



# **Strategic Plan 2018 - 2022**

Drafted by the FIAS Executive Committee



# International SAMBO Federation

**“SAMBO - the modern sport with traditional principles for everyone.”**

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*First drafted December 2018 by the FIAS Executive Committee*

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*For enquiries and feedback on this Strategic Plan 2018 – 2022 please contact:*

*FIAS Administration*

*Telephone: +41 21 601 70 14*

*Email: [swissoffice@sambo-fias.com](mailto:swissoffice@sambo-fias.com)*

*Website: [www.sambo.sport](http://www.sambo.sport)*



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## Forewords

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.

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

We look forward to the challenges ahead and working with our stakeholders and partners in achieving the objectives of the Strategic Plan over the next four years.

Vasily Shestakov  
FIAS President



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## Acknowledgements

This Strategic Plan has been written and prepared by the FIAS Executive Board members and the FIAS Development Commission members.

FIAS Executive Board members:

Vasily SHESTAKOV  
FIAS President

Andrey KLIAMKO  
1<sup>st</sup> Vice-President

Roberto FERRARIS  
Secretary General

Vice-Presidents:

Sergey ELISEEV, Dalil SKALLI, Alamzhon MULLAEV,

Members:

Laure FOURNIER, Monique ATHANASE, Tajana TRIVIC, Vladimir YAPRINTSEV, Nobuyuki ASAI, Cesar ORTEAGA,  
Merabi ILIADIS, Chong Keum MOON

FIAS Development Commission:

Roberto Ferraris, Viaceslav Kot, Marios Andreou, Aslambek Aslakhonov, Jason Fraser, Robert Clark and Michal Buchel



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## Purpose of FIAS

Though the sport of SAMBO, unites and facilitate the continuous progression of physical and intellectual advancement towards the single goal of self-improvement that achieves the highest levels of individual combat and self-defence capabilities.

To ensure a high performance service organisation committed to execution of strategies that will take SAMBO to the next level and create an appealing sport product for the benefit of all stakeholders, commercial partners and consumers.

This purpose is achieved by:

- Organisational - Providing leadership and good governance
- Members Relations - Helping to the FIAS Stakeholders
- Sports development
  - Developing and certifying officials and coaches
  - Developing the Elite competition
- Commercial Strategy - revenues generation

FIAS aims to be recognised by the International Olympic Committee.



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## Values

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.

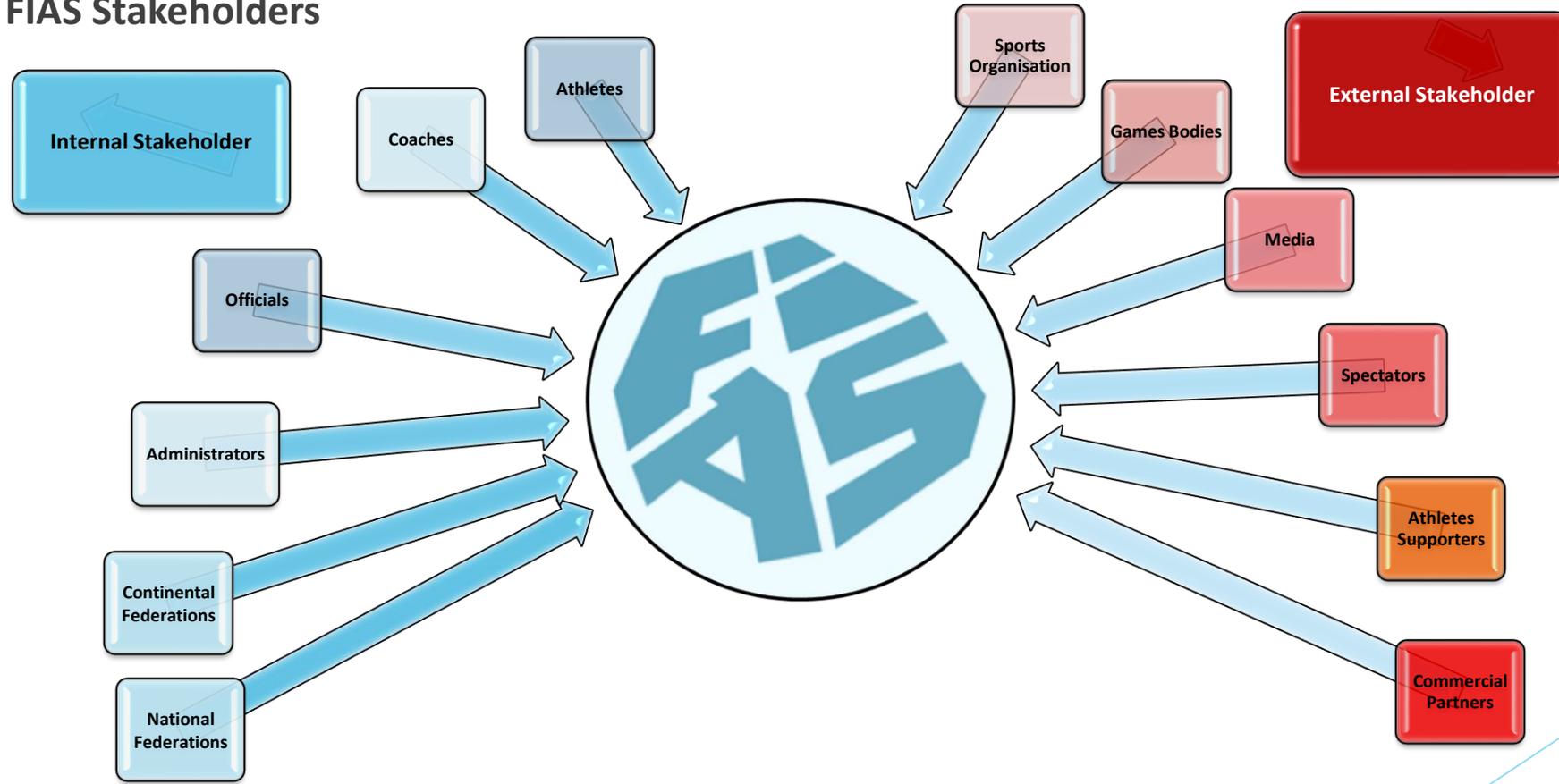
To ensure a high performance service organisation committed to execution of strategies that will take SAMBO to the next level and create an appealing sport product for the benefit of all stakeholders, commercial partners and communities.



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## FIAS Stakeholders





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## 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.



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## 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



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## Goal 1: Good Governance

### Objective

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

Aims	Deliverable
1.1 Develop, agree and implement efficient and effective governance and administrative practices	<ul style="list-style-type: none"> <li>Consider to providing support at FIAS Executive Committee and FIAS Commissions meetings</li> <li>Establish performance outcomes</li> <li>Review annually against outcomes &amp; objectives</li> <li>Review against Strategic Plan</li> </ul>
1.2 Continue to support an effective and accountable management structure, FIAS Executive Committee, with representation from / within the SAMBO Community	<ul style="list-style-type: none"> <li>Establish performance outcomes</li> <li>Consider budget implications</li> <li>Review annually against outcomes &amp; objectives</li> <li>Review against Strategic Plan</li> </ul>
1.3 Review and amend existing policies and practices	<ul style="list-style-type: none"> <li>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.)</li> <li>Review annually against outcomes &amp; objectives</li> </ul>
1.4 Commit to the development and maintenance of FIAS standards in accordance with the International Sports movement requirements	<ul style="list-style-type: none"> <li>Apply consistent standards throughout SAMBO community</li> <li>Facilitate appropriate resources &amp; support in terms of event promotion, funding, and events</li> <li>Review annually &amp; amend as required</li> </ul>
1.5 Prepare a Financial Plan, and develop, implement and review annual financial budgets	<ul style="list-style-type: none"> <li>Financial advisors and auditors</li> <li>Consider budget &amp; resourcing implications</li> <li>Investigate investment opportunities to assist in long term financial planning to meet future planning goals</li> </ul>
1.6 Identify and establish paths of funding and partnerships	<ul style="list-style-type: none"> <li>Investigate possibilities to engage professional assistance and/or managed services</li> <li>Review annually</li> </ul>



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## Goal 2: Communication & Marketing

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	
Aims	Deliverable
2.1 Develop a Media and Communication Plan in consultation with SAMBO community and communicate its deliverables	Implement and monitor the Communication Plan to track outcomes Review annually Review against Strategic Plan
2.2 Organise and manage the FIAS website, social media and all forms of communication to remain as up-to-date as possible	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
2.3 Develop a Marketing Plan, to <ul style="list-style-type: none"> <li>investigate funding opportunities to sponsor competitions, events and activities</li> <li>increase SAMBO profile and membership</li> </ul>	Review against Financial Plan & budget implications Implement and monitor the Marketing Plan Review against Financial Plan
2.4 Resource and develop promotional material targeting youth and other key networks to increase FIAS membership and profile	Review annually in terms of deliverables of the Media and Communication Plan
2.5 Identify funding and sponsorship opportunities to support member participation in FIAS Events	Review against FIAS membership Review against Financial Plan



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## Goal 3: Member Services

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	
Aims	Deliverable
<b>3.1 Develop an administration support programme for targeted member groups, such as:</b> <ul style="list-style-type: none"> <li>Continental Associations</li> <li>FIAS Candidates</li> </ul>	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
<b>3.2 Develop a programme of the international competitions</b>	Implement and monitor and competition programme Review annually Review against Strategic Plan
<b>3.3 Undertake Sport Development Programmes that also identify skills and succession programs</b>	Review against performance indicators Review against Strategic Plan
<b>3.4 Develop a Volunteer Strategy that acknowledges, promotes, recruits, and celebrates voluntary involvement in SAMBO, both Members and Candidates</b>	Implement and monitor Volunteer Strategy Review annually Review against Strategic Plan



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## Goal 4: Planning for the future

### Objective

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

### Aims

4.1 Develop a Business Plan to consider the need, feasibility and sustainability of the FIAS Members and FIAS Candidates

### Deliverable

Consult with SAMBO community to assess needs  
Review against Strategic Plan



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## 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, bi-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



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## FIAS’s Development Objectives

### 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



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## FIAS’s Development Objectives

### 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



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## FIAS's Development Objectives

### 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



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## FIAS's Development Indicators

### 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



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## FIAS’s Development Indicators

### 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



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## FIAS’s Development Indicators

### 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



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## FIAS's Development Indicators

### 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