

STRATEGIC PLAN 2010-2013



International Committee of Sport for the Deaf
528 Trail Avenue
Frederick, Maryland 21701 USA

'Equality Through Sports'
'Per Ludos Aequalitas'

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1. INTRODUCTION

1.1. Foreword

Deaflympics is an exciting, vibrant and fast-growing sporting event which is accessible to those of almost every age, gender and physical capacity. International Committee of Sport for the Deaf (ICSD) oversees this prestigious event which has 104 member countries from all over the world and has many hundreds of thousands of individual adherents or athletes, coaches, officials worldwide.

The underpinning of Deaflympics is in the Olympic movement of the world and this base level of participation provides a boundless source for our competitive and fast-paced sporting event. It is still puzzling then to many observers, as to why Deaflympics and its recognised governing body, ICSD/CISS have not still been embraced more broadly by Olympics, Paralympics and other sporting organisations and the sporting public and media.

The answer to this is myopia – the ICSD rested on the laurels of the inherent pluses of our prestigious Deaf Sporting events and therefore needs to act proactively in order to establish the distribution of diplomatic channels, media & marketing activities, leadership & partnership development programmes and infrastructure bases which are necessary to further determine our position and product.

The ICSD also needs further cultural and functional change. This is in terms of no longer taking its position for granted and accepting that it must act to make its mark in the sporting marketplace as the provider of the exciting and fulfilling opportunity for the widest range of participants. This has to be done in the face of a number of positive challenges, such as demographical changes in Deaf Sport involvement, Deaf Sport Reform changes in ICSD governance and operations, the anti-doping procedures and resource limitations in our professionally-run but volunteer-based (governance) and employment-based (operations) organisation.

Therefore, initiation of a strategic planning process is a key step forward for the ICSD. This document is the first formally adopted Strategic Plan and is a milestone in our organisation's development. It is expressed in terms of strategic objectives and actions, and is complemented by various operational plans and budgets held or in preparation by the ICSD.

This Strategic Plan 2010-2013 must encompass **four** strategic objectives, which the International Committee of Sport for the Deaf (ICSD) must aim to successfully deliver if it is to achieve the vision and mission. These objectives have been developed in November 2009 in London, UK (please see Appendix A), taking into consideration the ongoing work of the ICSD Management Team and ICSD Executive Committee.

This Plan has been recommended by the ICSD Executive Committee to be read by all as a comprehensive statement of the aims and challenges of ICSD. I would like to urge all those within the ICSD to embrace this document and to act proactively and honestly to fulfil our strategic objectives for 2010 to 2013.

Craig A Crowley MBE
President

1.2. International Committee of Sport for the Deaf (ICSD) – brief history & information

The first games, known as The Silent Games, in 1924, were the first games ever for athletes with a disability. The number of athletes in the Summer Games have seen sharp increases in the most recent decade.

In 1924 in Paris, France, 148 athletes from nine European nations took part. In 2009, the 21st Summer Deaflympics in Taipei, Chinese Taipei, 2,493 athletes from 77 countries participated.

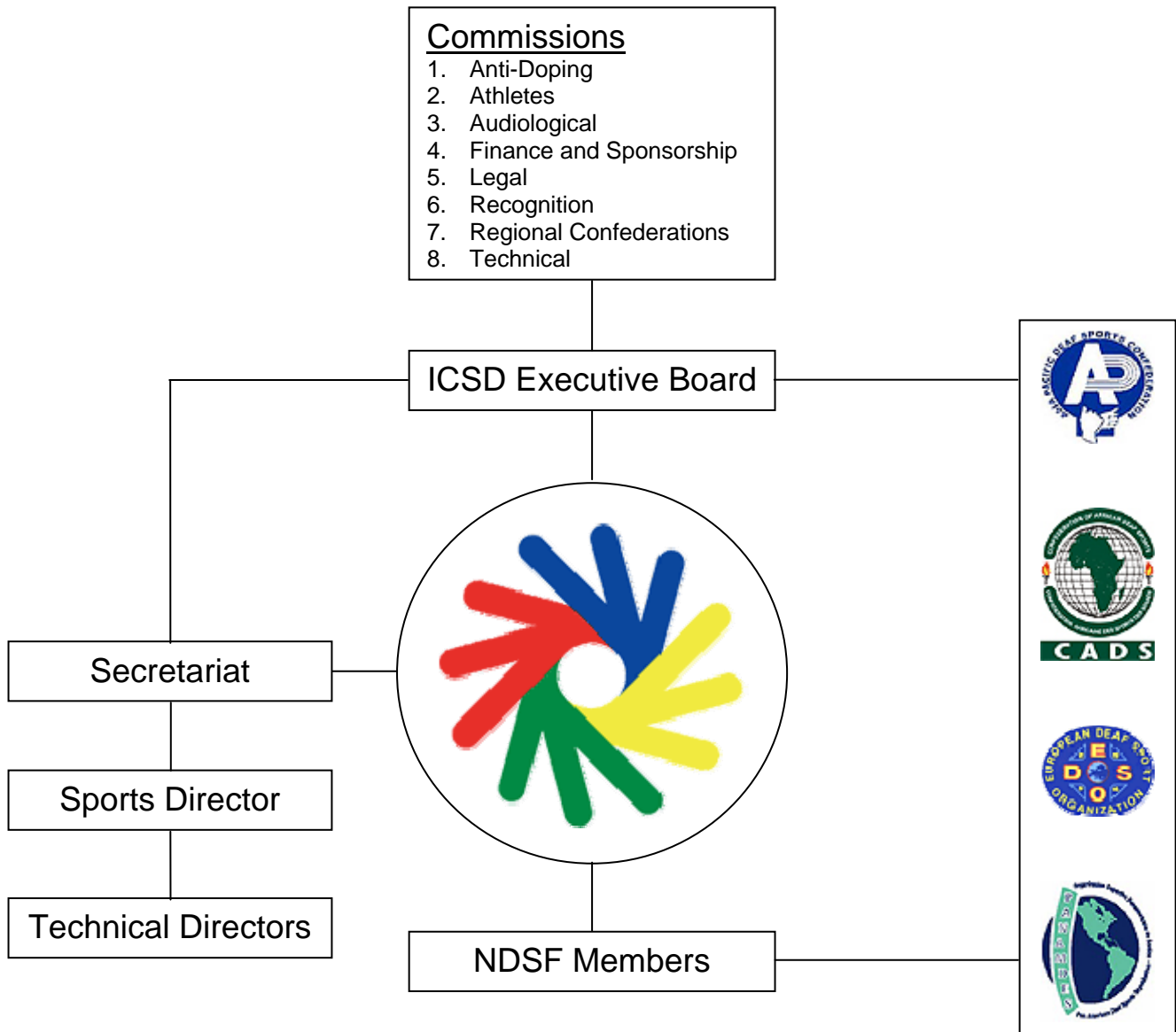
Today, 104 national deaf sports federations are members of International Committee of Sports for the Deaf.

In particular ICSD has:

- A legally registered bona-fide sports organisation
- Current membership of over 104 nations
- Long established constitution and by-laws
- Highly specified technical rules & directors
- A WADA compliant doping policy
- Extensive programmes of Deaflympic, World, Regional & Youth Championships, competitions, records and rankings

The ICSD has also developed close but extensive commissioning groups of legal, athletics, anti-doping, recognition and executive. ICSD has a governing Executive Committee, overseeing Congress of all nations and various specialist commission committees. This structure can be expressed as per the organisational structure (see 1.3.)

1.3 Organisational Structure – International Committee of Sport for the Deaf



Note: This chart is based on current structure and may not reflect on future reform objectives.

2. VISION, VALUES AND MISSION

2.1. Vision

To Enable Deaf Athletes to Achieve Sporting Excellence and Inspire and Excite the World.

2.2. Values

Inclusiveness – the proactive involvement of Deaf athletes, officials, stakeholders irrespective of race, age, gender.

Fair Play – the provision of a level playing field for competition, probity and transparency in the operations of the ICSD, Deaflympics, World Championships and access to due process in the resolution of concerns.

Excellence – promoting the highest levels of achievement in competition, coaching and officiating, exercising efficiency in the operations of the organisation and providing quality and professional service to all stakeholders.

Leadership – acting proactively to advance the position of the ICSD, Deaflympics and World Championships in Deaf Sport and to maximise the empowerment and influence of the ICSD organisation by facilitating teamwork, goal setting, evaluation and organisational development and change.

Responsibility – acting prudently with regard to finances and public standing of the ICSD and the respective interests of organisational stakeholders; accepting accountability for the actions of the organisation and its leaders.

Enjoyment – ensuring all those involved in the ICSD have experiences which are challenging, fulfilling and enjoyable.

Legacy – goodwill of Deaflympics spirit will enhance Deaf Community's benefit and maximise the public relations of the importance of growth of Deaflympic movement under the auspices of the IOC.

2.3. Mission

The purpose of ICSD following Deaf Sport Reform is to allow athletes, officials, government and Deaflympic & World Championships administrators and the sporting public to experience the excitement and fulfilment which comes from proactive involvement in Deaf Sporting body. The ICSD will provide competition at World and Deaflympic and will encourage growth and recognition of the Deaflympic Movement to the wider audience.

To cherish the value the spirit of Deaflympics where Deaf athletes strive to reach the pinnacle of competition by embracing the motto of **PER LUDOS AEQUALITAS (Equality through sports)** and adhering to the ideals of Olympics.

The objects of the Mission Statement are:

- To supervise the organization of successful Summer and Winter Deaflympics.
- To promote and contribute to the development of sport opportunities and competitions, from grass-root to elite level, for Deaf athletes.
- To support and encourage educational, cultural, research and scientific activities that contributes to the development and promotion of the Deaflympics.
- To fully enforce a drug-free sport environment for all Deaf athletes in conjunction with the World Anti-Doping Agency (WADA).
- To promote sports for Deaf athletes without discrimination for political, religious, economic, disability, gender or race reasons.

3. THE ICSD'S STRATEGIC OBJECTIVES

3.1. Organisational Strength

Develop strengths and opportunities within the ICSD, establishing it as an inspired and strongly governed and efficiently and professionally managed organisation with ethos of DSR and IOC (Olympism) applied.

3.2. Involvement – competition and programmes

Initiate an ongoing system of engaging high-level competition and developmental activities for Deaf athletes, officials and nations, with resultant growing worldwide participation in Deaflympics, World & Youth Championships.

3.3. Market Prominence

Consolidate a growing reputation and position of ICSD and Deaflympics as a partner - need to fulfil its role for international and national sports bodies, governments, the media, commercial enterprises and spectators.

3.4. Integrity

Inspire a cohesive Deaf culture and infrastructure supporting highest standards of ethical conduct on the ICSD, particularly with regard to doping, audiology, empathy and probity in governance.

4. BENEFICIARIES/CUSTOMERS/PARTNERS

4.1. Internal

- **Athletes** – elite, national and local
- **Coaches** – national and internationals
- **Officials** – technical directors
- **Administrators** – ICSD EC and office (paid and voluntary)
- **Regional Confederations** – 4 members
- **National Federations** – 104 members
- **Partners/Stakeholders/Spectators** – Deaf Community

4.2. External

- **Athlete supporters** – family, support personnel
- **Spectators** – in person at events, by television, by internet
- **Media/Marketing** – print, electronic, internet, video/DVD, public relations
- **Commercial Partners** – approved equipment manufacturers, sponsors
- **Sport Representative Bodies** – GAISF, IOC, IPC,
- **Sport Regulatory Bodies** – WADA, etc
- **Government Departments** – National Sports Ministries and Departments, National Tourism Ministries

5. WHERE THE ICSD IS NOW?

Strategic Objective 1: BUILDING ORGANISATIONAL STRENGTH

Where We Were in 2009 - towards 2010	Where We Will Be in 2013
Strategic thinking and strategy formulation just begun	Outcomes from the First ICSD Strategic Plan 2010-2013 to be adopted, implemented and revised into a 2013-2017 Plan
Formation of Business Plan to be devised by ICSD Office following the implementation of ICSD Strategic Plan	Business Plan in place, functional and yielding sustainable revenue and services and product
Entirely volunteer staffing, unreasonable workloads on a few, key staff risk and variable quality of input	Load spread, more devolved executive function, some paid roles engages, appropriate development programmes in place
Policy, legislative, constitution, by-laws, regulatory functions overlapping	Restructured ICSD with appropriately delineated but effective organisational name, structure & Board, Executive, legislative, regulations

Strategic Objective 2: INVOLVEMENT – competition and programmes

Where We Were in 2009 - towards 2010	Where We Will Be in 2013
Extensive but jumbled World Championship programme	Wider and robust world championship programme, including annual calendar rationalised, effective and realistic
Developing series of workshops on Women Leadership, Anti-Doping	Establishing extensive programme plans for workshops as part of the ICSD's strategy for Deaf Sport worldwide
Youth involvement newly targeted	Youth participation strengthened, programmes to be implemented for youth championships, national youth programmes

Strategic Objective 3: MARKETING PROMINENCE

Where We Were in 2009 - towards 2010	Where We Will Be in 2013
Prominence of Deaflympics worldwide	ICSD position to be promoted with major Games organisations (World Student, Commonwealth, Asian, PanAmerican, Youth etc)
Spectator and media involvement limited	Media and marketing strategy to be implemented via monopolised opportunities
Limited relations and liaison with Sport organisations	Increased networking and relations with IOC and other sporting organizations
Small scale of commercial involvements with sponsors	Increase prominence by developing new partnerships with wide range of businesses and sponsors via media and marketing strategy

Strategic Objective 4: INTEGRITY

Where We were in 2009 - towards 2010	Where We Will Be in 2013
Anti-Doping issues at a turning point	Doping control programme integrated across international and national levels
Existing commercial partners growing in size?	Transparent and collaborative partnerships with a wide range of commercial and sponsoring firms
ICSD gaining prominence following IOC Congress (Clause 39)	ICSD gaining full recognition and public acceptance by IOC and Sports Organisations

6. HOW WILL ICSD MOVE FORWARD?

Key Result Area 1: BUILDING ORGANISATIONAL STRENGTH

AIM	ACTION	BY WHOM	MEASURES
1. Develop strategic thinking & processes	Implementation of Strategic Plan 2010-2013, Annual Business Plan, Plan revision	All personnel within the organisation including the governance	<ul style="list-style-type: none"> Quantum of achievement for 2010-2013 Plan Production of 2013-2017 Plan
2. Restructured and revitalised ICSD	Determination of revitalising structure in light of Deaf Sport Reform actions, corporate and governance models	Board governance and commissioning committees	<ul style="list-style-type: none"> New and revitalised structure devised and implemented Robust Board with gender members
3. recognition and professionalism of staff	<ul style="list-style-type: none"> Defined roles & responsibilities for Board, Executive Team and Staff; Evaluation processes for executive performance Engagement and involvement of staff 	Executive Team (President & Vice-Presidents) and Chief Executive (Executive Director)	<ul style="list-style-type: none"> Agreed objectives and goals of professional staff Operating performance appraisal system Redefined staffing structure
4. Financial Strength	Preparation and implementation of Business (Operating) Plan	Chief Executive (Executive Director), Operations Manager, Accounts and Staff Team	<ul style="list-style-type: none"> Annual financial data as per regular balance sheet, turnover profit, reserves, investments, etc

Key Result Area 2: INVOLVEMENT – competition and programmes

AIM	ACTION	BY WHOM	MEASURES
1. stringent, extensive and effective Deaflympic & World Championship Programme	Review and restructure of calendar at World Regional levels	<ul style="list-style-type: none"> • Governance: Vice-President (World) • Staff: Operations Manager • regional confederations and nations 	<ul style="list-style-type: none"> • Annual calendar
2. Regional & National Involvement in ICSD	Nation Development Programmes in coaching, officiating and participation	<ul style="list-style-type: none"> • Governance: Vice-President (World) • Staff: Operations Manager • Regional confederations & nations 	<ul style="list-style-type: none"> • Promotion of greater Nation attendance at World Championships • Developmental Programmes produced
3. Youth Development	ICSD to target youth participation programme planning	<ul style="list-style-type: none"> • Governance: Vice-President (Youth) • Staff: Operations Manager • Regional Confederations & nations 	<ul style="list-style-type: none"> • Implemented National & Regional Youth & Schools Programmes • Greater youth participation at World, Regional championships via sub-junior and junior competitions

Key Result Area 3: MARKETING PROMINENCE

AIM	ACTION	BY WHOM	MEASURES
1. More depth of involvement in sporting authorities (IOC, GAISF, WADA)	Liaison and representation	<ul style="list-style-type: none"> • Governance: President • Executive Committee Board • Executive Team • Commission 	<ul style="list-style-type: none"> • Diplomatic positions obtained • Depth of positive liaison and representations
2. Extensive spectator and media involvement	Refine Deaflympics and World Championships into more 'appealing' events	<ul style="list-style-type: none"> • Board • Executive Team • Technical Team • Commissions • External consultancy 	<ul style="list-style-type: none"> • Spectator attendance at Deaflympic and World & Regional Championships • Expand media coverage and recognition
3. Recognition and inclusion in major Games (Deaflympics, World, Regional Championships and as well as Youth, Asian, Student (?) Commonwealth et al	Lobbying, diplomatic and partnership liaison with authorities and stakeholders	<ul style="list-style-type: none"> • Board • Executive Team • Technical Team • Games Bodies • External Consultants 	<ul style="list-style-type: none"> • Advancement in diplomatic and partnership liaison • Recognition of Deaflympics by Games Bodies & Authorities •
4. Collaboration and Partnership with Sport Authorities & Organisations	Liaison and collaboration with sport organisations	<ul style="list-style-type: none"> • Board • Executive Team • External Partners 	<ul style="list-style-type: none"> • Long term strategic aspirations for potential partnerships • Agreed conduct of systems and procedures in spirit of Deaf Sport Reform • Strengthening liaisons with sport organisations in following ICSD's revised constitution and by-laws

Key Result Area 4: INTEGRITY

AIM	ACTION	BY WHOM	MEASURES
1. control of Doping	<ul style="list-style-type: none"> • In-competition testing • Out of competition testing • Sanctioning • Education • Admin & infrastructure development 	<ul style="list-style-type: none"> • Executive Team • Commission • External doping agencies 	<ul style="list-style-type: none"> • Ratio of positives to total tests • Number of sanctions • Quantum of educational seminars and on-line programmes • Materials, DVD disseminated
2. managing marketing, media and commercial influences	Development of marketing, media and commercial strategy and tender of services	<ul style="list-style-type: none"> • Board • Executive Team 	<ul style="list-style-type: none"> • Completed and adopted strategy • Enforcement of internal and external services
3. Highly developed organisational structure and practice in ethical and equality matters	<ul style="list-style-type: none"> • Re-formalisation of key policies within ICSD Constitution & bye-laws • Leadership Development Programmes 	<ul style="list-style-type: none"> • Board • Executive Team • Commissions • External consultants 	<ul style="list-style-type: none"> • Adopted policies to support and safeguard ICSD and its member nations • Robust leadership development programmes with themes accepted by IOC

7. Review and Plan

The ICSD Strategic Plan 2010-2013 was approved by the ICSD Executive Board in January 2010 and submitted to 104 member organizations on 1st April 2010. The cycle of the Strategic Plan must fit in between the respective Summer Deaflympics so as to ensure strategic objectives are relevant, focused, realistic and achievable to ICSD.

Further strategic thought and action will be ongoing within the ICSD, by means of:

- Annual Operating (Business) Plan to be devised by ICSD staff outlining goals and actions based on four strategic objectives
- Annual Executive Review of Sporting Programmes and report to the Executive Committee and member countries
- Initiation of a new strategic planning process at the end of second year of the new plan (i.e. mid to late 2012) and
- Implementation of a second ICSD Strategic Plan for 2013-2017 following Athens Deaflympics in August 2013

Appendix A

Future direction 2010-2013

(ICSD Executive Committee Strategic Weekend, 20-22 November 2009, London, UK)

Organisational structure

Strategic plan

Budget plan

Legal

Organogram (Organisational Structure)

Business plan for staff/office

Objectives:

Opportunity for deaf community via legacy

Full recognition from IOC

Deaflympics

World Championships

Youth and children games

Deaf visibility

Meeting objectives for IS

Health

Sponsored enterprises/opportunities

Workshops of various issues

Women issues

High quality of deaf competitions

Anti doping control/regulations/sanctions

Governance:

Clear role and responsibilities for EC

Staff

Finance

Legal

Need women EC member

Vision/Values/Mission:

Recognition

Deaf Sports Reform

Leadership

Empathy/Empowerment

Excellence

Goodwill of Deaflympics

Fairness and equality

Customers/Partners: (who?):

Internal: Athletes, Federations, coaches, leaders

External:

Sponsors

Sports bodies/Federations

IOC

Deaf Community

IPC

Media

Government departments

NOC

Municipal departments

WADA