



**INTERNATIONAL WHEELCHAIR AND
AMPUTEE SPORT FEDERATION**

STRATEGIC PLAN

2019-2022

IWAS EXECUTIVE BOARD

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INTRODUCTION

IWAS (International Wheelchair & Amputee Sports Federation) is a constantly growing Federation providing opportunities for persons with physical disability to participate in sport from grass roots to elite.

Founded in 1952, and following a merger of ISMWSF and ISOD in 2004, IWAS continues to follow the vision of our founder, Sir Ludwig Guttmann.

Through the multi-sports Games programme IWAS provides an international competition programme at the entry, development and qualifying levels in support of the Paralympic Movement.

In addition, IWAS is responsible for the Governance and supports the development of Wheelchair Fencing and Powerchair Hockey.

Throughout our history we have been a generous contributor to our member nations and their athletes by nurturing leadership and skills in their volunteer technical expert base. We have never lost sight in over 60 years of existence of the basic principles of who we are and this is still firmly encapsulated in our Values: Sportsmanship, Unity, Respect and Friendship.

BACKGROUND

IWAS (International Wheelchair and Amputee Sport Federation) is developing a new draft strategic plan. The Board met at a workshop to plan the next 4 years from 2019 – 2022.

- The landscape globally is changing and evolving at a dramatic rate for sports for people with a disability and IWAS is no different in experiencing changes. These include:
- Growth of Paralympic movement – which IWAS was the original founding driver
- Evolution of member sports into strong independent International Federations (IF)
- Increased profile and investment in sports for athletes with a physical disability

CURRENT POSITION

Our key resources are:

- Membership in over 60 countries
- IF for Wheelchair Fencing and Powerchair Hockey
- Staff – 3 full time and 2 part time
- Annual income £400k (£200k on Games)
- Reserves £50k
- Annual grants of £20k from IPC
- Dedicated volunteer base

KEY ACHIEVEMENTS

Established history – founding member and driver of the movement for sport for disabled athletes

- Improved communication with IPC – IWAS is a member of IPC and as the IF for Wheelchair Fencing; a core sport on Paralympic programme and games
- Passionate, dynamic board and volunteers
- Dedicated office staff – doing great work and strong team
- Staging major events e.g. Portugal - Youth U23 games
- Quality of games
- Athletes pathways
- Knowledge and expertise in sport for physical impaired – technical expertise
- Quality fencing programme – in Rio and Tokyo
- Development of Powerchair Hockey
- Improvement of web media presence – stronger social media following Promotion of work and programmes (25k followers on digital media)
- Anti-doping programme
- Membership in over 60 countries - membership survey and support from members
- IWAS brand and programme
- Openness and willingness to change and adapt

KEY ISSUES/LEARNINGS

- Work programme not sustainable - Staff over stretched
- Planning, budgeting and finances – remaining viable and realistic – not setting clear priorities
- Development of new resources – finances dwindling Lack of core sponsorship
- Supporting new sports challenging Advanced selection of games and sites
- Not communicating our role and work
- Relationship with IPC and role in the movement
- Reducing number of athletes at competitions – expensive for countries to send athletes to events
- Attracting new members and loss of interest by members
Membership policies which need updating - time spent on Czech case Structure and time dealing with Fencing – nb senior staff
- Lack of clarity over IWAS name, branding and role – (World IWAS Sport)

VALUES

Sportsmanship, Unity, Respect & Friendship

VISION

Inspiring global growth of sporting opportunities for athletes with physical disability.

MISSION

To provide a world class sporting pathway from grassroots development through to elite performance for athletes with physical disability around the world.

HOW WE WILL ACHIEVE OUR MISSION

Working through our membership, we will deliver world class events to inspire athletes with physical disabilities on the pathway from grassroots to elite sports.

STRATEGIC GOALS AND AREAS

1. Delivering World Class Games and Events
2. Strengthening IWAS by growing the IWAS membership
3. Growing the IWAS Sports
4. Promoting IWAS and Sustaining Partnerships

DELIVERING WORLD CLASS GAMES & EVENTS

OBJECTIVE

To secure and deliver an excellent programme of events and games in agreed locations including IWAS Sports events

STRATEGIES

1. Identify support in each location who have expertise and a track record to deliver games on a rotational cycle
2. Identify solidarity programmes where possible
3. Tighten and improve contracts for games – with clear conditions and support
4. Focus games promotion from LOC and IWAS perspective
5. Sell benefits to IPC and key partners of games

KEY PERFORMANCE INDICATORS

During these four years we will have:

At least 1000 participants will attend IWAS events and Games every year

At least 6 sports on the Games Programme for each Games

At least 6 Local Organising Committees every year

Deliver a robust contract template for all Games and Events

GROWING IWAS MEMBERSHIP

OBJECTIVE

To grow and develop the membership of IWAS in a sound and sustainable way

STRATEGIES

1. Review the membership policies and structures to ensure they are fit for purpose
2. Identify the contact person in relevant organisations
3. Maximise the use of head office in UK and regional office in Sharjah to support development of membership
4. Develop plan to expand and attract membership – promoting benefits, rights and obligations – retaining members
5. Examine how IWAS can expand the network of membership in targeted countries and organisations

KEY PERFORMANCE INDICATORS

Increase membership to 70 members by 2022

Delivery and achievement of the Membership “recruitment” plan

GROWING IWAS SPORT

OBJECTIVES

To support the development of Wheelchair Fencing into a strong independently run IF under the governance of IWAS

To support the development of Powerchair Hockey into a well run and effective IF under the governance of IWAS

STRATEGIES

1. Review the governance and operation of Wheelchair Fencing
2. Ensure the IFs (wheelchair fencing and PCH) are well run and compliant with the conditions of governance of an IF
3. Ensure the IF has a clear strategic plan and annual operational plan for the programmes
4. Deliver a well organised programme of international events and competitions
5. Promote and develop Fencing
6. Ensure effective compliance with global – WADA anti-doping policies

KEY PERFORMANCE INDICATORS

Wheelchair Fencing

Increase the number of competitions at all levels to 15 competitions by 2022

Increase the number of nations that compete regularly at international level to 50 by 2022

3 regional championships every 2 years

Powerchair Hockey

Increase the number of teams at the events to 15 by 2022

Recruit an additional three more nations by 2022

2 regional championships every 4 years

STRENGTHENING IWAS SPORTS

OBJECTIVE

To run an effective, focused federation, within the financial means available to us

STRATEGIES

1. Review IWAS organisational structure, ensure all JDs, contracts and job descriptions are correct and up to date
2. Identify projects to apply for funding around the Games and our sports
3. Develop new website for IWAS with an appropriate separate but linked site for Fencing and other affiliates
4. Contract communications staff and deliver strong communications strategy
5. Develop new business and commercial plan for IWAS to secure all available revenues – with focus on growing our digital media, fan base and profile
6. Review the governance model of IWAS and seek to appoint appropriate independent directors (UK based with the skills and expertise to support the development of IWAS)
7. Publish new strategic plan and develop annual operational plans for IWAS

KEY PERFORMANCE INDICATORS

Financial KPIs – Keep invested revenues at £50k, maintain cash reserves at £50k

Communication Strategy – presented by July 2020

Develop a business plan by July 2020

PROMOTING & SUSTAINING PARTNERSHIPS

OBJECTIVE

To increase the profile of IWAS and ensure we maintain a strong network of global partnerships

STRATEGIES

1. Implement marketing and promotion strategy of IWAS – expand digital media strategy – online broadcasting of games and events – review naming and branding
2. Maximise the impact of our games and events
3. Ensure strong, vibrant and effective partnership with the IPC – through clear programme meetings and development opportunities
4. Develop and sustain and a strong relationship with NPCs
5. Develop and expand our network of partners, supports and investors

KEY PERFORMANCE INDICATORS

For the website figures:

- Entrances – the number of people that visit the website each year (which could include duplicates)
- Unique views – The number of individual website visitors (e.g. if one person visits the website five times in a year, that is only counted once)
- Pageviews – The number of views all the pages on our website got in total (including duplicates or page refreshes)

IWAS

| Website - entrances | Website – unique visitors | Website – page views |
|---------------------|---------------------------|----------------------|
| 2019 – 77,000 | 2019 – 37,000 | 2019 – 240,000 |
| 2020 – 90,000 | 2020 – 42,000 | 2020 – 260,000 |
| 2021 – 100,000 | 2021 – 45,000 | 2021 – 280,000 |
| 2022 – 110,000 | 2022 – 50,000 | 2022 – 300,000 |

Social Media

| Twitter – followers | Instagram - followers | Facebook – Likes |
|---------------------|-----------------------|------------------|
| 2019 – 2,265 | 2019 – 1,296 | 2019 – 17,340 |
| 2020 – 2,500 | 2020 – 1,500 | 2020 – 17,500 |
| 2021 – 3,000 | 2021 – 2,000 | 2021 – 17,700 |
| 2022 – 3,500 | 2022 – 2,500 | 2022 – 17,900 |

IWAS Wheelchair Fencing

Website - entrances

2019 – 33,112

2020 – 33,500

2021 – 34,000

2022 – 34,500

Website – unique visitors

2019 – 33,112

2020 – 34,400

2021 – 35,700

2022 – 37,000

Website – page views

2019 – 120,669

2020 – 125,000

2021 – 130,000

2022 – 135,000

Social Media

Twitter – followers

2019 – 6,013

2020 – 6,200

2021 – 6,400

2022 – 6,600

Instagram - followers

2019 – 1,256

2020 – 1,700

2021 – 2,200

2022 – 2,700

Facebook – Likes

2019 – 1,698

2020 – 2,100

2021 – 2,600

2022 – 3,100

Newsletter subscribers:

2019 – 372

2020 – 450

2021 – 500

2022 – 550

Number of global partners, supporters and investors

Reports to be sent to the nations (newsletters) reach, and data associated with this