

BUSINESS PLAN 2009 - 2012

DRAFT



**INTERNATIONAL SHOOTING COMMITTEE FOR
DISABLED**

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BACKGROUND

The development of shooting is an ongoing process and also in the past this hasn't been different.

Every Paralympiad major steps were taken to improve the shooting sport and bring it to the level we reached today.

Characteristic for the years before Sydney was the development of the rulebook. This was reflected in the reduction of disability classes by merging different disability groups in multi-disability shooting classes.

Since Sydney 2000 strategic plans were created and executed to lead the sport to a more structural and professional approach.

The key issues of this strategic plan that was presented to the General Assembly in Seoul during the WC 2002 were:

- To facilitate more shooting opportunity for athletes worldwide that will lead to high standard competitions eg. American region.
- To develop shooting by encouraging more disciplines (shotgun, falling targets, sport pistol-air,...)
- To facilitate and operate more workshops for classifiers and referees annually.
- To develop links with ISSF for disabled shooting in integrated competition
- To program rules changes
- To expand Paralympic program
- To develop blueprints for major competitions to help organizers.
- Not all key issues were fully executed due to external challenges (development of the American region, expanding the Paralympic program, ...)

The human resources were one of the areas that really needed development because of the expansion in participation at major competitions.

During the EC 2001 was the start of the reclassification of all existing athletes. From this date the id-numbers were introduced. This allows a more adequate management of our athletes and officials resources.

During the Paralympic Games 2004 a quadrennial report was presented at the Open Forum that gives a report in detail about the achievements and the challenges that still lay ahead.

Since 2000 different forms and processes were prepared and put in execution. These processes cover a wide range of activities from the organisation of workshops to the bid application form for qualification competitions.

The list below gives an indication of the different policies and forms:

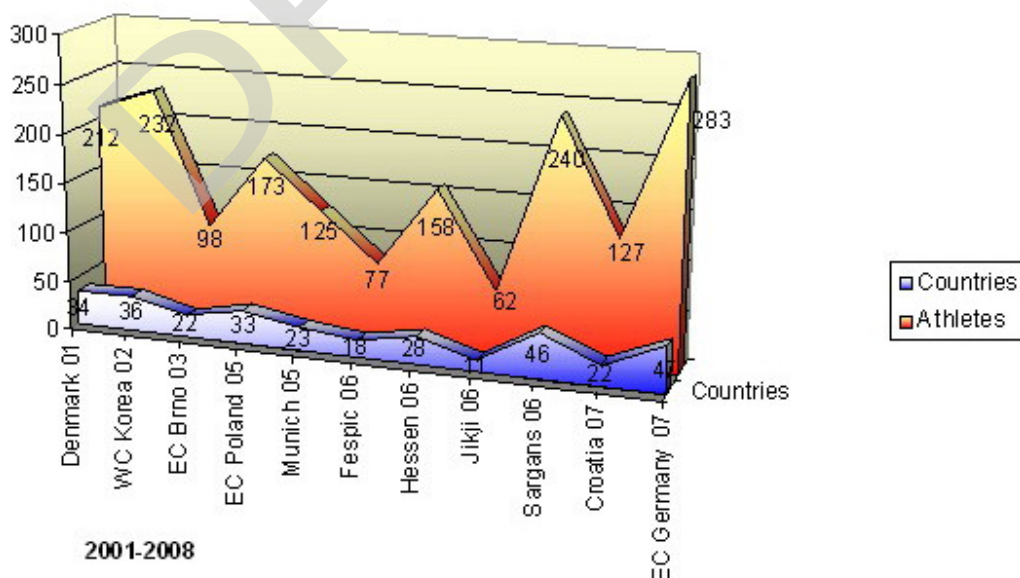
- Equipment Control Card
- ISCD Class Card
- Id-card
- Id-card Temp
- Id-Card Reception Form

- Pathway ISCD-Referee
- Pathway ISCD-Classifiers
- Capability And Performance Management Policy
- Workshop Application
- World Cup Competition Application
- Technical Official Appointment Process
- Equipment Control Process
- Rule Change Process
- Application For Shooting Record
- World Cup Competition Process
- Classification Process Flowchart
- Classification Process
- Renewal Process For Referees
- Classifier Pathway Flowchart
- Minimum Qualification Standard
- Record Application Form
- Medical Information Form
- Protest Form Technical
- ISCD Examination Of Firearms & Equipment

Also the qualification process has been refined over the years and will be updated in the lead up to London 2012.

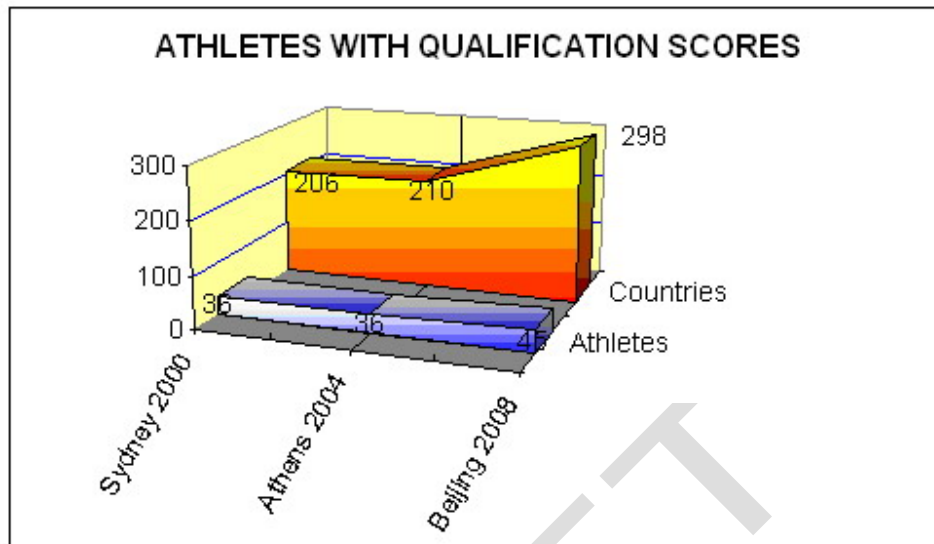
The number of participation in the different championships and the worldwide representation best reflects the evolution of shooting.

PARTICIPATION IN MAJOR COMPETITIONS



The diagram indicates the level of participation in major competitions. It is clear that the World Championships together with the Regional Championships can be seen as the key indicators regarding the number of participants.

To indicate the raising level of quality, the number of athletes reaching a qualifying score for the Games is significant:



The number of participating countries during the Paralympic Games radically increased over the last 8 years from 36 countries in Sydney to 45 countries in Beijing.

It is behind this background that the business plan is developed.

It not only focuses on the self-governing issue (which is a main objective) but also on the future development in different areas as expressed in the plan.

In many cases we already have forms and/or policies in place; we will now need to evaluate each one of these and update or rewrite in a case-by-case review.

SPORT GOVERNANCE

RULES DEVELOPMENT

Preparation rulebook 2010-2012

- Split rulebook into rule and regulation part
- Include new rule
- Critical examination of existing rules

Basic document:

Current rulebook Shooting 2005-2008
Rulebook Archery & WOVD as guideline

Timelines

31/4/2009	Completion of revision
1/9/2009	start of Printing
31/10/2009	Publication date
1/1/2010	Rules effective

Preparation rulebook 2013-2016

Basic document:

Rulebook Shooting 2013-2016

Timelines

1/1/2011-31/5/2011	Request for rule proposals
July 2011	Presentation proposals at Sports Forum EC
1/9/2011-1/11/2011	Request for motions
Dec. 2011	Revision & evaluation at STC Meeting
1/2/2012-1/4/2012	Postal Voting
1/6/2012-30/6/2012	Printing process
Sept. 2012	Publication London
1/1/2013	Rules effective

SELF-GOVERNANCE

Based on the priority mission statement of IPC in the Extra-ordinary General Assembly 2004, Shooting Sport has been working towards an integration in the International Shooting Federation (ISSF).

The signals received from ISSF were positive and the attendance of the shooting sport chairperson at their General Assembly and discussion with members of ISSF indicated that an integration model was welcomed.

However the meeting between IPC and ISSF left no doubt that this option is, for the near future, not a viable possibility.

Therefore the shooting committee is working on the Sport Independent option.

This business plan analyses the existing structure and indicates the different areas of development that need to be built, strengthened and/or refined.

Based on the different steps for integration in an International Federation, the following pathway has been taken in consideration:

1. Proposal to the Governing Board
 Depending the decision of the GB the start of the process will be given.
2. Formal proposition to gain approval of the Sports General Assembly.
3. Approval of the GB.
4. Signatures
5. Transfer

The proposed timelines are as follows:

Sports Forum 2009 during European Championship:

 Announcement of the decision of the Governing Board

Extra-Ordinary General Assembly

 24/10/2009

Signatures: IPC General Assembly Kuala Lumpur

Transfer of Governance: 1/12/2009

ESTABLISH A CORPORATE STRUCTURE

This must facilitate an effective and efficient administration and will support all elements of the sport.

This includes the new organizational chart to reflect the new status.

Constitution

A draft constitution is already in progress.

Timelines:

1/5/2009	Final draft
10/5-31/7	review by legal advisers
1/9/2009	Finalization

By-Laws

draft By-laws are already in progress.

Timelines:

1/5/2009	Final draft
10/5-31/7	review by legal advisers
1/9/2009	Finalization

Legal Registration

The worldwide organization needs to be anchored in a legal structure. ISCD opted for the founding of a non-profit organisation in Belgium.

The existing knowledge on board in the committee of the legal procedures to found a non-profit organization in Belgium and the support of the BPC to facilitate the process lead to this choice.

Timelines:

1/5/2009	Final draft
10/5-31/7	review by legal advisers
1/9/2009	Finalization

Secretariat Bid process

A bid process will be initiated amongst the nations competing in shooting to find the best available bid to locate the secretariat.

Timelines:

1/9/2009	Final draft
1/11-1/12	bid period
31/12/2009	Decision

ISSF RELATIONSHIP

Meeting ISSF Munich

A meeting will be scheduled with David Grevemberg and Walter Vlamincck to inquire the different areas of partnership or cooperation.

Since Shooting in IPC and ISSF are using the same venues and electronic equipment for results handling, also have common rules and regulations, it is advisable that both organisations can create partnerships in certain areas.

The areas that are focused on at the moment are:

- Results handling:
 - The electronic shot registration and results handling is one of the major objectives.
 - The budget plan for IPC Shooting foresees the development of program for results handling and online registration.
 - It is useful to examine the existing program that is currently used by ISSF for the same purpose and eventually adapt to the needs of disabled shooting.
 - The manufacturer of this program, MSL also developed the software for ISSF. (see Media/Communication – Online registration)
- Doping control:
 - Compare anti-doping program of ISSF
- Legal advise
- Space in ISSF News
- Links to ISSF website
- Principles of Risk Management
- MOU
- ...

Timelines

1/5/2009-31/7/2009 Time gap

Inter-organizational relationships

Identify and take required action to ensure compliance with all applicable government and other regulations

- Contact regulatory bodies (sport, government) in applicable jurisdictions to ascertain requirements
- Ensure the organisation's Annual Report, Financial Reports and Audited Statements, Constitution, format of election of office bearers and format of any required record keeping meet requirements

Identify and pursue a productive working relationship with appropriate government and sport bodies and individuals

- Select and provide delegates/representatives when required to meetings of IPC, ISSF, and other appropriate bodies
- Offer appropriate assistance and expertise from this Committee to assist other bodies with like objectives.
- Seek and take advantage of informal contact with appropriate individuals and bodies to assist in the promotion of the Committee's objectives.

MEETINGS SHOOTING

Sport Forum

Sport Forums will be held during the Open European Championships

Sport Forum 2009

After the decision of the GB, the announcement of the process for self-governance will be given during the Open European Championship in Poland.

Sport Forum 2011

The proposals for the rulebook 2013-2016 will be presented at the Open European Championship 2011.

Extra-Ordinary Sport Forum

An Extra-Ordinary General Assembly need to be held to get the approval of the NPCs involved in shooting for the self-governance of the sport.

Timelines:

1/7/2009	Invitation of the GA to the NPCs
1/8/2009	Reception of the attendance forms
1/9/2009	Distribution of the material for the GA
24/10/2009	Extra-Ordinary Sport Forum

1st ISCD General Assembly

During WC 2010 in Croatia

MANAGEMENT

RESULTS

Year 2009

A timeframe is established for reception of the results. Since the scheduled competitions are more or less grouped by Zones the deadlines are therefore set accordingly.

Timelines

Asian Competitions	1/7/2009
European Competitions	31/8/2009
Oceania Competitions	31/12/2009

Year 2010/2011

The 2 year qualification time for the Paralympic Games requires a systematic update of the results.

RANKINGS

ACTION: new ranking points system in relation to the 3 level competition division. The ranking update follows the results handling and

Timelines

Point system by March 31/2009
The ranking updates are parallel to the results reception.

RECORDS

ACTION: Clear definition of when and where records can be broken. This also part of the rulebook review.
See timing rulebook review.

Timelines

The record updates are parallel to the results reception.

ATHLETES LICENSING PROGRAM

Year 2009

The program as developed by IPC comes effective on January 1, 2009

Year 2010 and future

Adaptation of the program to the id-numbers currently in use in shooting.

Timelines

31/12/2009	Finalize ALP
1/12/2010	Publication
31/3/2010	Return of data

ADMINISTRATION PLAN

Office Procedure manual

Record policy decisions as they occur, together with guidelines and procedures in an office procedures manual:

- Maintain a record, independent of minutes of meetings, of policy and other decisions from Executive meetings, conferences and assemblies for quick reference
- Establish an office procedures manual to cover matters such as arrangements made for meetings re travel, accommodation; detailed information on communication channels, mailing lists; monthly plan of required regular activities

Timelines

5/5/2009 - 30/6/2009	Finalize Draft
1/7/2009 - 31/12/2009	Review & finalization

Guidelines for internal communication

Document responsibilities and activities and clear guidelines for reporting to Executive Committee and Board of Administration by all officers, sub-committees and Zonal Committees.

Most of these are already written in the by-laws and constitution.

Reference documents

Draft Constitution
Draft By-Laws

Timelines

31/3/2009	Finalize Draft
31/6/2009	Review & finalization

Pathway documentation for efficient communication & decision making

Document pathways for efficient communication and liaison between Secretariat and all officers, sub-committees, regional committees and the general public. Since communication needs to be timely and adequate, flowcharts need to be developed to identify the flow of communication.

Timelines

1/2/2009 - 31/3/2009	Finalize Draft
1/4/2009 - 31/12/2009	Review & finalization

Standard Requirements for meetings, conferences & assemblies

Document explicit requirements regarding notice, standard agenda items, organization, frequency, and recording of outcomes of meetings, conferences and assemblies within all elements of the organization:

- Establish appropriate lead time for calling of meetings e.g 40 days prior
- Establish appropriate lead time for receipt of reports and any other information to allow transmission to all delegates prior to meeting e.g. 10 days prior
- Establish standard agenda covering reference to minutes of previous meeting, any business arising from that previous meeting, inwards and outwards correspondence where applicable, financial reports, reports from heads of sub-committees, items for discussion (any other business)

Timelines

1/5/2009 - 30/6/2009	Finalize Draft
1/7/2009 - 31/12/2009	Review & finalization

Administrative support

Provide appropriate level of clerical and administrative support to Secretariat as required

- Monitor workload and work flow in early stages of independence to ascertain the need for additional assistance
- Ascertain the availability and reliability of any volunteer assistance
- Investigate the cost and impact on budget proposals and administrative requirements of employing assistance

Online Registration (entry forms for competitions & licensing)

The purpose is to control the registration in qualification competitions to exclude errors in the database.

Since an online registration is currently in use in ISSF, the following steps need to be taken:

- Analyse the current ISSF System for registration and results handling
The result of the analysis will determine If the system is adaptable to the needs of disabled shooting.
- Analyse of ATOS
- Determine tasks for software production:
 - Needs of shooting
 - Describe desiderata

Timelines:

Before 1/5/2009:	Analysis of the ISSF system
------------------	-----------------------------

December 2009:
January 2010:

Finalize software
Implementation of the system

Outsourcing activities

Investigate costs and cost effectiveness of contracting expertise in areas not able to be provided by volunteer Committee members.

Focus areas are:

- Legal
- Financial
- Doping
- Results handling

Timelines

1/5/2009 - 30/6/2009	Finalize Draft
1/7/2009 - 31/12/2009	Review & finalization

Insurance Policy

Investigate and provide appropriate insurance cover (Public Liability, Loss/Damage, Equipment, Directors and Officers) to protect the organization

- Compare insurances held by similar organizations to establish appropriate insurance cover for the organisation
- Obtain quotations from minimum of three reputable companies; compare levels of cover and conditions to obtain best value
- Meet with IPC Sport & Finance Department to investigate deal with MARSH
 - Budget realities
 - Liabilities
 - Risk management

Timelines

5/5/2009 - 30/6/2009	Finalize Draft
1/7/2009 - 31/12/2009	Review & finalization

Risk Assessment Plan

Undertake a detailed investigation to identify/quantify possible risks to the organization and adopt an appropriate risk management policy.

- Establish (brainstorming session?) a list of possible risks to the organization and its capacity to meet its objectives, e.g. unexpected reduction of income, formation of rival organization, poor performance by officers or employees/contractors, loss of skilled and experienced officers,
- Rate risks by likelihood of occurrence (low, possible, likely, highly likely)

Where possible, document action required to avoid or minimise the impact of identified risks rated possible or above.

Reference documents

Risk Management Plan SA Pistol Shooting

Timelines

5/5/2009 - 30/6/2009	Finalize Draft
1/7/2009 - 31/12/2009	Review & finalization

Establish Code of Conduct / Undertakings for ITO/Classifiers

The objective is to create a code of conduct for all officers of the organization to assure the following:

- Provide a voluntary/advisory Code of Conduct
- To avoid wrongful or ill-judged actions of its officers causing difficulties, loss of income or reputation for the organization
- Officers to undertake to serve the organization with probity and integrity, to refrain from discrimination against others on the grounds of race, colour, religion, sex, or disability; to display responsibility, fairness and impartiality in their deliberations and activities on behalf of the organisation

Reference documents

Classifier Code of Conduct
Code of Ethics – ISSF
STC Undertaking

Timelines

2/2/2009 - 30/6/2009	Finalize Draft
1/7/2009 - 31/12/2009	Review & finalization

Performance monitoring

Continuously monitor actual performance and achievements against stated objectives in all areas

- Schedule a regular review with reference to the Constitution, Rules, Policies and objectives of all aspects of the Committee's operations at a minimum once yearly.
- Prioritise any shortcomings with a view to corrective action where required and as resources permit.

Timelines

Review at every Executive Committee meeting (minimum 2x/year)

FINANCIAL PLAN

Budget 2009

See IPC budget for shooting

Identify budget plan (see budget plan 2008)

Reference documents

Balance sheet 2008

Timelines

28/2/2009 Finalize

Budget 2010-2012

Prepare estimated revenue and expenses sheet based on the upcoming activities:

Revenue:

- Athletes licensing program
- Bid Application for Regional Championships
- Signing fee WC 2014
- IPC Grant
- Workshops
- ...

Expenses:

- Committee meetings
- IPC General Assembly
- IPC Sport Council
- Operational costs:
 - Outsourced activities
 - ...
- Administrative costs:
 - Postage
 - ...

Year 1		income	expenditure
	Membership fees (50 countries each 150.00)	7.500,00 €	
	Asian/Oceanian Shooting Championships Capitation taxes (425 participants each 40.00)	17.000,00 €	
	Bid Application fee	2.000,00 €	
	Signing fee	2.000,00 €	
	European Shooting Championships Capitation taxes	17.000,00 €	
	Bid Application fee	2.000,00 €	
	Signing fee	2.000,00 €	
	World Cups (4 WC each 500.00)	2.000,00 €	
	Athletes licensing fees (300 competitors à 15.00)	4.500,00 €	
	IPC Grant (equal to yearly IPC budget)	14.000,00 €	
	Workshops	1.000,00 €	3.000,00 €
	Committee meetings (2 per year)		5.000,00 €
	IPC General Assembly (chairman + assistance)		4.000,00 €
	IPC Sports Council (chairman + assistance)		4.000,00 €
	outsourced activities (meetings, verifications, etc)		20.000,00 €
	administrational expenses (postage/printing)		5.000,00 €

uniforms for ITO's/committee members			10.000,00 €
divers expenses (promotions material, etc.)			4.000,00 €
balance		71.000,00 €	55.000,00 €
Year 2			
Membership fees (50 countries each 150.00)		7.500,00 €	
World Shooting Championships Capitation taxes (425 participants each 40.00)		17.000,00 €	
Bid Application fee		2.000,00 €	
Signing fee		2.000,00 €	
World Cups (4 WC each 500.00)		2.000,00 €	
Athletes licensing fees (300 competitors à 15.00)		4.500,00 €	
IPC Grant (equal to yearly IPC budget)		14.000,00 €	
Workshops		1.000,00 €	3.000,00 €
Committee meetings (2 per year)			5.000,00 €
IPC General Assembly (chairman + assistance)			4.000,00 €
IPC Sports Council (chairman + assistance)			4.000,00 €
administrational expenses (postage/printing)			5.000,00 €
divers expenses (promotions material, etc.)			4.000,00 €
balance		50.000,00 €	25.000,00 €
Year 3			
Membership fees (50 countries each 150.00)		7.500,00 €	
Asian/Oceanian Shooting Championships Capitation taxes (425 participants each 40.00)		17.000,00 €	
Bid Application fee		2.000,00 €	
Signing fee		2.000,00 €	
European Shooting Championships Capitation taxes		17.000,00 €	
Bid Application fee		2.000,00 €	
Signing fee		2.000,00 €	
World Cups (4 WC each 500.00)		2.000,00 €	
Athletes licensing fees (300 competitors à 15.00)		4.500,00 €	
IPC Grant (equal to yearly IPC budget)		14.000,00 €	
Workshops		1.000,00 €	3.000,00 €
Committee meetings (2 per year)			5.000,00 €
IPC General Assembly (chairman + assistance)			4.000,00 €
IPC Sports Council (chairman + assistance)			4.000,00 €
administrational expenses (postage/printing)			5.000,00 €
divers expenses (promotions material, etc.)			4.000,00 €
Internet adaptions			5.000,00 €
balance		71.000,00 €	30.000,00 €
Year 4			
Membership fees (50 countries each 150.00)		7.500,00 €	
Paralympics	TBD	- €	
World Cups (4 WC each 500.00)		2.000,00 €	
Athletes licensing fees (300 competitors à 15.00)		4.500,00 €	
IPC Grant (equal to yearly IPC budget)		14.000,00 €	
Workshops		1.000,00 €	3.000,00 €

Committee meetings (2 per year)			5.000,00 €
IPC General Assembly (chairman + assistance)			4.000,00 €
IPC Sports Council (chairman + assistance)			4.000,00 €
administrational expenses (postage/printing)			5.000,00 €
new Rulebook (administration/voting)			10.000,00 €
divers expenses (promotions material, etc.)			4.000,00 €
balance		29.000,00 €	35.000,00 €
balance over 4 year period		221.000,00 €	145.000,00 €

Timelines

Financial plan 2010 – 3/12/09 – 31/01/2010

Financial plan 2011 – 1/12/10 – 31/01/2011

Financial plan 2012 – 1/12/11 – 31/01/2012

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COMPETITION

BID PAPER DEVELOPMENT

Based on the different levels of competition, the following competitions are identified:

Sanctioned competitions:

- Paralympics
- World Championships
- World Cups

Designated competitions

- Regional competitions
- IOSD competitions

Approved competitions

- International competitions
- Open National competitions

Develop Flowchart & requirements for different levels of competition.

To determine the level of competition, the requirements for the different competitions need to be identified.

Requirements for World Cups:

- Scheduling Equipment control and Classification
- Guidelines for MQS Rifle & Pistol

Requirements for World & Regional Championships:

- Organizers for World & Regional Championships must have organized already a successful shooting competition.

Reference documents:

- ISCD Inspection report
- World Cup Competition Process

Timelines:

Feb – April 2009 : Agreement with IPC + flowcharts & definitions

Review & correct paperwork for World Cups

The current application form needs to be updated with information regarding doping and classification at competitions.

Reference documents:

- MQS Bid Application form

- World Cup Bid Application Form

Timelines:

1/2/2009 – 30/4/2009	Review
1/5/2009 – 31/5/2009	Publication

COMPETITION COORDINATION

Year 2009

The results in approved competitions together with the athletes who realised a qualification for the Beijing Paralympic Games will be the minimum criteria for participation in the World Championship 2010.

Competitions for qualification for the London 2012 Paralympic Games will be the Regional Championships (Europe and Asia) with the criterion that qualified results need to be confirmed in the 2-year qualification time before the Games.

Classification opportunities

Since no classification will be allowed during the World Championships, opportunities for classification need to be created at approved competitions in 2009. Organizers from the following competitions have agreed to organize classification:

- GP de France
- Bodrum – Turkey
- Jikji Cup – Korea
- EC Poland

World Cups 2010

Timelines

Oct. 1 2009:	Deadline Reception of Application forms
1/12/2009 - 15/12/2009:	Evaluation & awarding (at STC meeting)
31/12/2009:	Publication

World Cups 2011

Timelines

Oct. 1 2010:	Deadline Reception of Application forms
1/12/2010 - 15/12/2010:	Evaluation & awarding (at STC meeting)
31/12/2010:	Publication

WORLD CHAMPIONSHIP 2010

Contract negotiations are currently in place with Croatia. (Zagreb)

Timelines:

December 2010 Awarding & Signing of Contract

WORLD CHAMPIONSHIP 2014

Timelines for the World Championship Application 2014:

DATE	ACTION	RETURN DATE
1/9/2010	Host Expression of Interest	1/11/2010
1/12/2010	Review & Evaluation	1/3/2011
1/4/2011	Bid Application	1/11/2011
	7/2011 – Presentation of Bids at Sport Forum Site visits	
1/12/2011	Review & Evaluation Site Visit Recommendation & review	1/6/2012
1/12/ 2012	Awarding of Championship = Signing Contract Progress Reports (2x)	31/12/2012
July 2014	Competition time	

ZONAL CHAMPIONSHIPS 2011

Timelines

DATE	ACTION	RETURN DATE
2/7/2009	Host Expression of Interest	30/9/2009
1/10/2010	Review & Evaluation	15/12/2009
1/1/2010	Bid Application	31/3/2010
1/4/2010	Review & Evaluation Site Visit Recommendation & review	31/5/2010
1/6/ 2010	Awarding of Championship = Signing Contract Progress Reports (2x)	31/7/2010
July 2011	Competition time	

Investigation Closed Zonal Championships & Upgrading World Cup organizations

Organize Zonal Championship where participation is restricted to the nations from the Zone.

Also upgrading the organization of the World Cups to a level comparable with the Zonal Championships

Timelines

2013-2016

CALENDAR

A provisional calendar needs to be available as soon as possible in the year preceding the competition in order to give the NPCs the opportunity to reserve funding for participation.

As soon as the competition is sanctioned, the competition need to published.

Timelines

1/10/2009: Provisional Calendar
31/12/2009: Publication

Yearly revolving process

PRE-COMPETITION EVALUATION

A template needs to be created for the evaluation of the competition venue. It needs to set standards for facilities and will be added to the bid application form to filled in by the organizer.

The template needs to foresee the following data:

- Accessibility:
 - Transport
 - Toilets
 - Ramps
- Ranges: 10, 25 and 50 m
 - Number of firing points, width of the FP, height of the counter, light (LUX), background colour, ...
- Target system:
 - Electronic: Brand
 - Electric
 - Pit operated
- Results handling:
 - By whom?
 - Output result
- Vicinity of hotel accommodation
- Armoury: (weapon storage on venue – security)
- Lay-out of shooting range
- Competition schedule evaluation
 - Compare shooting points with entries

- Possibility to add extra details
- Measuring equipment available

Reference documents:

- Checklist shooting
- ISCD Inspection report form

Timelines:

April 2009: DRAFT template
 July 2009: Review & finalize template

POST-COMPETITION FOLLOW-UP

To create a database of the shooting venues the information from the pre-competitions template needs to be compared with the actual data. Therefore a Post-competition template needs to be developed.

It will evaluate all issues from the pre-competition template added with the following data:

- No. of countries
- No. of athletes
 - Licensed with Id-number
 - Not licensed = not classified (list of athletes)
- Officials (see also Supervising Referee Form)
- Feedback on situations/athletes that happened
- Protest and details of how the protest has been handled
- Results

Reference documents:

- Checklist shooting
- ISCD Inspection report form
- Post-Games report

Timelines:

1/2/2009 – 31/4/2009: DRAFT template
 1/5/2009 – 31/7/2009: Review & finalize template

CONTRACTS

Adapt current IPC contracts for World & Regional Championships to future self-governing status.

Reference documents:

- IPC Contract WC & Reg. Championships

Timelines:

1/2/2009 – 30/6/2009: finalize

DEVELOPMENT/CERTIFICATION/EDUCATION

OFFICIATING – REFEREE DEVELOPMENT POLICY

The purpose of this document is to identify the basic skills and competencies to run a competition. Based on this policy referee will be divided into different levels.

The basics of this policy is a 4 step process:

1st Step: Initial Pathway = based on knowledge:

Successfully participate at a workshop + ISSF license

= National Referee

Successfully participate at a workshop, NO ISSF license

= State Referee

2nd Step: Working under supervision by Senior or Supervising Referee

After completion of 2 International competitions

= Junior International Referee

3rd Step: Evaluation process:

Key indicators:

- Testing of knowledge
- Skills and Competencies
- Experience

Will lead to Senior International Referee

4th Step: Consistent measured performance.

The referee is able to run a competition and to carry the responsibilities related to this job.

Supervising International Referee

Reference documents:

- Supervising Referee Evaluation Form
- Workshop data (ISCD/ISSF)

Timelines:

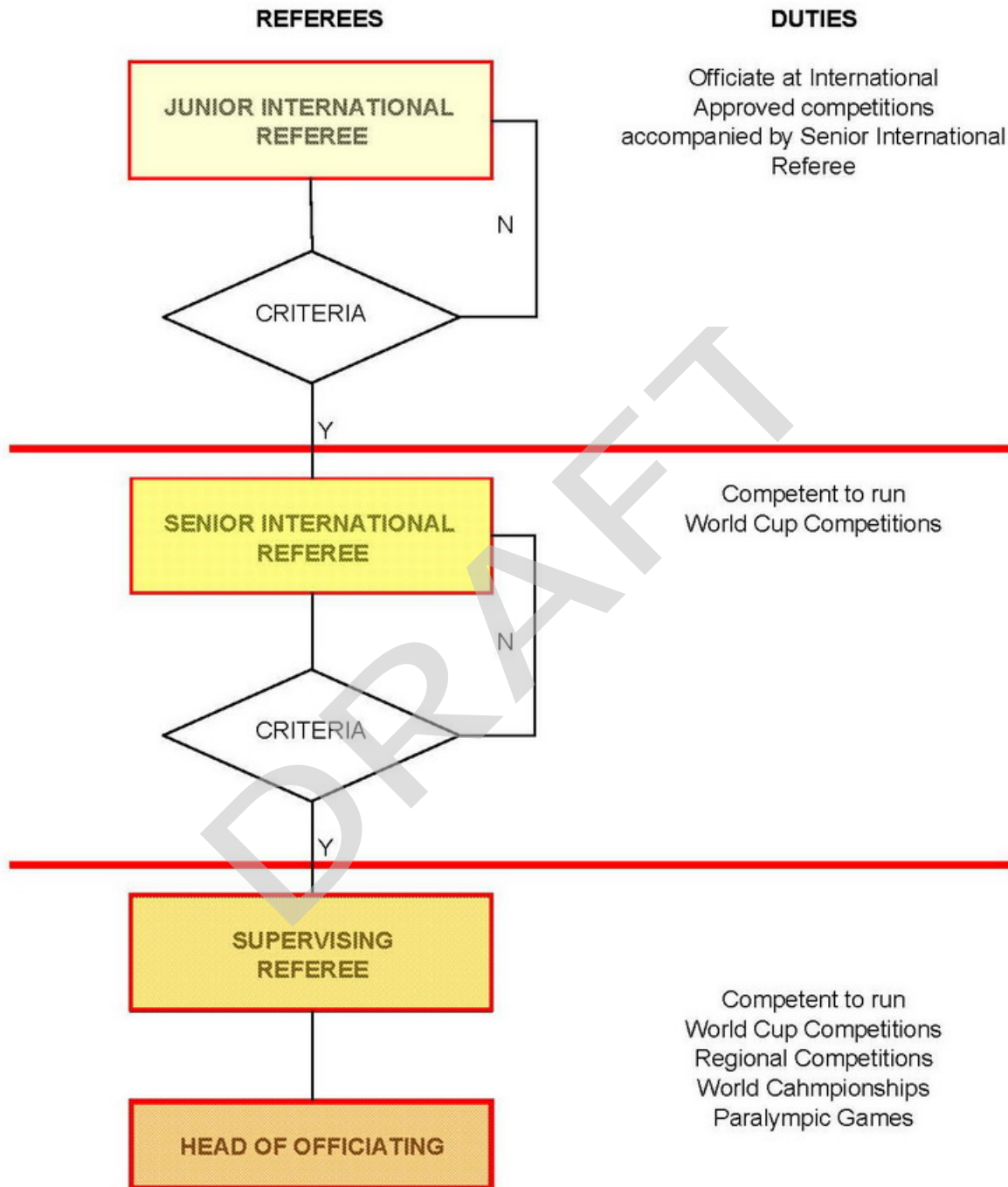
April 2009: DRAFT template

July 2009: Review & finalize template

The referee allocation to competition will be based on the level of competency in relation to the weight of the competition.

See flowchart.

REFEREE DEVELOPMENT FLOWCHART



SUPERVISING REFEREE EVALUATION FORM

After every competition an evaluation form for referees need to be written. The purpose of this document is to keep an 'individual Referee Score Sheet' that will form the basis for the Selection of referees at future competitions.

The key indicators of the evaluation are:

- Decision-making: evaluation of protests: upheld/overruled
- Qualifications: ISSF + ISCD
 - In case of electronic target system in major competitions it should be necessary to have successfully followed the ISSF Electronic Target Course to check the accuracy of the system.
- Intervention by the chief referee on the line: (= objective criteria to rate on a scale from 1 to 5)
 - Pro-activity
 - Accuracy of decision making related to the rules
 - Activities at equipment control: the equipment control sheet need to mention the initials for the controlling referee.
- Subjective criteria to rate on a scale from 1 to 5
 - Appearance
 - Punctuality
 - Interaction with athletes/coaches
 - Attitude as supervisor (examples of follow up)
 - Is id-card on-line
 - Athlete within limitations of firing point
 - Equipment control on the line
 - Equipment control after competition (= process for random selection or direct selection in case of suspicion or malpractice)
 - Falling asleep on the line
 - Pro-activity of rule implementation
 - De-shouldering in SH2 standing position
 - ...

Reference documents:

- Checklist shooting
- ISCD Inspection report form
- Post-Games report
- Equipment Control sheet

Timelines:

- | | |
|-----------------------|----------------------------|
| 1/2/2009 – 31/4/2009: | DRAFT template |
| 1/5/2009 – 31/7/2009: | Review & finalize template |

INDIVIDUAL REFEREE SCORE SHEET

Every referee will have an individual score sheet that indicates his experience and skills as well as an evaluation over his activities during competition.

The following topics are mentioned:

- Workshop attendances
- Competition attendances
- Scores obtained
- ...

This score sheet will be used as a tool for promotion to an higher level in the hierarchy of referees. (see pathway referees)

Reference documents:

- Supervising Referee Evaluation Form
- Workshop data (ISCD/ISSF)

Timelines:

April 2009: DRAFT template
 June 2009: Review
 July 2009: Pilot project during EC Poland
 December: Finalize Template

SUPERVISING CLASSIFIER EVALUATION FORM

See separate draft document

Reference documents:

- Supervising Referee Evaluation Form
- Workshop data (ISCD/ISSF)

Timelines:

April 2009: DRAFT template
 July 2009: Review & finalize template

INDIVIDUAL CLASSIFIER SCORE SHEET

See separate draft document

Reference documents:

- Supervising Referee Evaluation Form
- Workshop data (ISCD/ISSF)

Timelines:

April 2009: DRAFT template
 July 2009: Review & finalize template

CLASSIFICATION – CLASSIFIER DEVELOPMENT POLICY

See separate draft document

SELECTION PROCESS FOR INTERNATIONAL TECHNICAL OFFICIALS

Develop a transparent selection process for ITOs that allow an accurate flow through from the lowest to the highest level in an effort to optimise the available human resources.

Reference documents:

- Referee Development Policy
- Referee Database
- Individual Referee Score Sheet

Timelines:

July 2009: DRAFT template
November 2009: Review & finalize template

SELECTION PROCESS FOR INTERNATIONAL CLASSIFIERS

A similar system as for the ITOs need to be developed for classifiers. the purpose is to identify the classifiers that are able to run a classification prior to the competition including the paperwork and finally a classification workshop.

Reference documents:

- Classifier Development Policy
- Classifier Database
- Individual Classifier Score Sheet

Timelines:

July 2009: DRAFT template
November 2009: Review & finalize template

WORKSHOPS

PLANNING 2009

For Classifiers: Greece – 20/25 January 2009
For Referees: Turkey – May 2009

WORKSHOP FOR INSTRUCTORS

Creation of a workshop for Supervising referees to become workshop instructors. The education program will be based on the new rules 2010-2014. Parallel a CD with the course material need to be developed.

Reference documents:

- Current data for Workshops

Timelines:

September 2009:	DRAFT template
March 2010:	Review & finalize template
July 2010:	Workshop

MEDIA/COMMUNICATION

LOOK OF THE CHAMPIONSHIPS (In/Out COMPETITION)

The project is to build a recognizable appearance for the major competitions. This project already started 2 years ago with banners and flags of ISCD.

Together with different policies and regulations the image must visibly translate the quality of the competition and gives the competition an added value.

Areas to work on:

- Banners
- Flags
- Advertising
- Uniforms for ITOs
- Lay-out of the final (Falling Target)
- Scoreboards in finals
- Awarding ceremonies
- Announcer at finals
 - Athletes biographies
- Presence of weapon companies
- ...

Timelines:

September 2009 – July 2010:	Finalize
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WEBSITE

A major tool for communication to the shooting community is the website. It has proven his accuracy in the past and need to be reinstalled. Maintain and widen the content of existing quality website to ensure timely, appropriate and accurate dissemination of information regarding the organization and its activities

- Appoint appropriately skilled officer to act as webmaster
- Undertake review of current website and identify areas requiring updated information
- Publish relevant policies, Constitution, competition information and results, seek articles and information of interest
- Regularly review content and editorial policy to ensure the website continues to act as the "shop window" of the organization for all stakeholders and for the public

Timelines:

December 2009: Fully operational

MAGAZINE

Production of a periodic magazine 2x/year
Includes reports and pictures of major competitions and can be used as promotional material. It can also attract sponsors and is a tool in the world wide recognition of the sport.

Timelines:

December 2010: Preparation of first edition

JOURNALIST NETWORK

In many countries participating in shooting competitions journalists are writing articles about national athletes in international competitions. Purpose is to build a network through NPCs, coaches and athletes to collect information and publish in the Sports Magazine.

Timelines:

December 2010: Preparation of first edition

ATHLETES BIOGRAPHIES

Create a database with the biographic data of athletes, not only for historical reference but also to be used in commenting the finals at major competitions.

The best achievements of the athletes are part of these biographies.

Reference documents:

- Biographies of the athletes participating at the Paralympic Games Beijing

Timelines:

Ongoing

SPONSORSHIP & MARKETING PLAN

Develop a plan together with IPC Marketing

Timelines:

2010-2012

DRAFT