

## IFDS Strategic Action Plan

IFDS has been authorized by ISAF, the World Governing Body for Sailing, to be responsible for Disabled Sailing Worldwide. Working in partnership with its members and ISAF and affiliated to IPC, IFDS promotes all types and levels of sailing for people with all types and degrees of disability.



**International Association  
for Disabled Sailing**

### VISION

To establish sailing as the premier sport for people with disabilities world-wide

### VALUES

Equity, opportunity to excel and empowerment for sailors with disabilities

<b>1. DEVELOPMENT</b>	<b>Grow the number of people with a disability actively sailing worldwide</b>		
<i>Objective / Strategy</i>	<i>Policy / Initiative / Action</i>	<i>Responsibility</i>	<i>Target Date</i>
<ul style="list-style-type: none"> <li>• Raise awareness of the range and choice of sailing opportunities for recreation, rehabilitation and competition</li> </ul>	<ul style="list-style-type: none"> <li>• Develop “opportunities” document and website information</li> <li>• Provide regular flow of information to ISAF, MNAs, the public and sailing media about sport opportunities for people with a disability</li> </ul>	DEV DEV / SEC	Ongoing
<ul style="list-style-type: none"> <li>• Support countries to develop and maintain national sailing programs</li> </ul>	<ul style="list-style-type: none"> <li>• Assign ISAF country groups to IFDS ExCom members</li> <li>• Develop and publicise a “pathways” model</li> </ul>	EXC DEV	2009 - 2020
<ul style="list-style-type: none"> <li>• Develop educational materials</li> </ul>	<ul style="list-style-type: none"> <li>• Adapt or develop modular training materials for:               <ul style="list-style-type: none"> <li>- Volunteers (Disability Awareness)</li> <li>- Clubs</li> <li>- Instructors &amp; Coaches</li> <li>- Officials</li> <li>- Event Managers</li> </ul> </li> <li>• Add training materials &amp; sailing manual images to website</li> </ul>	DEV  SEC	2010
<ul style="list-style-type: none"> <li>• Conduct seminars, conferences, workshops and provide website resources</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and expand the YES Program of conferences and follow-up activities</li> <li>• Conduct seminars and workshops at IFDS Events</li> <li>• Conduct seminars and workshops at ISAF Annual Conferences</li> <li>• Conduct seminars and workshops for RNAs or other groups subject to demand</li> </ul>	DEV  DEV DEV DEV	2009 ongoing

<b>2. EVENTS</b>		<b>Coordinate a broad range of events</b>	
<i>Objective / Strategy</i>	<i>Policy / Initiative / Action</i>	<i>Responsibility</i>	<i>Target Date</i>
<ul style="list-style-type: none"> <li>Coordinate and maintain calendar of events</li> </ul>	<ul style="list-style-type: none"> <li>Encourage event organisers to provide information for the ISAF/IFDS Website</li> <li>Develop a target IFDS events schedule projecting 10 years</li> <li>Seek expressions of interest in conducting IFDS events 4 years in advance</li> </ul>	SEC  ESC ESC / SEC	Ongoing
<ul style="list-style-type: none"> <li>Encourage a variety of events from entry level to high performance</li> </ul>	<ul style="list-style-type: none"> <li>Promote event opportunities to RNAs, Class Associations &amp; Regional Games organisers</li> </ul>	ESC / SEC	2009
<ul style="list-style-type: none"> <li>Grow the number of nations offering competitive and recreational events</li> </ul>	<ul style="list-style-type: none"> <li>Promote event opportunities to non-RNA MNAs</li> </ul>	ESC / SEC	2010
<ul style="list-style-type: none"> <li>Evaluate event proposals and authorise accredited IFDS events</li> </ul>	<ul style="list-style-type: none"> <li>Develop an IFDS Expression of Interest / Bid Process</li> <li>Document process for evaluating Expressions of Interest / Bids</li> <li>Review IFDS Event Contract template</li> <li>Ensure all events have a signed IFDS Event Contract</li> </ul>	ESC / GPC ESC / GPC ESC / GPC ESC	2010 2010 2009 2009
<ul style="list-style-type: none"> <li>Provide technical advice to event organisers</li> </ul>	<ul style="list-style-type: none"> <li>Develop safety and risk management guidelines for events</li> <li>Maintain regular reviews of the IFDS Race Management Manual</li> </ul>	ESC / MED / TEC ESC / TEC	2009 Annual
<ul style="list-style-type: none"> <li>Develop and promote standard event results format</li> </ul>	<ul style="list-style-type: none"> <li>Recommend preferred results software and / or results publishing format</li> </ul>	ESC	2010
<ul style="list-style-type: none"> <li>Establish and maintain sailor rankings</li> </ul>	<ul style="list-style-type: none"> <li>Develop schedule of ranking events 2 years in advance</li> <li>Liaise with ISAF regarding processing and publication of rankings</li> </ul>	ESC ESC	2009 2010
<ul style="list-style-type: none"> <li>Provide volunteer training for event organisers</li> </ul>	<ul style="list-style-type: none"> <li>Develop training modules for delivery by Technical Delegates or other IFDS personnel:               <ul style="list-style-type: none"> <li>- Disability Awareness</li> <li>- Event Management</li> <li>- Race Management</li> </ul> </li> </ul>	ESC / TEC	2010
<ul style="list-style-type: none"> <li>Identify, advise and recommend appointment of event officials</li> </ul>	<ul style="list-style-type: none"> <li>Maintain register of preferred and potential race officials</li> </ul>	ESC / TEC	Ongoing
<ul style="list-style-type: none"> <li>Identify and develop IFDS Technical Delegates</li> </ul>	<ul style="list-style-type: none"> <li>Provide mentoring of Assistant TDs at IFDS Championships</li> </ul>	ESC / TEC	Ongoing
<ul style="list-style-type: none"> <li>Grow competition opportunities within the Paralympic Sailing Competition</li> </ul>	<ul style="list-style-type: none"> <li>Develop proposal for two additional Paralympic disciplines</li> <li>Establish Blind Match Racing event for commencement in 2016</li> <li>Establish Single Person Multihull event for commencement in 2020</li> </ul>	EXC ESC / TEC ESC / TEC	2010 2012 2016
<ul style="list-style-type: none"> <li>Work in partnership with IPC and the host nation to deliver the Paralympic Sailing Competition</li> </ul>	<ul style="list-style-type: none"> <li>Appoint Technical Delegate &amp; Assistant TD 4 years in advance of Paralympic Sailing Competition</li> </ul>	EXC	4 <sup>th</sup> year of Paralympic quadrennium

<b>3. MEDICAL</b>		<b>Provide expertise on classification and medical issues</b>	
<i>Objective / Strategy</i>	<i>Policy / Initiative / Action</i>	<i>Responsibility</i>	<i>Target Date</i>
<ul style="list-style-type: none"> <li>• Develop and manage the IFDS Functional Classification System</li> </ul>	<ul style="list-style-type: none"> <li>• Publish the FCS each 4 years in accordance with the Paralympic cycle</li> <li>• Review the FCS annually</li> </ul>	<p>MED</p> <p>MED</p>	<p>4<sup>th</sup> year of Paralympic quadrennium</p>
<ul style="list-style-type: none"> <li>• Be responsible for IFDS classification</li> <li>• Publish and maintain list of internationally classified athletes</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct passport administration and classification of sailors as designated IFDS events</li> <li>• Maintain online database of athlete classifications</li> <li>• Publish current athlete classifications to ISAF/IFDS website</li> </ul>	<p>MED</p> <p>MED / SEC</p>	<p>Ongoing</p>
<ul style="list-style-type: none"> <li>• Expand, train &amp; support a team of national and international classifiers</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and publish “pathways” information for potential classifiers</li> <li>• Encourage conduct of National Classification Seminars</li> <li>• Conduct International Classification Seminars annually in different parts of the world</li> <li>• Recommend classifier appointments for IFDS events</li> </ul>	<p>MED/SEC</p> <p>MED</p> <p>MED</p>	<p>Ongoing</p>
<ul style="list-style-type: none"> <li>• Follow IPC and WADA Anti-Doping procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain flow of information from and to IPC &amp; WADA</li> <li>• Publicise any changes to prohibited substances or procedures</li> <li>• Regularly publicise procedures for obtaining TUEs</li> </ul>	<p>MED/EXC</p> <p>MED / SEC</p> <p>MED / SEC</p>	<p>Ongoing</p>
<ul style="list-style-type: none"> <li>• Advise sailors and event organisers regarding safety issues</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and publicise key safety issues witnessed in training and competition</li> </ul>	<p>MED / TEC / SEC</p>	<p>Ongoing</p>

<b>4. EQUIPMENT &amp; TECHNICAL</b>		<b>Develop expertise on equipment and technical issues</b>	
<i>Objective / Strategy</i>	<i>Policy / Initiative / Action</i>	<i>Responsibility</i>	<i>Target Date</i>
<ul style="list-style-type: none"> <li>• Select equipment for Paralympic Sailing Competition</li> </ul>	<ul style="list-style-type: none"> <li>• Formalise composition of Equipment Evaluation Commission</li> <li>• Formalise equipment evaluation criteria</li> <li>• Schedule equipment evaluation process for two-person equipment for 2016 &amp; 2020</li> <li>• Schedule equipment evaluation process for single-person and three-person equipment for 2020 &amp; 2024</li> </ul>	GPC / EXC EEC / EXC EEC  EEC	<i>(JT to provide timelines)</i>
<ul style="list-style-type: none"> <li>• Identify appropriate classes</li> </ul>	<ul style="list-style-type: none"> <li>• Develop criteria for IFDS Recognised Classes</li> <li>• Develop draft proposal to IPC for Blind Sailing and Multihull Paralympic disciplines</li> </ul>	EEC EXC	2009-2010
<ul style="list-style-type: none"> <li>• Collecting and sharing information about equipment, adaptations and safety</li> </ul>	<ul style="list-style-type: none"> <li>• Publish information about IFDS Recognised Classes on Website</li> <li>• Develop database of technical information and photographs of adaptive equipment</li> </ul>	TEC / SEC TEC / MCC	2010
<ul style="list-style-type: none"> <li>• Encourage innovative development of equipment and adaptations</li> </ul>	<ul style="list-style-type: none"> <li>• Establish annual IFDS Innovation Award?</li> </ul>	TEC / EXC	2009-2010
<ul style="list-style-type: none"> <li>• Identify and appoint measurers for IFDS and IPC events</li> </ul>	<ul style="list-style-type: none"> <li>• Liaise with Class Associations to identify and develop suitably experienced measurers</li> <li>• Recommend measurers for IFDS events</li> <li>• Appoint measurers for IFDS events</li> </ul>	CMC CMC EXC	Ongoing
<ul style="list-style-type: none"> <li>• Advise class associations regarding class rules and compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Liaise with Class Associations regarding the relationship of class rules and IFDS documents governing events</li> <li>• Liaise with Class Associations regarding compliance issues</li> </ul>	CMC  CMC	Ongoing

<b>5. GOVERNANCE &amp; MANAGEMENT</b>		<b>Maintain an appropriate management structure and effective use of resources</b>	
<i>Objective / Strategy</i>	<i>Policy / Initiative / Action</i>	<i>Responsibility</i>	<i>Target Date</i>
<ul style="list-style-type: none"> <li>• Maintain IFDS Income Stream</li> </ul>	<ul style="list-style-type: none"> <li>• Grow membership through increasing the number of nations participating in IFDS events &amp; seminars</li> <li>• Maintain a range of appropriate and affordable membership types</li> <li>• Invoice membership fees annually and follow up where required</li> <li>• Maintain a realistic Classification Administration Fee</li> <li>• Establish online payment facility for Classification Admin Fees</li> <li>• Prepare and submit proposals for corporate sponsorship</li> <li>• Seek philanthropic donations</li> <li>• Develop fundraising initiatives</li> <li>• Identify grant opportunities</li> <li>• Prepare and submit grant applications</li> </ul>	<p>All</p> <p>EXC TRE / SEC EXC /MED TRE FRC FRC FRC FRC FRC</p>	Ongoing
Follow sound spending practice	<ul style="list-style-type: none"> <li>• Maintain IFDS Financial Policy</li> <li>• Maintain expense reimbursement procedure</li> <li>• Restrain expenditure</li> </ul>	<p>EXC TRE EXC</p>	Annual
<ul style="list-style-type: none"> <li>• Maintain annual accounts</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain accurate financial records</li> <li>• Prepare comprehensive financial statements and following year budget ahead of Annual General Meeting</li> <li>• Prepare annual finance report for publication in Annual Report</li> </ul>	<p>TRE TRE  TRE</p>	Annual
<ul style="list-style-type: none"> <li>• Audit</li> </ul>	<ul style="list-style-type: none"> <li>• Submit accounts for audit each year</li> </ul>	TRE	Annual
<ul style="list-style-type: none"> <li>• Insurance</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain Public Liability &amp; Officers' Indemnity insurances</li> </ul>	TRE	Annual
<ul style="list-style-type: none"> <li>• Maintain Key Relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Sailors</li> <li>• Members</li> <li>• ISAF</li> <li>• IPC</li> <li>• Sport Specific International Organisations</li> </ul>	<p>All EXC President / EXC Delegate / EXC EXC</p>	Ongoing
<ul style="list-style-type: none"> <li>• Maintain Key IFDS Documents</li> </ul>	<ul style="list-style-type: none"> <li>• Deed of Incorporation</li> <li>• By-Laws</li> <li>• Annual Reports</li> <li>• Publication of Minutes</li> </ul>	<p>GPC / EXC GPC / EXC GPC / EXC EXC / SEC</p>	Ongoing
<ul style="list-style-type: none"> <li>• Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Annual Strategic Action Plan in consultation with all stakeholders</li> <li>• Report progress annually at AGM</li> <li>• Review annually following AGM</li> <li>• Full review of Strategic Plan each quadrennium</li> </ul>	<p>GPC / EXC / All</p> <p>EXC EXC GPC</p>	<p>Annual</p> <p>Annual Annual Quad</p>
<ul style="list-style-type: none"> <li>• Meetings schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule and publicise IFDS Meetings well in advance</li> </ul>	SEC	

<b>6. COMMUNICATION</b>		<b>Facilitate and enhance information exchange with and among sailors, members (RNA's) and related organisations</b>	
<i>Objective / Strategy</i>	<i>Policy / Initiative / Action</i>	<i>Responsibility</i>	<i>Target Date</i>
• Communication Standards	<ul style="list-style-type: none"> <li>• Review IFDS Logotype and Corporate Identity</li> <li>• Review Corporate Identity Standards Manual annually</li> <li>• Review IFDS Communication Guidelines annually</li> </ul>	EXC EXC EXC	2010
• Develop and maintain an effective and accessible website	<ul style="list-style-type: none"> <li>• Evaluation of existing website</li> <li>• Evaluate alternative options</li> <li>• Develop website strategy</li> <li>• Implement website strategy</li> </ul>	DEV/EXC	2010
• Website Content	<ul style="list-style-type: none"> <li>• Maintain up to date information in all areas</li> <li>• Develop and maintain IFDS.org web site</li> </ul>	SEC/EXC SEC/EXC	Ongoing
• IFDS Bulletin Email Newsletter	<ul style="list-style-type: none"> <li>• Seek publishable content for Bulletin from RNAs, event organisers &amp; IFDS Committees</li> <li>• Publish IFDS Bulletin on a monthly basis</li> </ul>	SEC/EXC SEC/EXC	Ongoing
• Sailor Communication	<ul style="list-style-type: none"> <li>• Conduct sailors forum at events</li> <li>• Establish accessible online sailors' forum on website</li> </ul>	TD / EXC/SAC SAC/SEC	Ongoing
• Improve media coverage of IFDS events and non-competitive activities	<ul style="list-style-type: none"> <li>• Provide regular media releases to ISAF and sailing media about opportunities in sailing for people with a disability</li> <li>• Prepare media guidelines for IFDS event organisers</li> </ul>	SEC TEC	Ongoing
• Transparency	<ul style="list-style-type: none"> <li>• Ensure all IFDS meeting minutes are published to the website and circulated to RNAs</li> </ul>	SEC	Ongoing

**Abbreviations:**

AGM = Annual General Meeting

COA = Coaches Commission

CSC = Classification Sub-Committee

DEV = Development Committee

EEC = Equipment Evaluation Commission

ESC = Events & Scheduling Commission

EXC = Executive Committee

FRC = Fundraising Committee

GPC = Governance & Procedures Committee

IPC = International Paralympic Committee

ISAF = International Sailing Federation

MCC = Measurement/Classes Committee

MED = Medical Committee

MNA = ISAF Member National Authority

RNA = IFDS Recognised National Authority

SAC = Sailors Advisory Council

SEC = Secretariat

TD = IFDS Technical Delegate

TEC = Technical Committee

TRE = Treasurer