
Strategic Plan

2018 - 2022



*Drafted by the FIAS Executive Committee
December 2018*

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Contents

- List of Abbreviated Terms 3**
- Introduction 4**
 - A Word from the President 4**
 - Introduction to FIAS..... 5**
 - Vision and Mission Statement 6**
 - SAMBO Values 7**
 - FIAS’s Stakeholders..... 7**
 - Strategic Goals 8**
 - FIAS in the Present..... 8**
 - FIAS in the Future 9**
 - Goal 1: Good Governance..... 10**
 - Goal 2: Communication & Marketing 11**
 - Goal 3: Member Services..... 12**
 - Goal 4: Planning for the future..... 12**
- Process to move SAMBO forward 13**
- FIAS’s Development Objectives 14**
 - 1. Organisational Structure 14**
 - 2. Competition/ Event & Development Programmes 15**
 - 3. Global Placement..... 16**
 - 4. Fair-Play..... 16**
- FIAS’s Development Indicators 17**
 - Indicator 1: Organisational Structure 17***
 - Indicator 2: Competition / Event & Development Programmes..... 18**
 - Indicator 3: Global Placement 19**
 - Indicator 4: Fair-play..... 20**
- Planning for the Future..... 21**
 - Implementation 21**
 - The Next Phase 21**

List of Abbreviated Terms

CAS - Court of Arbitration for Sport
CF - Continental Federation (s)
FISU - International University Sports Federation
GAISF - Global Association of International Sports Federations
IOC - International Olympic Committee
ITA - International Testing Agency
IF - International Federation (s)
FIAS - International SAMBO Federation
IWGA - International World Games Association
NF - National Federation (s)
NOC - National Olympic Committee
OCA - Olympic Council of Asia
SEA Games - South-East Asian Games
TAFISA - The Association for International Sport for All
WADA - World Anti-Doping Agency

Introduction

A Word from the President

It gives me great honour to be part of the world SAMBO family. The foundation of SAMBO rests on the pillars of friendship, fair play, and respect, which are also the foundation for a healthy and happy everyday life.

SAMBO truly has become a world recognised sport, with one hundred and twenty National Federations gathered from all five continents, united by the Continental Federations, all working together under the same rules and regulations and with the same goals.

It is real pleasure to know that SAMBO has become a household name. With the increased popularity build throughout the digital platforms and social media and increased linear television distribution, the sport has gained great media attention, by showing that it can bring together athletes from across the world compete with honour and the spirit of cultural exchange and understanding.

FIAS can be proud of its youth and female development and in striving to uphold the spirit of fair play, both in and out of competition.

I cannot help but also feel a sense of pride in our achievements. Pride for the values and heritage we share together and pride in all of those who practice SAMBO, from young to old, whether for fitness and health, for competition, or as a cultural art form.

It is a wonderful feeling to know that our social projects over the last decade are showing fruits and have been implemented in so many countries. Our close links with GAISF, Peace and Sport, and TAFISA enable us to better play our role in working together to make this world a better place.

FIAS and SAMBO will continue to be part of the world sport and Olympic family and will continue to work closely with world recognised sporting federations, always seeking excellence to bring our sport to an even higher level.

Vasily SHESTAKOV

FIAS President

Introduction to FIAS

SAMBO is considered as the national heritage developed in Russia, between two world wars as the best possible form and techniques of self-defence and hand to hand combat. Notably, SAMBO was the martial art of the battlefield, used as a method of self-defence. Soldiers from those times practiced a variant of the martial art that involved weapons, as well as the unarmed close combat style which forms the basis of modern SAMBO.

The art of SAMBO developed into a modern competitive sport in the 20th century, as competitions in were introduced, and rules and regulations began to govern the sport.

The International SAMBO Federation (hereafter referred to as “FIAS”) is the world governing body. It is based in Lausanne, Switzerland, and was established in 1984 with fifty-six-member countries following the same rules and regulations. While SAMBO was already practised globally under the commission of the International Amateur Wrestling Federation (FIWA) nowadays known as United World Wrestling (UWW), it was neither unified nor regulated, which FIAS sought to change. In recent years, SAMBO has undergone a huge surge of interest: as other forms of martial arts have become more and more popular, SAMBO has grown exponentially.

Nowadays FIAS counts one-hundred twenty (120) member National Federations (NFs) worldwide and four Continental Federations (CFs), all existing under a single, unified regulatory body.

SAMBO is not only practiced by all its member NFs, it has also grown into a popular fitness activity. Its diversity is evident, as it practised as a traditional form of combat, a form of self-defence, and a means to achieve personal fitness with its durable cultural characteristics. SAMBO can now be found practiced by all ages and fitness levels throughout gyms around the world. This base level of participation provides a growing passion for the competitive sport.

The following key facts summarize the structure of the International Federation (IF):

- FIAS is a non-profit organisation
- It has a membership of 120 NFs, 89 of which are full members and 30 of which are candidates
- It is governed by a statutes and bylaws, with robust code of ethics and disciplinary measures based on principles of Olympic Charter
- It is compliant with the World Anti-Doping Agency (WADA)
- It recognises the jurisdiction of the Court of Arbitration for Sport (CAS)

Vision and Mission Statement

FIAS's vision is to continue to be the world leader in SAMBO, having already achieved an important milestone: the IOC provisional recognition. Moreover, is fully recognised by the world leading sport organisations such as GAISF, ARISF, the Olympic Council of Asia (OCA), FISU, TAFISA, and is fully compliant with the World Anti-Doping Code. FIAS aims to spread the sport of SAMBO throughout the world, maintaining its traditional integrity and ensuring a uniform set of rules, working mutually for the sport and the athletes.

The history of SAMBO, which is the backbone of the sport, has provided FIAS with an important heritage, which has become inseparable from the practice of the sport itself. Growing from a base of military self-defence techniques, the practice of SAMBO promotes social and educational exchange at an international level. The values inherent to the practise of the sport are also universal values, which make it an easy sport to adopt and identify with.

Broadening the reach and appeal of SAMBO is one of the keystones of the IF's development plan, as the potential of grassroots engaged in SAMBO is a rich resource which will ensure the continued future success and growth of the sport. FIAS seeks to encourage and develop the practice of SAMBO in the following aspects:

- as an educational, social and cultural form
- as a competition sport
- as a fitness, safety and health programme
- as a self-defence tool

These different aspects of SAMBO make the sport accessible to all ages and genders, further considering mobility limitations and impairments, which some practitioners may have. FIAS's motto and mission statement can be summarized as: *"SAMBO - the modern sport with traditional principles for everyone."*

The IF strives to deliver high level competitive and promotional opportunities to the widest range of stakeholders possible. It is committed to transparency and integrity, providing a strong and supportive administrative service and maintaining financial stability.

In fulfilling such vision and living up to its mission statement, FIAS will adhere to its core values. These are of importance above all else, as they are the heart of such sport and art. FIAS urges all of its members to maintain these key elements as a focal priority in their SAMBO pursuits.

SAMBO Values

Transparency and Accountability - providing a level playing field for competition, encouraging sportsmanship, efficiency, and transparency in all FIAS operations, as well as strict adherence to the World Anti-Doping Code.

Honesty and Integrity - This requires the involvement of all SAMBO stakeholders: showing respect for one another, towards the FIAS rules and regulations, and upholding a spirit of solidarity and preserving the integrity of sport.

Tradition and Excellence - by promoting the social, educational and cultural aspects and customs characteristic into the sport. Endorsing the highest levels of achievement in competition, coaching, and officiating.

Respect and Loyalty - The practice by all FIAS stakeholders of a respectful involvement regardless of race, age, gender, sexual orientation, disability or nationality.

FIAS's Stakeholders

FIAS operates in a variety of different contextual levels, with a myriad of different regulatory bodies and institutions. The different political and administrative contexts which FIAS must navigate through, require flexibility and adaptability from the organisation, without a loss of its core values. FIAS tries to maintain a healthy balance between the needs and interests of the entities with which it interacts.

Internal Stakeholders

- **Athletes** - elite athletes, national team level, local and grassroots practitioners
- **Coaches** - national, local and grassroots coaches
- **Officials** - FIAS's Technical Commission, and world, continental, national, state, and club level referees, judges, and technical officials
- **Administrators** - FIAS's Administration, FIAS Executive Committee members, FIAS Commission Members, and national representatives
- **National Federations** - One hundred twenty (120) NFs
- **Continental Federations** - four continental bodies: SAMBO Union of Asia, African SAMBO Confederation, Pan-American SAMBO Confederation, European SAMBO Federation

External Stakeholders

- **Athlete supporters** - family members, personal fan base, and gyms
- **Spectators** - live audiences at events, via television, and online
- **Media** - in print, electronic, and internet forms
- **Commercial partners** - sponsors and approved equipment suppliers and manufacturers
- **Sport Organisations** - GAISF, OCA, TAFISA, and National Olympic Committees
- **Games Bodies** - SportAccord World Combat Games, TAFISA Sport for All Games, Asian Indoor & Martial Art Games, South-East Asian Games, Asian Games, European Games and Central American Games
- **Sport Regulatory Bodies** - WADA and CAS

- **Governmental Institutions** - National Sports Ministries, National Tourism Ministries, and Foreign Ministries

Strategic Goals

FIAS practices a strategic position, with the main objective of promoting SAMBO as a social, educational and cultural form and sport. It is important to the IF that its athletes are shown a portrait for what they can achieve: from how to balance detriments and maintain a healthy lifestyle, to properly dealing with defeat and victory. FIAS's strategic goals focus on:

1. youth and grassroots development - It is believed that the sport can only be safe if the next generation outshines the current.
2. Engage the women in sports development - FIAS thinks globally, especially when the development of women sport is at the stake and concentrate on countries, where women traditionally are not as involved in sports as their male counterparts. Major success can already be seen in countries some countries thanks to the introduction of special equipment for the female athletes
3. Maintaining the standards of fair-play both in and out of competition. This concerns drug prevention and testing, ensuring the standard of referees and officials, and working against match-fixing particularly for betting purposes.
4. Social and community development: "giving back" as a strategy taught from the very early stages. This encompasses initiatives such as "SAMBO for Peace" and SAMBO for kids" and "How to fall right" initiative. These strategic goals give meaning and purpose to the IF's pursuits.

FIAS in the Present

Some of the milestones which FIAS has already achieved throughout the years are for example:

1985 - obtained the GAISF recognition

1988 - First included in World Games

2010 - Successfully integrated WADA programme and fully complaint to WADA Code

2010 - Participated at the SportAccord World Combat Games

2012 - Included in the TAFISA Games

2013 - Included in the Universiade 2013 as a fully recognised medal sport

2013 - Participated at the SportAccord World Combat Games

2014 - Recognised by the Olympic Council of Asia

2014 - Recognised by International University Sports Federations (FISU)

2014 - Included in the Asian Beach Games as a fully recognised medal sport

2015 - Included in the European Games as a fully recognised medal sport

2016 - the first World University SAMBO Championships, sanctioned by the FISU

2017 - Included in the Asian Indoor Games as a fully recognised medal sport

2017 – Included in the Central American Games as a demonstration sport

2018 - Included in the Asian Games as a fully recognised medal sport

2018 - obtained the IOC provisional recognition Participation at the SportAccord World Combat Games

2019 - Inclusion in the European Games as a fully recognised medal sport

FIAS in the Future

2021 - Possible full recognition from the International Olympic Committee (IOC)

2020 - Possible inclusion in the International World Games Association (IWGA)

20xx - Inclusion into the games YOG, AG, PANAM, FISU, CISM, IPC

Development Plan

The FIAS Executive Committee has identified four key development objectives. The achievement of these objectives is to be measured annually over the course of this four-year plan and corrective action is to be taken where necessary.

The following areas have been identified as key priorities which will guide the future direction of FIAS Office.

1. Good Governance
2. Communication and Marketing
3. Member Services
4. Planning for the future

Goal 1: Good Governance - Management structure, leadership, administration and financial management

Objective: Ensure an effective governance structure exists which provides leadership and sound administration within a transparent and viable financial business practice

Goal 2: Communication & Marketing - Promotion, communication and network development

Objective: Provide relevant, timely and accurate information communicated in a manner which is both informative and appealing to the SAMBO community and its wider network

Goal 3: Member Services - SAMBO as a way of life, the provision of competitions, events and activities

Objective: Provide a range of opportunities, competitions, activities and events which meet the needs of the SAMBO community and support and build Members' administration capacity

Goal 4: Planning for the future - Investigate funding and partnership opportunities for a financially sustainable organisation to meet the needs of the membership, maximise opportunities for the growth of SAMBO sport and its members, and planning for the provision of a centrally located international SAMBO training centres

Objective: The establishment of a financially sustainable organisation to maximise opportunities for the growth of SAMBO sport and its membership

Goal 1: Good Governance

Objective	
<i>Ensure an effective governance structure exists which provides leadership and sound administration within a transparent and viable financial business practice</i>	
Aims	Deliverable
<i>1.1 Develop, agree and implement efficient and effective governance and administrative practices</i>	Consider to providing support at FIAS Executive Committee and FIAS Commissions meetings Establish performance outcomes Review annually against outcomes & objectives Review against Strategic Plan
<i>1.2 Continue to support an effective and accountable management structure, FIAS Executive Committee, with representation from / within the SAMBO Community</i>	Establish performance outcomes Consider budget implications Review annually against outcomes & objectives Review against Strategic Plan
<i>1.3 Review and amend existing policies and practices</i>	Review annually against Strategic Plan or as required to reflect legislation or FIAS policies (Disciplinary Code, By Laws, Commission Structures, Anti-Doping, Events Guidelines etc.) Review annually against outcomes & objectives
<i>1.4 Commit to the development and maintenance of FIAS standards in accordance with the International Sports movement requirements</i>	Apply consistent standards throughout SAMBO community Facilitate appropriate resources & support in terms of event promotion, funding, and events Review annually & amend as required
<i>1.5 Prepare a Financial Plan, and develop, implement and review annual financial budgets</i>	Financial advisors and auditors Consider budget & resourcing implications Investigate investment opportunities to assist in long term financial planning to meet future planning goals
<i>1.6 Identify and establish paths of funding and partnerships</i>	Investigate possibilities to engage professional assistance and/or managed services Review annually

Goal 2: Communication & Marketing

Objective	
<i>Provide relevant, timely and accurate information communicated in a manner which is both informative and appealing to the SAMBO community and its wider network</i>	
Aims	Deliverable
<i>2.1 Develop a Media and Communication Plan in consultation with SAMBO community and communicate its deliverables</i>	Implement and monitor the Communication Plan to track outcomes Review annually Review against Strategic Plan
<i>2.2 Organise and manage the FIAS website, social media and all forms of communication to remain as up-to-date as possible</i>	Identify key target groups Establish a working group with representatives from the SAMBO community Develop a feedback process to track progress Review annually against Strategic Plan
<i>2.3 Develop a Marketing Plan, to</i> <ul style="list-style-type: none"> • <i>investigate funding opportunities to sponsor competitions, events and activities</i> • <i>increase SAMBO profile and membership</i> 	Review against Financial Plan & budget implications Implement and monitor the Marketing Plan Review against Financial Plan
<i>2.4 Resource and develop promotional material targeting youth and other key networks to increase FIAS membership and profile</i>	Review annually in terms of deliverables of the Media and Communication Plan
<i>2.5 Identify funding and sponsorship opportunities to support member participation in FIAS Events</i>	Review against FIAS membership Review against Financial Plan

Goal 3: Member Services

Objective	
<i>Provide a range of opportunities, competitions, activities and events which meet the needs of the SAMBO community and support and build Members' administration capacity</i>	
Aims	Deliverable
3.1 <i>Develop an administration support programme for targeted member groups, such as:</i> <ul style="list-style-type: none"> • <i>Continental Associations</i> • <i>FIAS Candidates</i> 	Review against the needs of the target's groups such as level of involvement and participation at the FIAS Events Create a motivation opportunity for the FIAS members based on their participation at the FIAS Events Review against Strategic Plan
3.2 <i>Develop a programme of the international competitions</i>	Implement and monitor and competition programme Review annually Review against Strategic Plan
3.3 <i>Undertake Sport Development Programmes that also identify skills and succession programs</i>	Review against performance indicators Review against Strategic Plan
3.4 <i>Develop a Volunteer Strategy that acknowledges, promotes, recruits, and celebrates voluntary involvement in SAMBO, both Members and Candidates</i>	Implement and monitor Volunteer Strategy Review annually Review against Strategic Plan

Goal 4: Planning for the future

Objective	
<i>The establishment of a financially sustainable organisation to maximise opportunities for the growth of SAMBO sport and its membership</i>	
Aims	Deliverable
4.1 <i>Develop a Business Plan to consider the need, feasibility and sustainability of the FIAS Members and FIAS Candidates</i>	Consult with SAMBO community to assess needs Review against Strategic Plan

Process to move SAMBO forward

1. Review administrative & governance practices

- *Investigate administrative support particularly to the FIAS Executive Committee*
- *Provide the administrative support to the FIAS Commissions*
- *Assist with streamlining minute taking and communicating actions*

2. Develop a working group to investigate partnership opportunities including a centralised SAMBO training centres

- *Engage professional assistance*
- *Consult with SAMBO community*
- *Prepare business model*
- *Investigate FIAS Events options*
- *Seek partnerships (financial and other)*
- *Implement and review*

3. Establish a working group to develop a Media and Communication Plan

- *Seek involvement from within SAMBO community as well as student support*
- *Dedicate resources to the management of the Plan in particular social media*

4. Establish a working group to develop a future Strategic Plan

- *Engage professional assistance*
- *Develop a schedule of recruitment*
- *Promote and attract SAMBO*
- *Seek assistance from Volunteering*
- *Secure funding to deliver the FIAS Events*

Over the next years we shall focus to:

- Raise FIAS and SAMBO profile
- Increase membership and expand networks
- Build sustainable financial resources for the future
- Increase capital equipment and establish funding partnerships
- Provide more options for FIAS Events and activities

FIAS's Development Objectives

1. Organisational Structure

- to develop an internally solid infrastructure within the organisation with a regulated environment for SAMBO, well governed and efficiently managed.

FIAS in 2018	FIAS in 2022
A review of the FIAS Statutes took place at the FIAS Congress in November 2016,	FIAS Legal Commission continue to review and streamline the FIAS Statutes and By-Laws based on the most updated principles of good governance
FIAS's Executive Committee have majority of male representation but with at least 25 % of female representation guarantee by the FIAS Statutes	FIAS will continue in mentoring process to reinforce a strong female leadership and want to increase the female representation within the Executive Committee to equal ratio
FIAS Technical Commission has revised the FIAS Coaching Curriculum, Ranking system and number of the weight categories	FIAS Coaching Curriculum recognised by national associations, the reduced number of the weight categories fully operational
FIAS Athletes Commission is based on nominations and election process is conducted during the World Championship	FIAS support and reinforce the position of the elected athletes' commission members and continues to work through nominated and elected national representatives
Moderate financial situation based on limited sponsor base and membership fees	Strong sponsorship programme in place, annual official equipment licensing fee, World Championship hosting licensing fee
Athlete, coach, referee and judge registration system, electronic database and identity card system introduced	Fully operational database, fully secured and encrypted access for NFs identity card system replaced hand-written athlete book system

2. Competition/ Event & Development Programmes

- engaging all member federations and their athletes and officials alike, in high-level competition, developmental and social activities and programmes.

FIAS in 2018	FIAS in 2022
FIAS Technical and Women Commission has finalised female uniforms for female athletes from Islamic countries	Finalised and approved female uniforms fully implemented as official female uniforms for Muslim female athletes
Fitness and culture-based SAMBO curriculum for primary and secondary level physical education	Establishment in national schools of SAMBO as a mainstream physical exercise, educational and cultural programme
Well organised Junior, Youth and Cadets world championships	Continue to reinforce the youth participation and build strong annual programmes at international and continental level, including the primary objective: SAMBO at the Youth Olympic Games
Social and Community development: launch of the "SAMBO for Peace" campaigns	Individual programmes implemented in all FIAS member federations Partnerships with other sports in the campaign
FIAS continues to work on establishing university programmes	Establishing a strong connection to athletes' educational programmes
FISU the World SAMBO University Championships bi-annually organised with full support of FIAS	Increased the athlete's participation SAMBO in programme of the Universiade/ martial arts and combat sport multi-sport events

3. Global Placement

- increasing the profile and reach of SAMBO, raising awareness of SAMBO in and out of the competition, broadening SAMBO participation as well as audience.

FIAS in 2018	FIAS in 2022
Member of GAISF, recognised by ARISF, granted provisional IOC recognition	Reaffirm the IOC recognition and possibly gain the IWGA recognition
Continues digital media appeal and increased spectator appeal	Increase the world-wide distribution through the OTT platform
Live events broadcasted to audience in Asia, Europe	Increase the spectators appeal throughout the linear TV distribution in collaboration with Eurosport and others mainstream TV companies
Well-developed national wise programmes (RUS) for the athletes with different abilities (deaf & visually impaired)	To develop clear programmes for the athletes with different abilities in strong partnerships with IPC

4. Fair-Play

- maintaining an Anti-Doping educational programme, with the attention to the prevention as the best remedy, as well as strong monitoring and testing capabilities, and professional results management with the independent hearing authorities

FIAS in 2018	FIAS in 2022
Anti-Doping awareness remain the FIAS priority and the education programmes are of the main importance	FIAS Medical and Anti-Doping Commission regularly updates and strengthen the Anti-Doping Educational Programmes
Maintaining a balance between in and out of competition testing	Testing equilibrium in place,
Commitment to evaluating referees to maintain the standard of fair decision making	The correct decisions continue to be made at the end of every competition, and the high reputation of FIAS referees is upheld

FIAS's Development Indicators

The following four indicators outline FIAS's goals over the next four years and how FIAS plans to achieve them. These "indicators" serve as concrete indicators of how FIAS is progressing or needs to improve, as well as indicating which areas need strengthening.

Indicator 1: Organisational Structure

What	How	Who	Achievement
Changing FIAS's Executive Committee from majority male representation	Continue supporting women's development (ex. In the last 3 years, four NFs have voted for female presidents)	National Federations Women in Sport Commission	Improved male to female Executive ratio to 50%
Reinforce the development of SAMBO in Pan-American and African countries	Helping to support the NFs with training programme and the equipment in regions with limited resources Sending coaches, instructors to help the development Engaging in social projects, particularly involving youth athletes	Executive Committee Continental Federation Seek support from Peace and Sport & others organisation	Increased competitive balance
Refining updated FIAS Coaching Curriculum and Ranking system	NFs endorse and follow these systems, ensuring appropriate training for all levels of practitioners	Technical Commission National Federations	FIAS Coaching Curriculum is recognised by national coaching associations
To ensure the FIAS Congress elections procedures best practise	Building a functional online voting system accessible to all NFs	FIAS Administration FIAS IT Consultants FIAS Commissions	Easy to use election system in place enabling athletes to exercise their votes
Fostering independent FIAS financial sustainability	Extending sponsor base Increasing official equipment licensing programme Merchandising Television rights Registration fees	Executive Committee National Federations	Strong sponsorship programme in place bi-annual official equipment licensing fee World Championship hosting licensing fee
Registration licensing fees Expanding athlete, coach, referee electronic database and identity card system	Ensuring all personal private data is secured responsibly following the EU GDPR	FIAS Administration FIAS IT Consultants Legal Commission National Federations	Fully operational database Personal data secured and encrypted Simple access for NFs identity card system to replace hand-written athlete book system

Indicator 2: Competition / Event & Development Programmes

What	How	Who	Achievement
Well organised Junior, Youth, Cadets world championships, not focusing on competition only: social, educational and cultural aspects of the sport	Organizing at the national level all championships by all NF countries annually, bear in mind FIAS social projects	National Federations Executive Committee Development Commission	A strong annual programme of championships for youth events at international level Holding regular continental youth events in all categories
Developing SAMBO in countries where female participation is limited, low and where women face social boundaries	In-depth research into modified female uniforms, design, and material Organizing cultural events to incorporate government support Exchange programme of female trainers and champions	FIAS Executive Committee Women in Sport Commission Technical Commission National Federations	To reach an additional twenty countries with well-established women's teams
Establish SAMBO at national level as tool for physical exercise, fitness and cultural programme	School manuals and "Sambo in school" programme implementation at Education Ministries Collaboration with ISF	Executive Committee Development Commission National Federations	Mainstream for physical education in primary and secondary schools around the world
SAMBO for Peace SAMBO for Kids	Using champions as ambassadors Using digital, social media and TV programmes as a tool	Executive Committee Development Commission Athletes Commission National Federations Peace and Sport National social institutions and law enforcement	Full implementation of campaign by National members Partnerships with other sports in the campaign
Increase SAMBO presence & participation at continental and international multi-sport events	Close cooperation with IOC, GAISF, ARISF and the 14 other combat sports Close collaboration with OCA, EOC, PANAM Sport, ANOCA	National Federations Executive Committee	Exchange programme between martial arts and cooperation at the national level, especially in social projects

Indicator 3: Global Placement

What	How	Who	Achievement
Seeking to increase the global awareness and cultural profile of SAMBO	Firm development from grassroots Promoting SAMBO as a way of life Living up to social responsibilities Close cooperation, partnerships with Peace and Sport reaffirm the IOC recognition	FIAS Executive Committee FIAS Administration National Federations	Continuing to promote the values, culture and sporting aspects of SAMBO
Further increase the reach of SAMBO in the mainstream: Sport and entertainment media	Combined with the martial arts, working against the rough martial arts image Using champions and celebrities for media presence Focusing on FIAS's social and community work Promoting cultural exchange through SAMBO, a sport with no borders	FIAS Administration National Federations Athletes Commission	Continued digital, social media and TV presence on sport and entertainment channels Making SAMBO a household name
Inclusion of SAMBO in more multi-sports events outside Europe and Asia	Working with the World Games, for inclusion Working through the appropriate university channels to stage a FISU sanctioned World University SAMBO Championships	FIAS Executive Committee, FIAS Technical Commission FIAS Administration	Supporting and hosting the FISU sanctioned World University Championships and other multi-sport international events
Further development of contacts with sports organizations for the mobility limited and impaired as part of our "SAMBO for Everyone" campaign	Strengthen our relationships with organizations working with the mobility impaired Working with social groups and Paralympic organisations Using the cultural side of SAMBO	FIAS Technical Commission FIAS Administration FIAS Medical & Anti-Doping Commission National Federations	Recognised programmes of adapted practice for the mobility impaired

Indicator 4: Fair-play

What	How	Who	Achievement
Continuing to raise Anti-Doping awareness: - prevention	Revitalizing the FIAS educational programme Workshops and newsletters for team doctors and athletes Information booth at all major championships Working closely with WADA and ITA Cooperation with other IFs Using media and TV network to promote fair-play	FIAS Medical and Anti-Doping Commission FIAS Administration IT Consultants	Strong prevention Renewed educational programme Online availability of resources To be an outstanding IF in the fight against doping
Maintaining a balance between ICT and OCT testing	Monitoring statistics Identifying areas of weakness for SAMBO Identifying most common violation types	FIAS Administration, FIAS Medical & Anti-Doping Commission National Federations	Testing equilibrium in place Healthy monitoring Preventing incidence of doping behaviour
Results management and sanctioned athletes	Athletes violated FIAS ADRV must be educated about their offenses Information stream between IFs, especially combat sports Raise awareness amongst athletes of ADRV consequences	FIAS Medical and Anti-Doping Commission FIAS Legal Commission FIAS Athlete's Commission FIAS Administration FIAS President and General Secretary Other IFs	Prevention - Raising awareness - Avoiding negligence Responsibility - Facing a problem - Applying SAMBO values - Rehabilitating a sporting career
Continuing review of technical programmes to ensure right decisions	Continuing seminars, workshops and on-line education from grassroots to elite level Strictly penalising inappropriate decision-making in all kind of manner	FIAS Technical Commission FIAS Executive Committee Continental Federations National Federations	Continuing to ensure that the right winner's hand is raised up Continuing to have trust in FIAS referees and officials
Working with GAISF and Council of Europe against match fixing	Due to the fast growth of SAMBO analysing the situation of match fixing in the past and ensuring that this is not an issue in future	FIAS Legal Commission FIAS Executive Committee FIAS Athletes Commission National Federations Promoters	Zero tolerance to any incidence of match fixing in FIAS

Planning for the Future

Implementation

FIAS's strategic plan for 2014-2017 is positioned to support the uninterrupted transition of terms of office of FIAS's President, General Secretary, and Executive Committee Members.

According to the FIAS Statutes, the term of office is of 4 years mandates. FIAS's latest elections took place in 2017, remaining in effect until 2021. After every subsequent election, the President, General Secretary and Executive Committee are given one year to draft a strategic plan for the following four years.

Executive review of the strategic plan will continue to take place annually to allow for corrections and adjustments, if necessary. NFs, Commission members, and all related parties will continue to be kept informed and up to date.

FIAS ensures that there is a strict cooperation between the FIAS Administration, FIAS President, the FIAS Executive Committee and all FIAS Commissions for the common goal of the continued development of SAMBO. FIAS seeks to ensure that it maintains a multi-cultural staff, bringing different expertise and unique cultural understanding of the various member regions.

FIAS is continuing its youth development, education programmes and implementing social projects and cultural understanding between world youth. Having fun and making friends by doing sport is the key to youth development.

FIAS also keeps up to date, using social media networks as a tool for communication, especially with the youth.

FIAS gives equal importance to its fair play programme, as it is foundational to the organization that it is better to fail with honour than succeed with dishonesty. We are continuing our prevention programme to ensure that the athletes are well informed. Additionally, fair decision making in competition must be ensured.

FIAS will continue to develop female participation in the sport. On the fitness side, the numbers of women participants already clearly outnumber males.

Maintaining a strong presence on television sport and entertainment programmes is a continuing goal, to reach and educate people who do not yet have a clear understanding of the sport and to simultaneously educate them about SAMBO's rules, regulations and values.

Implementation of the strategic plan is to take place during the term of office of all elected officials. It represents the credo of the current Executive Committee.

The Next Phase

FIAS's next strategic plan will cover 2022-2026.