interest in **IWAS** Games has been initiated through the **IWAS** West Asian Office in Iran and plans are already being discussed.

HQ Bid strategy

It was recommended that the HQ of **IWAS** remain for the period 2003-5 at Stoke Mandeville (ISMWSF's Secretariat) in recognition of the valued resource of the present staff, but that investigation be undertaken and if appropriate, a strategy be defined to open up bids for future relocation and registration, with the need for staffing expansion highlighted as integral to the offer. The existing ISMWSF HQ Bid package was reviewed by the interim Executive Board, amended to suit the expanding requirements of the newly named and unified organisation **IWAS** and published at the end of 2004 in order that submissions could be reviewed prior to **IWAS** General Assembly 2005.



A bid was received from Denmark and ongoing discussion is taking place in the context of a satellite office and the determination of functions to be undertaken short and long term to the benefit of the organisation.

The principle for **IWAS** to continue to maintain a HQ facility remains as fundamental to continuity and success. Consideration of the conditions and capacity of staffed management board provision for the Federation is therefore incorporated into all strategic plan reviews

IOSD Collaboration

The concept established by joint meetings of the IOSDs to establish a forum for cooperation and collaboration in the area of development to reflect paralympic movement recognition and support for the IOSDs to maintain and exercise their valued expertise in development, was partly integrated into the IPC Strategic Plan.

Currently, the IPC has established several Councils as forums for consultation, advice and exchange of ideas, the IPC Athletes, Sports, Regional and IOSD Councils.

IWAS representation on the IPC IOSD Council has been established as President Paul DePace and Secretary General Maura Strange

Moving Forward 2006 to 2010

The **IWAS** Executive Board at its meetings held in Seoul, Korea and hosted by **IWAS** member organisation, the Korean Disabled Veterans Organisation (KDVO) in association with the Korean Organisation of Sports for the Disabled (KOSAD) took the opportunity to review strategic planning for the period 2006 to 2010 based on the **IWAS Mission statement** and its continuing relevancy to the movement:

To create and maintain conditions world-wide which will foster and encourage the development and self-determination of youth, men and women with a physical disability internationally through sport from grass roots to elite level in a spirit of “friendship, unity and sportsmanship”.

The following **values** remain integral to setting the aims and objectives for **IWAS**:

- Positive image and self determination of athletes and sports
- Support, not control
- Transparency of decision and action
- Partnership and complementary activity
- Motivation and Respect
- The maintenance of governance and management infrastructures and means that are appropriate and will realistically facilitate improved delivery of services and programmes
- The nurture of conditions for professional growth
- Development
- Games and competitions

Our **vision**, our ultimate aim, for **IWAS** is to continue the traditions of the IOSDs, whilst reflecting the growing atmosphere of partnership situations and the recognised need to consolidate development activities with the support of the IPC to sustain the paralympic movement. However, the **IWAS** Executive Board feel that amendment to the statement developed for 2003-5 needs to be made to also incorporate **IWAS** responsibilities in sports, programmes and projects which do not feature on the Paralympic Games programme and are not at this stage part of the paralympic movement:

An organisation which enables the growth and achievements of persons with physical a disability in sport and provides opportunity to achieve individual aspirations at all levels through a defined athlete pathway

The **aims and objectives** of **IWAS** continue to be relevant and are summarised as follows:

- ***To guarantee and supervise the organisation of multi sport Games in a 4 year cycle for athletes at all levels in a wide variety of sports***
- ***To promote and create conditions for existing, emerging and new sports at international level to achieve sport specific objectives***
- ***To provide a legal entity and framework for sports to conduct their business, and compile, refine, apply and exercise control over the rules, regulations and systems governing international competitions***
- ***To ensure international service delivery in a range of educational, training and accreditation programmes in all areas of sport management related to athletes with a physical disability, including but not limited to, the areas of coaching, classifying, sports science, event management, equipment etc.***
- ***To ensure the ongoing recruitment, development and participation in sport for persons with a physical disability, particularly for women and the more severely disabled***
- ***To ensure the widest participation of athletes with a physical disability in sport, through increased membership levels and by providing the key link between (National Disability Sports Organisations) NDSOs and the paralympic movement/IPC at international level***
- ***To represent IWAS member organisations when working with the IPC and its NPCs***
- ***To continue to develop a close working partnership with the IPC and other international disability sport bodies***
- ***To promote athlete endeavour and achievement on a global basis***
- ***To provide a centralised source of specialist information, advice and support service for members, partners, organisers and promoters of physical disability sports events through the maintenance of a full-time professional Secretariat***
- ***To establish a clear policy framework for the on-going tasks of the organisation***
- ***To contribute to the creation of a drug-free sport environment for all athletes with a physical disability in conjunction with the World Anti-Doping Agency (WADA) and to maintain the ideal of drug free IWAS sport specific competitions and Games***
- ***To enhance the public profile and understanding of international sport for persons with a physical disability through world-wide education programmes and encourage educational, cultural, research and scientific activities that contribute to the organisation's objectives***
- ***As founders of the Paralympic Games, to continue to embrace and contribute to the ideals of the paralympic movement***

The main activities of **IWAS** in broad terms can be summarised as follows:

- 1. the provision of services to members/partners**

2. the provision of competitive opportunity at sport specific and Games levels
3. the provision of development and education programmes
4. the governance of associated principles, policies, rules and regulations

The Executive Board, in its strategic review has identified its priorities in the following areas in respect to the period 2006-2010, to build upon the activities and achievements of its 50 year history and the successful implementation of amalgamation between ISOD and ISMWSF.

The Executive Board, in outlining the 3 core principles and associated strategies, listed below as appropriate for the Federation's focus for 2006-2010 has also taken into account the necessity to move forward at an appropriate pace, commensurate with the anticipated professional growth of the Federation.

Core Principle 1 – Development

Preamble

In order to ensure that there is opportunity:

- To maintain a sustainable pathway from recruitment to elite level for athletes with a physical disability and
- To encourage and train athletes to take leadership roles
- There is the appropriate synergy between core principles, priorities and strategies

IWAS has identified the following priorities for its development programmes for the period 2006-2010

LEADERSHIP DEVELOPMENT

To identify, train and nurture individuals with skills for leadership roles, both volunteer and paid, at all levels and in all areas within the **IWAS** programme of sports' opportunities.

REGIONAL DEVELOPMENT

To support **IWAS** regional policy and objectives and to provide support to and benefit from the establishment of **IWAS** Regional Offices. To support the development of **IWAS** Regional Games programmes to promote growth in sport participation and sustainability of event provision. To build upon the success of the West Asian Office by introducing the concept and establishing further regional offices around the world.

KNOWLEDGE DEVELOPMENT

To encourage the acquisition of knowledge by athletes, coaches, classifiers and officials in the technical management of sport through training and accreditation and ensure the application of such knowledge through identified pathways for involvement in the international arena. To also ensure that related information/foundation education



packages are readily available in “user friendly” formats, particularly in recruitment drives.

GLOBAL AWARENESS

To ensure the continued recognition worldwide of **IWAS**, its sports and programmes as essential to the development of athletes with a physical disability and an integral component of the paralympic movement, by making the achievements and targets of **IWAS** known to society at large.

To encourage all nations in the work to join IWAS and strengthen their athlete pathways at international level

PARTNERSHIP DEVELOPMENT

To develop partnership situations aimed at increasing participatory opportunity, standards and profile

Strategic Target: An expanded network of members and partners together with increased levels of education and awareness to support the aspirations of athletes on their individual pathways of achievement through a wide programme of activities

In identifying that the right connections and considerations are applied across the board and incorporated in all 3 Core Principles of Strategic Planning for 2006-2010, the Executive Board **IWAS** has aimed at achieving energy and expansion in activities over the coming 4 years. These actions will underline the objectives of the movement as a whole, whilst serving to also provide continuity of experience, expertise and support for the future. By preserving and building upon grass roots by means of recognised athlete pathways, development objectives can more readily be addressed.

Initial steps to be taken under all Core principles will be linked to the potential for **IWAS** to develop its professional function in a way that will bring benefit and support for athletes, sport managers, technicians, classifiers and coaches worldwide, ensuring that **IWAS** remains inclusive in nature.

The Federation's focus therefore remains on delivering the services and opportunities that have constituted its raison-d'être for over 50 years. However, in recognition of its responsibility to provide advice, support and potential to new and emerging developing countries, new and emerging sports and to maintain a pathway from basic rehabilitation programmes to elite level, the **IWAS** Executive Board has focused on the following as development strategies for the period 2006 to 2010 with the aim of expanding opportunity, motivation and participation in sport for the widest athlete community possible within a more professional framework.

Games Programme Development Strategy

The Executive Board confirmed the formulation of strategy to expand the international experience potential for athletes from grass roots through to elite. It is felt that an

increase in multi-sport opportunities world-wide, in addition to the world-renowned World Games on a 2 yearly basis will continue to benefit the sport movement for persons with a physical disability in a variety of ways. The strongest theme within programming of Games events is the introduction of Youth/Junior Games, which is now established as an annual platform on which the Games calendar can be expanded.

Ever present is the need for Organisers, and included within the strategy is a flexible bidding environment to encourage Organisers. It is felt that this strategy, coupled with a diverse programme of Games events within a 4 year cycle, progressing from development through to elite, will encourage athlete recruitment and growth, particularly for women and the more severely disabled.

A strong and active responsibility in cooperation with a wide range of sports to introduce, nurture and challenge the international athletes of tomorrow within our own Games is a continuing objective. This strategy supports a “feeder” system to the Paralympic Games, as founded in 1960 by the ISMGF (**IWAS**), and which have grown to such great heights. However, at such heights, the opportunity level is necessarily restricted to the elite of the elite. It is recognised that not all athletes have the ability to reach this level. The “numbers game” at times disadvantages athletes in certain classification groups (and it would seem primarily the more severely disabled). Therefore, opportunities in another Games environment are needed as part of an athlete pathway to support their objectives and in particular for the more severely disabled and women. The **IWAS** Games Programme strategy would effectively strengthen and support both Paralympic Games and individual athletes’ objectives by offering competition for the widest range of classifications at a variety of event levels. In addition the added fact of providing a learning environment for potential multi-sport event organisers cannot be ignored. The Games environment also provides the appropriate conditions for training and accreditation of technical and classification personnel and clinics for education of athletes, coaches and administrators – a benefit not available at other premium events.

In summation, the Games Programme Strategy is encapsulated through an athlete pathway for development. It is every athlete’s aspiration to become a Paralympic Games participant and through the Games Programme strategy, with events at different levels, a pathway for athlete growth and participation is identified.

- **Regional Games:** proposed initially every 4 years allowing national members within a specific region, at relatively low expense, to bring athletes their first experience of international competition
- **Junior Games:** proposed on an annual basis for young athletes in a range of sports. These events allow the national member organisations the opportunity to introduce youngsters into an ambitious programme of yearly competitive situations to stimulate participation and development from grass roots to elite at international level

- **World Games:** proposed every 2 years (the year after and the year before Paralympic Games) providing national member organisations the opportunity to showcase, test and qualify athletes (development or elite levels respectively) in a high level competition situation and a Games environment similar to the Paralympic Games

For 2006-2010, expansion strategy to multi-sport programme is envisaged as follows:

- World Games (the original Games tradition with development or elite level status according to the year in which they are staged)
 - Establish global endorsement of **IWAS** World Games role in pre-paralympic year as a qualification multi-sport situation on the run up to the Paralympic Games the paralympic movement
 - Professional bid solicitation, contract building, sport liaison and OC Monitoring service to be provided by **IWAS** Management Board from HQ
 - Publish calendar 4 years in advance
 - Maintain on a biennial (every two years) basis
 - Identify cycle as post Paralympic year (development) and Pre-Paralympic year (elite)
 - Maintain strategic focus on provision for minority groups (more severely disabled and women) and work with Organising Committees (OCs) on quota situations where appropriate
 - Incorporate OC educational element during bid-building
 - Promote funding opportunities for development components (clinics, workshops etc)
 - Be more proactive and support improved coordination with sports and OCs in promoting clinic, workshop, training and accreditation seminar availability and entry to the member nations
 - Increase potential to **IWAS** and non-**IWAS** governed sports to regularly incorporate in sport specific calendars
 - Establish programming and promote **IWAS** Games appropriately in accordance with status of post paralympic (development) and pre paralympic (elite) in cooperation with Organising Committees
 - Raise level of Organising Committee commitment and capacity in pre-paralympic Games years through relationships/initiatives in consultation with IPC
 - Provide opportunity for potential/failed Paralympic Organising Committees to be involved in test situations in a multi-sport Games environment
 - Incorporate World Games in **IWAS** branding, communications and revenue generation strategies

➤ Regional Games

- Professional bid solicitation, contract building, sport services liaison and OC monitoring service to be provided by **IWAS** Management Board from **IWAS** Regional Office reporting to HQ
- Strategic Focus on sport and national development
- Phased development over the 2006-2010 period to:
 - establish regular calendar
 - increase number of regions staging Regional Games
 - increase from an initial 4/5 country participation with the target of full participation
 - increase from an initial 4/5 sport programme to incorporate other sports appropriate to the region
 - Use Regional Games as a stepping stone on an athlete's pathway (eg qualification to World Games programme)
- Incorporate Regional Games in **IWAS** branding, communications and revenue generation strategies

➤ Junior Games

- Professional bid solicitation, contract building, sport services liaison and OC monitoring service to be provided by **IWAS** Management Board from **IWAS** HQ
- Work with **IWAS** and non-**IWAS** sports to develop and apply junior/youth specific programmes for the Games
- Strategic focus on establishing junior level in athlete pathway for all sports open to athletes with a physical disability
- Publish 4 year calendar in advance
- aim for regional diversity in staging event
- programme expansion to increase number of sports and participants
- Use as Junior Games as a stepping stone on an athlete's pathway
- Incorporate in **IWAS** branding, communications and revenue generation strategies

Further strategies are also under consideration to reinforce the staging of **IWAS** Games competition, particularly in pre-paralympic year.

Strategic Target: to work with our partners in the Paralympic Movement to ensure endorsement of the **IWAS** Games Programme role as a multi-sport rung on the ladder to the Paralympic Games and a recognised athlete pathway on behalf of the paralympic movement for athletes with a physical disability by 2008

IWAS Sport Specific Development Strategy

IWAS currently governs 6 international sports – all at varying levels of development, ranging from basic international participation (usually new and emerging sports) through to full Paralympic Games programme sports. **IWAS** takes the responsibility to provide a

sport a legal framework and support systems (registrations, sport grants, services from HQ and sports services commission and basic finance). The sport undertakes the technical management of the sport to the benefit of **IWAS** membership. Whilst acknowledging the expertise already existing within the sports, the Executive Board has identified that there are two main areas in which **IWAS** sports could benefit from further investment and support from **IWAS**:

- a) at the top end of the scale – support towards maintaining and building upon professional standards and management capacity for the sport while maintaining a comprehensive Championship, official event calendar and Games programmes commensurate with objectives
- b) at the bottom end of the scale - support towards building and maintaining best practice and standards in international sport management in order to build up wider opportunity levels in addition to the Games on a sport specific calendar basis

One of the benefits of being an **IWAS** sport is the capitalisation on promotional and marketing opportunities, in addition to the many and diverse opportunities provided by an **IWAS** multi-Games Calendar, and services supplied from the HQ. Within the Federation's strategic planning therefore the correct synergy must be achieved to ensure the inclusive benefits are available and deliverable:

- Ensure transparency and understanding in being “an **IWAS** Sport”
- Review of needs/standards through audit of **IWAS** sports on an annual basis (ensure data collection and collation by both sports services (annual audit) and HQ function (funding applications) neither duplicate nor miss essential information when consolidated)
- HQ to work with sports on branding benefits and product identification exercises
- Expand HQ capacity to work with sports on sport specific development and training objectives both within **IWAS** Games programming and in sport specific project delivery (sport services network)
- Expand HQ capacity to work with sports to assist in development of sport specific funding applications (grant application function)
- Expand HQ capacity to work with and on behalf of sports to assist in multi-sports (**IWAS** Games) event coordination through the application of technical agreements
- Expand HQ media and marketing function in support of sport specific objectives
- Create knowledge transfer opportunities HQ to sport and vice versa
- Review strategy, level, criteria and application/approvals procedures for sport funding and incorporate component levels for Base, Incentive and Development Funding
- Incorporate development priorities for 2006 – 2010 in sport development funding component
- Promote Games delivery opportunities for training and accreditation clinics and workshops potential and provide support to each sport in planning and coordination of same (Sport Services/Event Coordination)

- Facilitate sport-specific objectives in relation to minority group participation (women and more severely disabled) by utilising Games strategic focus (World)
- Incorporate sport-specific objectives and involvement in regional development strategies and events
- Incorporate sport-specific objectives and involvement in Junior Games development strategies and events

- Strategic Targets –
 - for each sport to be able to have a paid administrator by 2010
 - for each sport to have benefited from knowledge transfer in the area of Anti-Doping
 - for each sport to be in a position to have a dedicated function linked with the **IWAS** Sports Science and Medical Committee and sub-committees

IWAS Management & Staff Development

The Executive Board's short term strategy is to maintain the status quo at Stoke Mandeville, which has both advantages and disadvantages. The Executive Board have identified the over-riding advantage of continuity by maintaining the expertise and long term experience of the current Federation staff, albeit in a position where both staffing expansion and event staging are limited.

However, it is in the Federation's interest not only to recognise that, where expansion is envisaged to meet demand, and a focus established on professionalizing the Federation's main functions (HQ and sports) the period 2006-2010 must be utilised to cope with growth as it occurs, continuity of function, and additionally prepare for the changes associated with facility and staffing needs from 2010 onwards.

- Link present and potential staff/sports service network personnel etc into the Knowledge Transfer programme opportunities to be created (identified under Sport specific development)
- Audit and review of the HQ function by the Executive Board on an annual basis (performance)
- Ensure the Office facility provision is adequate for identified expansion or identify functions that can be outsourced to satellite offices with minimal supervision/meeting requirements
 - Review of internal financial rules, regulations and procedures to meet changing need
 - Development of Office Handbook as appropriate to HQ function under registrations achieved as well as induction and training procedures for new staff
 - Finalisation of operational matrix
 - Management of Regional Office, Event Coordination and Sport Services function to ensure mutually beneficial links and facilitate development objectives

- Build upon Stoke Mandeville HQ support by UK Sport Council to meet increases in costs applied by landlord
 - Incorporate national sport council (or similar) sponsorship principle in negotiations for any possible future HQ base
 - Seek sponsorship of office equipment
 - Develop grant application function to increase revenues in support of development project delivery with inbuilt provision for administration
 - Incorporate paid service principle for HQ staff in Games agreements (as similar to sport specific fees)
- Strategic Target – full complement of staff to deliver services in Media, Marketing/Fundraising, Development, Sport Services, Event Coordination, Anti-Doping Department and Office Management/Administration functions for 2010 onwards

Core Principle 2 - Promote what we do!

There has been an understandable assumption by **IWAS** that our history, concepts, ideals and ongoing achievements are well known. That our major achievements continue to be successful and underpin the aspirations of an athlete with a physical disability cannot be denied. The role and responsibilities of **IWAS** in relation to its membership and partners in the paralympic movement need to be constantly and consistently reinforced, particularly since the growth of the IPC and its primary function of Paralympic Games coordination.

Our first step in respect to promotion therefore is to ensure that we can maintain consistency in the perception of **IWAS** as an integral component of the paralympic movement by clarifying our role and responsibilities in this area:

- An **IWAS** position paper will be developed through consultation with our members and partners in the movement

The growth of the movement has brought with it the need to compete in a much wider world, and compete in a way that requires a higher level of investment in professional sport management skills, particularly in the areas of public relations, media and sponsorship service.

The Executive Board has decided that the new name and logo is the right platform on which the Federation can develop strategies that will bring a higher profile to **IWAS**. A strong image is an essential component to achieving success in all areas and is integral to and in support of Core Principle 3 whilst also successfully linking all strategic activities/programmes listed under Core Principle 1

Success in this area will result from a coordinated effort by the **IWAS** Federation and its nations working in concert to promote **IWAS** activities in relevant countries.

➤ **IWAS** Branding strategy

Patents and trademark approvals/up-dates database, and application procedural guidelines established

Branding Standards to be developed for application by **IWAS**, its Sports and Standing Committees

Branding Standards to be developed for Organising Committees for application at official **IWAS** events

Branding Standards to be developed for potential sponsors in the use of the **IWAS** name, logo and materials

Encouragement and support for all member nations to support branding strategy and promotion of **IWAS** activities at national levels

Reinstatement of Awards programme (Pursuit Trophy and WSW Awards Dinner)

A simple bye-line to tie in acronym and name in a positive way, eg “**I WAS** a person with a disability and am now an athlete with ability”

Development of Flyers and Brochures describing **IWAS**, its achievements, aims objectives and upcoming programmes (update Wheelchair Sports Worldwide publications)

Simple but effective unified identity for all areas of **IWAS** function eg:

Uniform for Executive, Sports Technical and Classifiers at **IWAS** Games
Badges

Uniformity in promotions and use of Logo(s), Letterheads, Posters,
Business Cards

Branded Merchandising

Branded Gifts

➤ **IWAS** Communications strategy

To update and maintain the **IWAS** database for Copyright/ISB Numbers

Corporate communication standards to be developed for application by **IWAS** and its Sports, Standing Committees in the area of communication

Newsletters and Web-sites

Technical Publications & Handbooks

Press & Media Releases

Submission of Articles for publication and promotion of **IWAS** and its projects, events and programmes to other International Disability and Able-bodied Sports organisations

To include and encourage continuity in close communication and cooperation with all **IWAS** member nations

Strategic Targets:

➤ That a wider understanding of **IWAS**, its roles and responsibilities and activities is achieved, thus underlining the value and contributions of **IWAS** to the paralympic movement and recognising **IWAS** as an integral component.

➤ That a closer and increased collaboration level with sports, nations and other agencies results in additional promotion of **IWAS** name and activities

Core Principle 3 - Revenue Generation

Current income lines for **IWAS** indicate that reliance on membership and capitation fees is insufficient to fully facilitate our aims and objectives, particularly in the area of professional capacity to sustain the delivery of services.

A very productive 2 year interim period has been accomplished to underpin the amalgamation. This has created a firmly consolidated foundation upon which grant application, fundraising, sponsorship and marketing strategies can be established. **IWAS** now has to achieve a dedicated and professional revenue generation function to capitalise on its stability.

A strategy must be devised that incorporates the following ideal:

- Fundraising must be professional, controlled, authorised and provide regular feedback to the source
- Sponsorships must be managed professionally with a personal component at international and regional levels
- Development of capacity to strengthen media relations
- Development of capacity for public relations/awards function
- Outsourcing potentials
- Consideration of outlay outweighing returns
- Phased strategy – with targets set according to level of professional capacity available

The following strategic considerations are therefore being explored by an Executive Board Working Group under the leadership of President Paul DePace to ensure that conditions are appropriate to the Federation's foray into establishing this vital function. It is essential to provide the highest potential level for success in this area because it will provide the financial stability to achieve more effective implementation of **IWAS** programmes and activities. The first strategies or initiatives are based on the fact that innovation is a positive and at this stage only option available, but well founded on **IWAS** experience in this area:

- Identify funding sources with partner organisations to support more effective application of development programmes
- Expand development project funding potential through the establishment of a dedicated commission based fund writing (grant application) function
- Capitalise on the results of Core Principle 3 branding and communication strategies and utilise within income generation exercises
- Incorporate Core Principle 1 – “Development” as a potential product and the continuation of the Stoke Mandeville tradition and principles to be built into marketing/sponsorship proposals/programmes
- Explore the potential for an Agreement with IPC regarding “shared” history basis and their proposal for archived memorabilia, footage and photos to generate incomes

- Define and create guidelines and standards for **IWAS** Sports to incorporate best practice in sport specific fund generation within the parameters of the **IWAS** legal entity
- Define marketing, sponsorship and fundraising policy, principles and objectives by undertaking a total review of:
 - Corporate identity of **IWAS**
 - Equipment sponsorship potential
 - **IWAS** Event Products
 - **IWAS** Project Products
 - **IWAS** service and resource capacity (by current staff & sport)
 - Cost to **IWAS** to establish dedicated media, marketing, fundraising functions
- Review on annual basis, move strategy forward and identify target date for fully functioning Marketing/Fundraising and Media functions as a professional **IWAS** operation delivered by the **IWAS** Management Board from HQ

Strategic Targets:

1. That **IWAS** moves towards a position in the first year (2006) whereby the Working Group directs the implementation of a fund generation staffed position and undertakes 1 major fundraising situation (Lottery initiative promoted by Karl Vilhelm Nielsen) with the aim to increase net revenue by a minimum £15,000 sterling.
2. That following Executive Board annual review of Working Group activity, 2007 targets are set to increase the potential for a fully dedicated staff function, increase in activity to achieve net revenue generation target of £35,000.
3. That following report from Fund Generation Manager, the Executive Board review would aim to reflect that 2008 revenue generation is on a stable footing and target projections for the year increased accordingly (minimum net income £50,000)
4. That following annual staff report and Executive Board review, 2009 projections maintain and increase upon the 2008 target, with an expanded management function in sponsorship, fundraising and media to support.

**Maintain solidarity in action and thought
for the wider benefit of others**