



**OLYMPIC PROGRAMME
COMMISSION**

**DETAILED REPORT
ON THE SEVEN SHORT-LISTED
INTERNATIONAL FEDERATIONS**

AUGUST 2009

Methodology

Background

The Olympic Programme Commission conducted an analysis of the seven sports short-listed for inclusion in the 2016 Olympic Programme. This report is meant to provide the IOC Executive Board and the IOC Session with the maximum of information on the seven sports.

Evaluation Criteria

In order to conduct its analysis, the Olympic Programme Commission used the set of 33 evaluation criteria that were approved by the IOC Session, in 2004 in Athens.

Data Collection

In December 2008, a questionnaire was sent to each of the seven International Federations selected by the IOC Executive Board for possible inclusion in the 2016 Olympic Programme. Completed questionnaires were then returned in February to the IOC Sports Department which had the responsibility to verify responses and request further information or clarification where necessary.

Please note that most information provided by the International Federations was accepted as provided and has been presented accordingly in the report.

The Olympic Programme Commission report is based on the following sources of information:

- Completed questionnaires from the Federations
- Information gathered through the Observation Programme conducted by the Olympic Programme Commission for each sport
- IOC experts' knowledge
- Information gathered through the IOC Documentation Centre
- Information gathered through the World Anti-Doping Agency

Report Preparation

December 2008	▪ Questionnaire sent to the seven International Federations
February 2009	▪ The seven International Federations returned completed questionnaires
May 2009	▪ Meeting of the Olympic Programme Commission
July 2009	▪ The seven International Federations provided comments regarding their section of the report (In the interest of openness, every effort was made to include as many comments from the International Federations as possible)
August 2009	▪ The IOC Executive Board to prepare for the IOC Session a recommendation of a maximum of two new sports for 2016

Report Format

The report is presented on an IF by IF basis, in alphabetical order by sport. Each section of the report follows the same structure; *Olympic Proposal, History and Tradition, Universality, Popularity, Transparency and Fairness on the Field of Play, Athlete Welfare, Development, Governance and Annex.*

The first section entitled *Olympic Proposal* describes the proposal submitted by each International Federation and the added value, which they believe their sport would bring to the Olympic Programme. For this section and parts of the section on *Development*, the information presented in the report is in most cases a summary, prepared by the Olympic Programme Commission, of the information provided by the International Federations. The original text provided by the International Federation is included in the *Annex* of each report (Section 9).

In the cases where an International Federation provided financial data in a currency other than USD, the figure was converted based on the exchange rate on April 15, 2009.

DETAILED REPORT ON THE SEVENT SHORT-LISTED INTERNATIONAL FEDERATIONS

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International Baseball Federation

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1. OLYMPIC PROPOSAL

1.1. Technical information

Discipline proposed for inclusion in the Olympic Games: Baseball

Event proposed for inclusion in the Olympic Games:

Men	Women
Baseball	Women could be included if requested by the IOC

Competition format:

- 5-days of competition
- 8-teams competing in pool play

Athlete quota:

Men	Women
176 (8 teams x 22 athletes)	Not applicable

Foreseen qualification system:

The eight teams would qualify accordingly:

- 1 place allocated to the host country
- 4 places allocated by qualification through Continental Championships (1 Asia, 2 Americas, 1 Europe)
- 3 places allocated based on other qualifying results

International and national officials

The number of international and national officials required to run the competitions at the Olympic Games would be:

International	National
40	1

Other discipline(s)/event(s) which may be proposed for inclusion in future Olympic Games:

Women's baseball

Sport presentation

Description of the way the event is/would be presented at the following competitions:

Major competitions:

- Game programmes
- Announcements & music (including national anthems of participating teams)
- Scoreboard and video board
- Goodwill exchange of gifts
- Ceremonial first pitch prior to the start of the game
- Fan contests and competitions
- For multinational events, local "cultural" entertainment during both pre-game and in-game activities

Olympic Games: Same as major competitions, as outlined above

1.2. Venue and equipment

Competition/warm-up/training venue requirements:

Competition venue	
Number of venues	2
Type of venue(s)	Baseball field
Capacity of competition venue(s) required	3,000 spectators
Average cost of infrastructure(s) needed	USD 10 million (including training venue)
Possibility of sharing the venue(s) with other sports	Yes (softball)
Technical requirements	Field of play to be constructed following IBAF specifications and regulations regarding surface, drainage and overall dimensions.
Warm-up venue	
Number of venues	A warm-up venue is not required
Type of venue(s) needed	Not applicable
Training venue	
Number of venues	Minimum 1
Type of venue(s) needed	Baseball field
Possibility of sharing the venue(s) with other sports	Yes (softball)
Technical requirements	Field of play to be constructed following IBAF specifications and regulations regarding surface, drainage and overall dimensions.

Sports equipment

Sports equipment required to run the competition:

Equipment	Bases	Balls
Quantity	16	1000
Total average cost	USD 400	USD 2000

Personal equipment

The cost of personal equipment a person needs to:

- Compete at elite level: USD 350 (spikes, glove and bat)
- Get involved in the sport: Less than USD 20 (glove, bat, ball)

1.3. Value

Rationale/reasoning of proposal

The IBAF states that baseball has a long history in the Olympic Programme, both as a medal sport since 1992, and prior to that as a successful demonstration sport in the early 20th century. It is played globally, with over 125 member federations and is the third-most played sport in the world. It has no racial, social or gender barriers, draws worldwide media interest and speaks directly to the Olympic motto of *Citius, Altius, Fortius*.

Baseball continues to grow worldwide, with almost double the member federations from 10 years ago. It supports the Olympic ideals through the success of both team and individual play, and it is relatively inexpensive. Because of the current success and exposure of the sport on a global basis, baseball can also be a great vehicle to continue to tell the Olympic story and give the Olympic Movement additional year-round exposure, especially in those years when the Games are not being held. Baseball also has the ability to attract new sponsors and fans to the Olympic Movement

The IBAF has addressed any request asked by the IOC, from full WADA compliance to the establishment of an extra-inning "tie breaker" rule, to securing a larger representative number of the best players with each passing year.

Added value for the Olympic Games

The IBAF states that baseball is played daily on a global scale, and that the added exposure the Olympic Movement would receive by including baseball would be unparalleled. Baseball also has relationships with hundreds of companies that are not part of the Olympic Movement and can assist in exposing these brands to the value of being involved in the Olympic Movement. In terms of revenue, the increased potential of ticket sales by Olympic baseball in many geographic regions would give the sport an added advantage.

Impact of inclusion on the sport and Federation

The IBAF states that the sport of baseball would benefit from the IBAF being able to grow the game on a grassroots level in developing countries. By being part of the Olympic Movement, governments would make funding available to support the growth of baseball, which in turn would help grow both the Olympic cause in general and baseball specifically by telling the sport's story in those countries.

1.4. Appeal of the sport

Appeal to client groups

The IBAF states the following regarding the appeal of the sport for the following client groups:

Young people	Baseball is a simple game to play, and children begin playing as early four years old. It knows no gender or ethnic barriers. In T-Ball alone there are over 2.6 million registered users worldwide and Little League has over 2.4 million players in 69 countries. Baseball also offers extensive opportunities for young people with disabilities to participate, with over 100,000 players in Europe, Asia and North America participating in leagues for the disabled. For young people, baseball is one of the most technologically savvy sports in the world. It translates very well to the digital environment and is commonly present in video games, cartoons and films.
General public	The game of baseball has over 30 million global participants and is seen on television in more than 250 territories. Professional players hail from over 240 territories. Licensing revenue for baseball was over 6.4 billion USD in 2008, with more than 1,000 categories of licensed products for consumers. Almost every one of the world's Fortune 500 companies has some tie to baseball. In the digital sphere, over 9.2 million adults compete online in fantasy baseball leagues, and baseball websites recorded over 500 million visits in 2008 alone. There was over 3.8 million USD in baseball video game sales in 2007, and over 500 cartoons and children's shows and feature films worldwide have included baseball in their content in the last 10 years.
Press	Baseball is covered by the mainstream media in more than half the world on a daily basis. In Latin and North America and throughout Asia, the media devote daily coverage to all aspects of the sport. The 2009 World Baseball Classic had over 1,400 media accredited from over 150 countries - a press corps second only to the World Cup (Football) in non-Olympic media coverage.
Television	Baseball is seen in over 250 territories and in over 20 languages annually. More people watch baseball globally on an annual basis than any sport other than Football.
Sponsors	Licensing revenues for baseball will eclipse 6.4 billion USD in 2008, while sponsor revenues will pass 20 billion USD worldwide.

Increasing the appeal of the sport

The IBAF states the following regarding the steps it has taken to increase the appeal of the sport for the following client groups:

Young people	Baseball and its partners have invested over 100 million USD in growing the sport through youth programmes worldwide. Academies have been established in developing countries in Oceania, the Americas, Africa and Asia to teach the basic elements of the game and provide alternatives for children in need. Baseball also uses the star power of its players to put on clinics worldwide, both in established countries for the sport and in places where it is growing. The Major League Baseball International (MLBI) Envoy Programme teaches children's coaches about the game and encourages the participation of girls as well as boys.
General public	Through the MLBI Envoy Programme, baseball has recruited adults to learn about the game and become coaches and umpires for young people, further developing the bond of the sport between young and old. The sport has an aggressive programme to find opportunities in major films and television that will present baseball and its top players in a positive light. The sport has also partnered with charities ranging from UNICEF to Habitat for Humanity, using the power of the sport to assist those less fortunate. Baseball will bring the Baseball World Cup to Europe this autumn, further strengthening the growing ties between the sport and its European member federations.
Press	Baseball continues to increase the diversity of its media coverage and is making a very aggressive push to increase the coverage in the more than 225 territories that already publicise the sport.
Television	Over 225 territories now televise baseball, with the largest sports-specific cable network (MLB Network) available in over 50 million homes in North America. Baseball will grow its European presence by televising the 2009 Baseball World Cup on Eurosport, while developing a new digital platform for instructional and additional championship events.
Sponsors	Baseball aggressively seeks out partners who are able to use media power to create interactive programmes that will grow business. Recent partnerships include McDonalds, Gillette and Red Bull in Asia; Aramark and Subaru in Europe; and Apple Computers worldwide.

1.5. Participation of best athletes in the Olympic Games

The IBAF states that it has received guarantees that a strong representation of the best professional players, including players from Major League Baseball, the Japanese professional league and other professional leagues will be made available to participate in the 2016 Olympic Games. Baseball has made steady progress in a very short time to increase the participation of top players, and it will continue to do so with the help of the professional leagues.

2. HISTORY AND TRADITION

Establishment

Year of establishment of the IBAF: 1938

Date of IOC recognition: 1954

Disciplines

Disciplines managed by the IBAF: Baseball

World Championships

Year of first men's world championships: 1938

Number of men's world championships held to date: 37

Frequency of world championships: Every two years

Other multi-sport games

	Number of times on the programme	Year of most recent inclusion
World Games	0	Not applicable
All-Africa Games	2	2003
Pan-American Games	25	2007
Asian Games	4	2006
Commonwealth Games	0	Not applicable
Universiade	4	2008

3. UNIVERSALITY

3.1. Member national federations

The IBAF has 122 member national federations corresponding to NOCs:

	NF 2008	% NOCs in continent	NF 2005
Africa	18	34%	16
America	28	67%	27
Asia	22	50%	19
Europe	42	86%	37
Oceania	12	71%	11
Total	122	62%	110

3.2. Active member national federations

Percentage of national federations that organised national championships within the last year (corresponding to the number of national federations affiliated to the IF):

Africa	83%
America	100%
Asia	95%
Europe	100%
Oceania	100%
Total	97%

Average percentage of national federations that took part in qualifying events for the last two world championships (corresponding to the number of national federations affiliated to the IF):

Africa	28%
America	31%
Asia	30%
Europe	29%
Oceania	8%
Worldwide	25%

Percentage of national federations that took part in qualifying events for the World Games (corresponding to the number of national federations affiliated to the IF): N/A

Average percentage of national federations that took part in the last and previous editions of the junior world championships (corresponding to the number of national federations affiliated to the IF):

Africa	33%*
America	31%
Asia	30%
Europe	10%
Oceania	8%
Worldwide	22%

* This figure only represents the last world championship, as a previous world championship was not organised.

Percentage of national federations that took part in the last IBAF continental championships (corresponding to the number of national federations affiliated to the IF):

	NF (2008)	NF (2005)
Africa	33%	38%
America	25%	67%
Asia	32%	63%
Europe	29%	73%
Oceania	25%	55%

3.3. Global spread of excellence

Total number of medals awarded at the IBAF world championships over the last 10 years: 15 (5 gold, 5 silver and 5 bronze)

	Number of countries that won medals	% compared to the affiliated NFs	Continental distribution of medals won
Africa	0	0%	0
America	3	11%	50%
Asia	3	14%	50%
Europe	0	0%	0
Oceania	0	0%	0
Total	6	5%	100%

4. POPULARITY

4.1. Ticket sales and attendance

World championships (Men):

	Tickets for sale	Tickets sold	Total attendance (including non-paying spectators)
Last	165,000	120,000	160,150
Previous	900,000	700,000	737,112

4.2. Media accreditation requests

Number of media accreditation requested and granted at the last two world championships:

	Last	Previous
Requested	+3,000	+10,000
Granted	2,100	4,200

4.3. Television coverage

World championships

Number of territories where the last two world championships were broadcast:

Last	Previous
100	250

Number of territories that paid for TV rights for the last two world championships:

Last	Previous
6	215

4.4. Press coverage

World championships

Number of articles published during the last two world championships:

Last	Previous
6,500	10,500

4.5. New media

- Average number of unique visits to the IBAF's official website per day: 237
- Average number of page views of the IBAF's official website per day: 1,810
- Average daily number of visits to the IBAF's official website during the last world championship: 2,200

The IBAF states that it has revamped its website and formed digital partnerships with Facebook, MySpace, the Active Network, Universal Sports and MLB, among others. The IBAF is also building an extensive digital grassroots outreach programme designed to engage young people interested in the sport. The IBAF created exclusive content and access sites for the Baseball World Cup and its participating countries and for elite professional leagues worldwide. The IBAF President, Dr Harvey Schiller writes a daily blog to keep fans updated on the latest goings-on in the sport.

4.6. Major sponsors

Benefits that the IBAF received from its five major sponsors from 2005 to 2008 (maximum five sponsors):

	Cash	VIK	Discounts	Services	Other
Mizuno	X	X	X		
SSK	X	X	X		
Gatorade	X	X	X	X	X
Anheuser-Busch	X	X		X	
MasterCard	X	X		X	X

5. TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

5.1. Judging/refereeing

Judging has a medium-to-high impact on the result of a baseball game.

Summary of information provided by the IBAF with respect to the steps taken to train, certify, select and evaluate judges and referees:

Training

Umpires are trained on courses of different levels organised by the national federations. The best umpires from each country are proposed to the IBAF by the national federations to be included on the official list of international umpires. Seminars are organised before all IBAF international competitions to review umpiring criteria and systems. Attendance is compulsory for all selected umpires.

Certification

The IBAF assesses each candidate but does not issue certificates.

Selection

As a general rule, the IBAF selects one umpire from each participating country; though this is not always adhered to if a candidate of sufficient experience cannot be found. The remaining umpires selected are those of the greatest quality and experience. Two umpires of the same nationality may not officiate in the same match, and none of the umpires may be of the same nationality as either of the teams taking part.

Evaluation

The IBAF's Director of Umpires and the Umpire Sub-Commission evaluate the performance of each umpire taking part in international competitions. A Technical Commissioner also supervises each game, and together with the Director of Umpires and the Umpire Sub-Commission, they produce an evaluation report for each umpire.

5.2. Fairness, transparency and objectivity of results

The IBAF provided the following information regarding the steps taken by the Federation to ensure fairness, transparency and objectivity of results in the sport:

A four-umpire system is used in all official international competitions (the umpire-in-chief or home plate umpire, and the field umpires, usually at 1st, 2nd and 3rd bases). An umpire shall not be allowed to take part in a game in which the team representing his NOC is playing. There shall be no exceptions to this rule.

5.3. Non-discrimination, fair play and solidarity

The IBAF provided the following information regarding measures taken by the Federation to ensure non-discrimination, fair play and solidarity in the sport:

Baseball was the first sport to break the colour barrier over 50 years ago. There are ceremonies before each competition that signify total solidarity of sport, even amongst nations with political differences.

6. ATHLETE WELFARE

6.1. Anti-doping

The IBAF has confirmed in writing that it has adopted the World Anti-Doping Code.

Doping controls

Statistical details on doping controls conducted by the Federation:

	Total number of tests	Total number of out-of-competition tests	Number of tests which resulted in Anti-Doping Rule violations
2003	1,051*	76	13 (1.2%)
2004	8,350*	Not available	Not available
2006	Not available	Not available	Not available
2007	196	0	1 (0.5%)
2008	392	171	1 (0.3%)

**Total number of tests reported by all accredited laboratories*

6.2. Monitoring athletes' health

The IBAF has a Medical Commission which is not represented within the Federation's Executive Committee. The IBAF publishes leaflets or brochures explaining health issues related to the sport. The IBAF monitors athletes' health at a national level through the national federations and at world championships.

Monitoring athletes' health - other

The IBAF states that each team has trainers and each national team has a doctor who travels with them.

7. DEVELOPMENT

7.1. Development of the Federation

Strategic planning

The IBAF states that it has a strategic planning process in place.

Main achievements

Information provided by the IBAF with respect to its main achievements over the past three years:

The IBAF revamped its organisational structure, improved global partnerships and communication, increased inbound revenue for Federations from partners, implemented plans for the growth of baseball in Europe and Africa and staged what it deems to be the most successful Olympic Games baseball tournament to date.

Main priorities

Summary of the information provided by the IBAF with respect to the priorities in its strategic plan (full text provided in the annex):

Athletes	Added funding worldwide at grassroots level for new participants
Coaches	More coaches needed at the grassroots level to properly explain and teach the nuances of the game
Anti-doping/ medical	Added education and testing programmes so that the game remains as clean as possible
Promotion of women	Create opportunities for women wishing to play or coach the sport
Communication/ marketing	Recruit more media, fans and business partners to tell the story of baseball
Young people	Required expansion of interest in emerging countries needed to combat health and self esteem problems among young people
Development	Need to identify and cultivate elite talents in emerging nations

Strategic milestones

Summary of the information provided by the IBAF with respect to the major milestones and challenges of its strategic plan (full text provided in the annex):

	Major milestones and challenges
Next year	In the next year, the IBAF aims to grow the game of baseball at grassroots level and to find opportunities to unify the sport, using the vehicles available such as the media and the work of federations. The IBAF will also work to create more effective communication amongst interested parties in the sport and to increase exposure and revenue through the World Baseball Classic and the Baseball World Cup.
Mid-/long-term	In the mid-to-long term, the IBAF seeks to increase the number of member federations in Oceania, South America, Europe, and Africa and is ready to assist those federations looking to grow the sport by providing additional equipment, instruction and funding. The IBAF will also centralise information on the sport so that business partners, media, and fans are aware of where they can access information. Finally, the IBAF will work to increase global media coverage of the sport.

Follow-up from the last report of the Olympic Programme Commission

The IBAF states the following regarding the actions taken by the Federation following the Olympic Programme Commission Report to the 117th IOC Session (full text provided in the annex):

The IBAF has effectively answered and addressed all questions following the Olympic Programme Commission Report in 2005. Baseball is now fully WADA-compliant, venues for the 2016 have been addressed; a rule shortening games was introduced at the Olympic Games in Beijing and has since been embraced by Major League Baseball for the World Baseball Classic; elite player participation has been increased; and media coverage of the sport on a global level is growing significantly (coverage in the Americas and Asia already surpasses the combined daily coverage of any sport).

7.2. Development of the sport

Main development programmes

Summary of the three main development programmes run by the IBAF over the past five years:

- Three-month training courses for African coaches from 13 countries, led by the Cuban National Federation
- Annual World Children's Baseball Fair involving around 250 boys and girls aged 10 to 11 from approximately 20 countries (different every year)
- Annual elite-level umpires and scorers clinics on different continents

Youth development

Summary of the IBAF's main development specifically aimed at young people:

The IBAF cooperates with the World Children Baseball Fair to help develop baseball among young people in various countries. In 2008, 20 countries were invited to participate in the event. The aim of this event is to expand baseball throughout the world and help children learn the game. It also promotes friendship among children and helps to create a borderless world.

The IBAF further provides member federations with additional assistance for development programmes by discussing needs and providing equipment. Federations provide a strategic planning document outlining the development plan in their own country. This allows the IBAF to better understand their needs and advise on how baseball could be better developed in their respective countries.

The IBAF also partners with Little League International and the "Pitch in for Baseball" organisation to provide equipment and instruction to children. Apart from these specific programmes, all 126 federations have a focus on youth development – beginning with T-Ball, for example – through school curriculum efforts. This also includes extensive programmes that reach several million disabled children in Europe, Asia and North America.

8. GOVERNANCE

8.1. Status of Federation

The IBAF has provided written confirmation that it is a non-profit organisation and that the Federation recognises the Court of Arbitration for Sport's jurisdiction and accepts the Code of Sports-related Arbitration.

8.2. Structure/composition of decision-making bodies

Board members

The IBAF Board currently has 19 members, all of whom are elected for a period of two years. The continental breakdown of the members is presented below.

Africa	2
America	4
Asia	5
Europe	6
Oceania	2
TOTAL	19

Organisational structure

Number of full-time equivalent (FTE) staff employed by the Federation:

	1995	2000	2005	Currently
Number of FTE staff	4	5	8	14

8.3. Gender equity

In the sport

Average percentage of member national federations (corresponding to the number of national federations affiliated to the IF) that took part in qualifying events for the last world championships:

	2008
Men	25%
Women	Not applicable

The IBAF states the following regarding initiatives taken to increase gender equity in the sport:

- The IBAF has begun implementing elite and grassroots women's baseball programmes and has run a bi-annual Baseball World Cup for the last six years.
- Baseball has created girls and boys' programmes in Little League International and T-Ball worldwide, and all programmes for people with disabilities encourage the participation of girls at all levels.

In the IF governing bodies

Composition of the IBAF Executive Board:

2005		At present	
Men	Women	Men	Women
15	0	15	2

The IBAF Executive Board has a female membership of 11.8%, which is an absolute increase of 11.8% from 2005.

8.4. Athlete representation

The IBAF states that it has an Athletes' Commission, whose members are appointed by the Federation. One member of the Athletes' Commission has the right to participate in, and vote at, the IBAF Executive Board. Athletes take active roles in determining rule changes and matters of governance. Player opinion is included in the rule-making decisions at all levels.

8.5. Finance

- The share of the IBAF's total income generated by marketing and broadcasting from 2004 to 2007: 25%
- The share of the IBAF's total expenditures allocated to development from 2004 to 2007: 9%

8.6. Environment

The IBAF response indicates a good understanding of environment/sustainability issues as they apply to its sport. Clearly some significant activity is under way.

There are no significant threats/concerns related specifically to the sport of baseball. The impact of the sport stems primarily from the location and construction of venues, the operations of those venues during and between events, the use of energy, water and materials and disposal of waste.

8.7. Ethics

The IBAF states that:

- Copies of the IBAF's Constitution/Statutes and Regulations/By-Laws can be found on the Federation's website.
- Copies of the IBAF's Annual Reports and Audited Financial Statements for 2006/2007 can be found on the Federation's website.
- The majority of the members of the IBAF Executive Committee/Council/Board are elected by the membership.
- The IBAF has an independent Appeals Commission/Panel and an Ethics Panel.

9. ANNEX

Value

Reasoning of proposal - full text:

The IBAF states the following regarding the reasoning behind its choice of events for inclusion in the Olympic Programme:

- Baseball has a long history as part of the Olympic Programme, both as a medal sport since 1992 and prior to that as a successful demonstration sport in the early 20th century. It is played globally, with over 125 member federations and is the third-most played sport in the world as of early 2009. It has no racial, social or gender barriers, draws worldwide media interest and speaks directly to the Olympic motto of Citius, Altius, Fortius.
- Baseball has adapted to any requests the IOC has asked, from full WADA compliance to the establishment of an extra-inning “tie-breaker” rule for elongated games to securing a larger representative amount of the best players with each passing year.
- It is also a sport which is financially stable on a global level and can assist the Olympic Games in drawing new business partners to the Olympic Movement.

Rationale of proposal - full text:

The IBAF states the following regarding its rationale for proposing baseball for inclusion in the Olympic Programme:

Baseball as a life sport continues to grow worldwide, with almost double the member federations from 10 years ago. It supports the Olympic ideals through the success of both team and individual play, and it has no gender barriers and is relatively inexpensive. Because of the current success and exposure of the sport on a global basis, baseball can also be a great vehicle to continue to tell the Olympic story and give the Olympic Movement additional year-round exposure, especially in those years when the Games are not being held.

Baseball, because of its global nature, also has the ability to attract new sponsors and fans to the Olympic Movement, which will also help to grow the Olympic cause for all sports.

Added value for the Olympic Games - full text:

The IBAF states the following regarding the added value baseball would bring to the Olympic Games:

Baseball is played daily on a global scale, and the added exposure the Olympic Movement would receive by including baseball would be unparalleled. Baseball also has relationships with hundreds of companies that are not part of the Olympic Movement and can assist in exposing these brands to the value of being involved in the Olympic Movement. In terms of revenue, the increased potential of ticket sales by Olympic baseball in many geographic regions will give the sport an added advantage.

Impact of inclusion on sport and Federation - full text:

The IBAF states the following regarding the impact that the inclusion of baseball in the Olympic Programme would have on the Federation and sport:

The IBAF and baseball will benefit by being able to grow the game on a grassroots level in many developing countries. By being part of the Olympic Movement, governments will free dollars to support the growth of baseball, which in turn will help grow both the Olympic cause in general and baseball specifically by telling the sport's story in those countries.

Appeal of the sport

Appeal to client groups - full text:

The IBAF states the following regarding the appeal of the sport for the following client groups:

Young people	Baseball is a simple game to play, and youth begin playing as early four years old. It knows no gender or ethnic barriers, and to begin playing requires little to no cash outlay with very basic equipment. In T-Ball alone there are over 2.6 million registered users worldwide and Little League has over 2.4 million players in over 69 countries. It also has extensive opportunities for youth with disabilities to participate, with over 100,000 players in Europe, Asia and North America participating in leagues for the disabled. For youth, baseball is also one of the most technologically savvy sports in the world. It translates very well to the digital space. There was over \$3.8 million (USD) in baseball video game sales in 2007, and over 500 cartoons and children's shows and feature films worldwide have included baseball in their content in the last 10 years.
General public	The game of baseball has over 30 million global participants and is seen on television in over 250 territories. The sport has been included in more feature films than any other sport, and professional players hail from over 240 territories. Licensing revenue for baseball was over \$6.4 billion (USD) in 2008, with over 1,000 categories of licensed products for consumers. Almost every one of the world's Fortune 500 companies has some tie to baseball. In the digital space, over 9.2 million adults compete online in fantasy baseball leagues, and baseball Web sites recorded over 500 million visits in 2008 alone.
Press	Baseball is perhaps the only sport covered by mainstream media in more than half the world on a daily basis. In Latin and North America and throughout Asia the media dedicate daily coverage to all aspects of the sport. The upcoming World Baseball Classic will have over 1,400 media credentialed from over 150 countries - a press corps second only to the World Cup (football) in non-Olympic media coverage.
Television	Baseball is seen in over 230 territories and in over 20 languages annually. More people watch baseball globally on an annual basis than any sport other than football.
Sponsors	Licensing revenue for baseball will eclipse \$6.4 billion (USD) in 2008, while sponsor revenue will pass \$20 billion (USD) worldwide.

Increasing the appeal of the sport - full text:

The IBAF states the following regarding the steps it has taken to increase the appeal of their sport for the following client groups:

<p>Young people</p>	<p>Baseball and its partners have invested over \$100 million in growing the sport through youth programmes worldwide. Academies have been established in developing countries in Oceania, the Americas and in Asia to teach the basic elements of the game and provide alternatives for children in need.</p> <p>In Ghana, baseball has created the first African academy for the sport, showing how baseball can help resolve conflict peacefully, while in China the sport invested more than \$10 million to create an academy eight years in advance of the Beijing Olympic Games. That academy will continue into the future. Baseball has started a developmental programme for top young athletes in India as well.</p> <p>Baseball also uses the star power of its players to put on clinics worldwide, both in established countries for the sport and in places where it is growing. The Major League Baseball International (MLBI) Envoy Programme teaches youth coaches about the game and encourages the participation of girls as well as boys.</p>
<p>General public</p>	<p>Through the MLBI Envoy Programme, baseball has recruited adults to learn about the game and become coaches and umpires for youth, further developing the bond of the sport between young and old. The sport has an aggressive programme to find opportunities in major motion pictures and television that will present baseball and its top players in a positive light.</p> <p>The sport has also partnered with charities ranging from UNICEF to Habitat for Humanity to assist those in developing nations and those who have fallen victim to difficult circumstances by using the power of the sport to assist those less fortunate in their every day lives.</p> <p>Baseball will also bring the Baseball World Cup to Europe this Fall, further strengthening the growing ties between the sport and its European member federations.</p>
<p>Press</p>	<p>Baseball continues to increase the diversity of its media coverage and is making a very aggressive push to increase the coverage in the more than 225 territories that already publicise the sport.</p>
<p>Television</p>	<p>Over 225 territories now televise baseball, with the largest sports-specific cable network (MLB Network) launching in over 50 million homes in North America in January. Baseball will grow its European presence by televising this year's Baseball World Cup on Eurosport, while developing a new digital platform for instructional and additional championship events.</p>
<p>Sponsors</p>	<p>Baseball aggressively seeks out partners who are able to use media power to create interactive programmes that will grow business. Recent partnerships include McDonalds, Gillette and Red Bull in Asia; Aramark and Subaru in Europe; and Apple Computers worldwide.</p>

Development of the Federation

Main priorities - full text

Information provided by the IBAF with respect to the priorities in its strategic plan:

Athletes	Added funding worldwide on the grassroots level for new participants.
Coaches	More coaches needed in the grassroots level to properly explain and teach the nuances of the game.
Anti-doping/medical	Added education and testing programmes so that the game remains as clean as possible.
Promotion of women	Create opportunities for women wishing to both play and coach the sport.
Sport administration	No information provided by the IBAF.
Communication/marketing	Added needs to tell the story of baseball globally to recruit more media, fans and business partners.
Young people	Required expansion of interest in emerging countries needed to combat health and self esteem problems among youth.
Development	Needed to identify and cultivate elite talents in emerging nations.

Strategic milestones - full text

Information provided by the IBAF with respect to the major milestones and challenges of its strategic plan:

Major milestones and challenges	
Next year	<ul style="list-style-type: none">Grow the game of baseball at the grassroots levelFind opportunities to unify the sport, using the vehicles available such as media and the work of federationsCreate more effective communication amongst interested parties in the sportIncreased exposure and revenue through the World Baseball Classic and the Baseball World Cup
Mid-/long-term	<ul style="list-style-type: none">Increase the number of member federations in Oceania, South America, Europe, and AfricaIncrease media coverage of the sport globallyCentralize the information of the sport so that business partners, media, and fans are aware of where they can access information.Assist those federations looking to grow the sport by providing additional equipment, instruction and funding

Follow-up from the last report of the Olympic Programme Commission - full text

The IBAF states that it took the following actions following the Olympic Programme Commission Report to the 117th IOC Session:

The IBAF has effectively answered and addressed all questions following the Olympic Programme commission report in 2005. The sport is fully WADA-compliant, venues for 2016 have been addressed, a rule shortening games was effectively introduced at the Olympic Games and has since been embraced by Major League Baseball in the upcoming World Baseball Classic, elite player participation has been increased, and media coverage of the sport on a global level is growing significantly (coverage in the Americas and Asia already surpasses the combined daily coverage of any sport).

International Golf Federation

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1. OLYMPIC PROPOSAL

1.1. Technical information

Discipline proposed for inclusion in the Olympic Games: Golf

Events proposed for inclusion in the Olympic Games: 2

Men	Women
Individual Stroke Play	Individual Stroke Play

Competition format:

- 8 days of competition (4 for men and 4 for women)
- Both men and women play 72 holes of stroke play, with 18 holes played per day
- Medals would be awarded to the 3 competitors with the lowest total score. Ties for medals would be broken by a 3-hole playoff on day 4. In the event medals could still not be determined after the 3-hole playoff, a sudden-death hole-by-hole playoff would follow.

Athlete quota:

Men	Women
60	60

Foreseen qualification system:

- Eligibility would be based on the official world golf rankings for men and women. World ranking points under each system are accumulated over a 2-year "rolling" period with more recent performance weighted more heavily. Players accumulate points based on tournament performance, with the events having stronger fields also weighted more heavily.
- The top 15 world-ranked players would be eligible for the Olympic Games, regardless of the number of players from a given country.
- Beyond the top 15 world-ranked players, athletes would be eligible based on official world golf ranking positions, with a maximum of 2 available players from each country which does not already have 2 or more top 15 world-ranked players.

International and national officials:

The number of international and national officials required to run the competitions at the Olympic Games would be:

International	National
35	15

Other discipline(s)/event(s) which may be proposed for inclusion in future Olympic Games:

Team competition

Sport presentation

Description of the way the event is/would be presented at the following competitions:

Major competitions:

- Announcements at first tee, including player's name and country of origin
- Player's caddie wearing the name and country of origin for his/her player
- A "Walking Scorer" accompanies each pairing and is responsible for maintaining the correct score of each player in the group for the electronic scoring system
- A "Standard Bearer" also accompanies each pairing and carries a small sign for the purpose of identifying the score of each player in the group to spectators
- Scoreboards, and in some cases video boards, placed throughout the golf course, indicating the standing of players, venue announcements, weather warnings and statistical information
- Master score board on the 18th hole, which lists the top players in the competition and their scores for each hole

Olympic Games: Same as major competitions, as listed above

1.2. Venue and equipment

Competition/warm-up/training venue requirements:

Competition venue	
Number of venues	1
Type of venue(s)	Golf course
Capacity of competition venue(s) required	27,500 to 43,800 spectators
Average cost of infrastructure(s) needed	USD 1.98 million to 2.86 million
Possibility of sharing the venue(s) with other sports	No
Technical requirements	Electronic scoreboards, scoring system, video boards, turf and range equipment
Warm-up venue	
Number of venues	2
Type of venue(s) needed	Practice driving range and short-game practice area
Training venue	
Number of venues	4
Type of venue(s) needed	Golf course (usually the competition course), practice driving range, short-game practice area and basic workout and exercise facilities
Possibility of sharing the venue(s) with other sports	Yes (exercise facilities could be shared)
Technical requirements	None

Sports equipment

Sports equipment required to run the competition:

Equipment	Tee markers	Flagsticks/cups	Range equipment	Turf equipment
Quantity	40	36	Multiple	Various
Total average cost	USD 6,000	USD 7,000	USD 1.4 M	

Personal equipment

The cost of personal equipment a person needs to:

- Compete at an elite level: USD 1,350 (set of clubs and bag, balls, shoes and glove)
- Get involved in the sport:
 - Adult - USD 100-145 (set of clubs and bag, balls, shoes and glove)
 - Youth - USD 60 (set of youth clubs and bag, balls, shoes and glove)

1.3. Value

Rationale/reasoning of proposal

The IGF states that golf and the IGF share the Olympic values of excellence, friendship and fair play. The origins of golf date back to the 15th century and today the sport is played by over 60 million people on 5 continents around the world. Golf has experienced tremendous growth among both genders and at all age levels. The IGF believes that the power of the Olympic Games would help to further spread the popularity of golf and the ideals transcending it around the world.

The IGF has proposed four-round stroke play for inclusion in the Olympic Games because the top athletes think it is the fairest and best way of identifying a champion. The format is the most commonly known throughout the world and is used in the sport's major championships. It has proven to be the most suited for television in terms of scheduling, ease of coverage and the creation of drama. Operationally, the format lends itself to a better experience for spectators, efficiency of operations and a reasonable number of officials and volunteers.

Added value for the Olympic Games

The IGF states that worldwide participation in golf has grown significantly in recent decades among both men and women at the highest professional level and as a popular leisure activity. Today around 60 million people play golf in almost 120 different countries. Golf is televised on a weekly basis in 216 territories and translated into 35 languages, with a reach of more than 500 million homes. With this global reach, golf's ability to keep the Olympic Games in the news on a year-round basis would be substantial, particularly in the year leading up to the Games as tournament results would impact Olympic Games qualification. Golf is also a dramatic sport with personalities who would add new stories and traditions to the Olympic Games.

Golf is expanding - and will continue to grow - among young people across the globe. Golfers respect, abide by and self-enforce the sport's rules, thus contributing to spreading Olympic values such as honesty, integrity and sportsmanship all over the world. Improving the health and lives of people through sport is also one of golf's major goals. As an Olympic sport, golf's profile and participation levels would increase dramatically around the world.

Impact of inclusion on the sport and Federation

The IGF states that it is playing an increasingly active role in terms of the coordination of golf on a global scale and the inclusion of golf in the Olympic Games would further strengthen this role. If included in the Olympic Programme, the synergistic impact of golf's existing bond with 60 million participants, in combination with the unrivalled reach of the Olympic Movement, would also yield unprecedented growth in awareness, understanding and participation in the sport, in particular among young people.

The inclusion of golf would also provide an appropriate stage upon which to demonstrate the ethos of the game to the world. Many of the greatest stories in Olympic history are of exemplary sportsmanship in the heat of competition, and golf would be well suited to express these Olympic values. The charitable, economic and youth-oriented goals of the IGF are closely aligned with both the values of golf and those of the Olympic Movement.

1.4. Appeal of the sport

Appeal to client groups

The IGF states the following regarding the appeal of the sport for the following client groups:

<p>Young people</p>	<p>Youth interest in golf has increased significantly in the last decades, due to a number of youth-initiatives sponsored by the IGF and its constituents. The initiatives include targeted communications, support initiatives, educational grants, community-focused programmes and new competitive infrastructure. The promotion of sportsmanship and life lessons are embedded throughout golf's youth-focused programmes. IGF constituents have established numerous golf-focused sites that facilitate social networking, blogging, texting and collaboration with peers. The IGF sees these networks as the most effective means of disseminating the benefits of opportunities of golf to the young people.</p>
<p>General public</p>	<p>There are 119 IGF constituent organisations spread over 110 countries. Golf participation in Asia is growing at a rate of 15% annually, with more than 7 million playing the game. Participation in the European Union increased 14% between 2004 and 2007, and there has been a strong growth in the number of golf courses in Eastern Europe since the early 1990s. Over the last 20 years, the number of golfers in the United States has increased from 21 million to 30 million. Golf is televised on a weekly basis in 216 territories and generates approximately USD 150 billion annually in goods and services.</p>
<p>Press</p>	<p>Golf holds appeal to the press because of the breadth of the content available and the accessibility of its athletes. Golf can be played year round and significant golf events are being contested by men and women on a weekly basis across the globe. The golf events are typically covered from a wide array of angles by TV, newspapers, new media (including mobile applications such as PDAs or mobile phones) and magazines all over the world.</p>
<p>Television</p>	<p>Global broadcast coverage and viewership have grown significantly over the last two decades. Golf played at the highest level is televised on a weekly basis in 216 countries, translated into 35 languages and reaching more than 500 million homes. A major golf tournament is the sports equivalent of a four-part miniseries, with cumulative interest and subsequent viewership peaking on the final day of competition. The general time span of the competition allows a healthy supply of broadcast content as well as opportunities for sponsor advertisements. A broadcast also allows viewers to follow the action across the entire course, which is impossible in person.</p>
<p>Sponsors</p>	<p>Golf's ability to attract sponsorship is a direct result of its value proposition for sponsors, with an audience ranging from working class to affluent; a global reach through international television distribution; a marketing platform that includes year-round advertising; a premier business-to-business platform that includes pro-am and hospitality; a positive image of the sport and an image of the players as positive role models; and a philanthropic/charity message - charitable giving by the US golf industry alone is USD 3.5 billion annually. These factors could help expanding an OCOG's revenue-generating sponsorship assets and enhance the appeal of TOP, Partner and Supplier agreements.</p>

Increasing the appeal of the sport

The IGF states the following regarding the steps it has taken to increase the appeal of the sport for the following client groups:

Young people	The IGF through its member federations and the members of the IGF Olympic Golf Committee has replicated major elements of its competitive tournament at the junior level for boys and girls. Several IGF Olympic Golf Committee members provide free admission for children up to 17 years. Many of the education and training programmes involve partnerships with local education systems. The First Tee and The Golf Foundation have ancillary components, such as the <i>Life Skills and Leadership Academies</i> which apply the lessons and values of golf to broader life experiences, as well as scholarships and other educational grants. The IGF constituents use new media to communicate with young people.
General public	The multi-national mix and celebrity of male and female top golfers ensure fan interest that drives increasing levels of participation and training in all corners of the globe. Golf is also marketed to the public by the golf equipment manufacturers' use of significant advertising and promotional resources to maintain or raise golf's appeal to the general public.
Press	The IGF and its member federations recognise the importance of a mutually beneficial relationship with the press. For that purpose, the IGF has several areas of focus, including a broadening of news content; access to the athletes; a continuous stream of available content on a year-round basis; a robust portfolio of new media platforms hosted by constituent groups; a familiar and "press-friendly" news cycle during tournament weeks; a dedicated and continuous output of collateral materials; and a strategic positioning of the sport to target broader audiences.
Television	Because no two golf tournament venues are alike, the production demands for a tournament broadcast necessitate teamwork. Therefore members of the IGF Olympic Golf Committee have developed an intimate working relationship with the global broadcasters. The IGF emphasises the use of television to expand the reach and breadth of golf and seeks to maintain a continuous worldwide orientation. Other areas of focus include sanctioning tournaments for broadcast year round; establishing dedicated broadcast channels; maximising access to the athletes; and facilitating a compelling narrative through the provision of content and stories.
Sponsors	The sponsors of golf and their target customers tend to be active in the sport, allowing the IGF to deliver a relevant portfolio of assets to corporate partners. Corporate relationships are developed on the golf course as well as in tournament hospitality settings. Through a vast array of opportunities ranging from title sponsorships and product placement/showcasing to licensing agreements, golf provides the flexibility to customise a portfolio of branded assets. Golf fosters long-term sponsor relationships and shares the IOC's values of preserving sport's aesthetic appeal. Golf also serves as a vehicle for several charitable organisations.

1.5. Participation of best athletes in the Olympic Games

The IGF states that it would adjust its summer schedule to ensure that no major championship conflicts or competes with the Olympic Golf Competition, and that the sport's best athletes are available to participate in the Olympic Games.

2. HISTORY AND TRADITION

Establishment

Year of establishment of the IGF: 1958

Date of IOC recognition: 1991

Disciplines

Disciplines managed by the IGF:

- Stroke play
- Match play

World Championships

Year of first men's world championships: 1860 (British Open)

Year of first women's world championships: 1946 (US Open)

Number of men's world championships held to date: 137 (British Open)

Number of women's world championships held to date: 63 (US Open)

Frequency of world championships (majors): Annually (men & women)

Other multi-sport games

	Number of times on the programme	Year of most recent inclusion
World Games	0	Not applicable
All-Africa Games	0	Not applicable
Pan-American Games	0	Not applicable
Asian Games	7	2006
Commonwealth Games	0	Not applicable
Universiade	0	Not applicable

3. UNIVERSALITY

3.1. Member national federations

The IGF has 110 member national federations corresponding to NOCs:

	NF 2008	% NOCs in continent	NF 2005
Africa	17	32%	13
America	28	67%	28
Asia	22	50%	20
Europe	36	73%	31
Oceania	7	41%	5
Total	110	54%	97

3.2. Active member national federations

Percentage of national federations that organised national championships within the last year (corresponding to the number of national federations affiliated to the IF):

Africa	94%
America	100%
Asia	91%
Europe	94%
Oceania	86%
Total	95%

Average percentage of national federations that took part in qualifying events for the last two world championships (corresponding to the number of national federations affiliated to the IF):

	Men (British Open)	Women (US Open)
Africa	35%	9%
America	30%	38%
Asia	45%	43%
Europe	49%	36%
Oceania	43%	29%
Worldwide	41%	33%

Percentage of national federations that took part in qualifying events for the World Games (corresponding to the number of national federations affiliated to the IF): N/A

Average percentage of national federations that took part in the last and previous editions of the junior world championships (corresponding to the number of national federations affiliated to the IF): N/A (there are no junior world championships in golf)

Percentage of national federations that took part in last IGF continental championships (corresponding to the number of national federations affiliated to the IF):

	NF (2008)	NF (2005)
Africa	91%	93%
America	52%	54%
Asia*	78%	70%
Europe	50%	42%
Oceania*	43%	100%

**Please note that there is only one continental championship organised for Asia and Oceania.*

3.3. Global spread of excellence

Total number of medals awarded at IGF world championship (Majors) over the last 10 years: 30 (British Open for Men) and 30 (US Women's Open) (20 gold, 20 silver and 28 bronze):

	Number of countries that won medals	% compared to the affiliated NFs	Continental distribution of medals won
Africa	1	6%	7%
America	4	14%	27%
Asia	1	5%	7%
Europe	7	19%	46%
Oceania	2	29%	13%
Total	15	14%	100%

4. POPULARITY

4.1. Ticket sales and attendance

World championships

Men (The British Open):

	Tickets for sale	Tickets sold	Total attendance (including non-paying spectators)
Last	Unlimited number of tickets available	186,218	199,308
Previous		140,061	153,832

Women (The US Women's Open):

	Tickets for sale	Tickets sold	Total attendance (including non-paying spectators)
Last	Unlimited number of tickets available	63,125	114,996
Previous		50,947	101,159

4.2. Media accreditation requests

Number of media accreditation requested and granted at the last two world championships:

	Last		Previous	
	Men (The British Open)	Women (The US Women's Open)	Men (The British Open)	Women (The US Women's Open)
Requested	2,669	516	2,994	522
Granted	2,044	430	2,447	435

4.3. Television coverage

World championships

Number of territories where the last two world championships were broadcast:

	Last	Previous
Men (The British Open)	191	186
Women (The US Women's Open)	157	157

Number of territories that paid for TV rights for the last two world championships:

	Last	Previous
Men (The British Open)	191	186
Women (The US Women's Open)	157	Not available

4.4. Press coverage

World championships

Number of articles published during the last two world championships:

	Last	Previous
Men (The British Open)	32,175	30,116
Women (The US Women's Open)	1,461	Not available

4.5. New media

- Average number of unique visits to the IGF's official website per day: 233
- Average number of page views of the IGF's official website per day: 1,498
- Average daily number of visits to the IGF's official website during the last world championship: 2,178 (world amateur team championship)

The IGF states that in addition to traditional newspaper-style reporting, championship sites have been expanded to include video and audio clips, live video, real-time scoring and live radio channels. Fan interactivity and social networking have been introduced in the form of blogs and community forums. This includes outreach to sizable audiences on YouTube and Facebook. There are also interactive programmes that help golfers better learn the Rules of Golf - Rules Animations, Rule of the Day, Interactive Quizzes, Rules Videos, etc.

New at-venue solutions range from audio-only devices with coverage, to fully multimedia video, audio and data devices. These devices can keep a fan aware of everything going on all over the event whilst they are attending and provide an extra level of entertainment. Over the past three years radar technology has been introduced to provide enhanced coverage of golf events on television and additional statistical information on championships' websites.

In addition to efficiency benefits, many uses of new media and technology also allow daily operations to become more environmentally friendly. For example, most photography produced at golf events is now in digital format.

4.6. Major sponsors

Benefits that the IGF received from its five major sponsors from 2005 to 2008 (maximum five sponsors):

Men's sponsors	Cash	VIK	Discounts	Services	Other	Women's sponsors
Unisys	X	X	X	X	X	Rolex
American Express	X	X	X	X	X	Evian
Lexus	X	X	X	X	X	Ricoh
FedEx	X	X	X	X	X	Kraft Nabisco
Royal Bank of Scotland	X	X	X	X	X	Samsung

5. TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

5.1. Judging/refereeing

Judging has a low impact on the result of a golf tournament.

Summary of information provided by the IGF with respect to the steps taken to train, certify, select and evaluate judges and referees:

Training

The IGF, through The R&A, and the United States Golf Association (USGA) conduct many Referee training schools and workshops each year. The R&A holds an annual Referees School to which all of the federations are invited to send delegates. They also hold schools on the Rules of Golf throughout the world. Each year, the USGA holds a series of workshops on the Rules of Golf throughout the United States, including introductory, regular and advanced classes. At the professional level of the game, Rules Officials are full-time employees of the IGF Olympic Golf Committee constituent groups and are required to abide by the same training and education requirements as those IGF Officials at the amateur level.

Certification

IGF Officials are required to attend the above-mentioned schools and workshops, as well as to take examinations which require attaining specific score levels, both to become an official and as part of ongoing training and certification.

Selection

Referees and officials for IGF competitions and the competitions of IGF Olympic Golf Committee members are selected based on merit, experience and the desire to achieve a national and international balance and representation.

Evaluation

Performance of officials and referees at major championships is regularly reviewed. Referees are required to complete rules incidents reports for every round they have officiated, and these are studied for accuracy and method improvement. Each of the IGF constituent groups fulfils this role for their own tournaments; however, the IGF would be responsible for the evaluation, selection and training of officials at the Olympic Games.

5.2. Fairness, transparency and objectivity of results

The IGF provided the following information regarding the steps taken by the Federation to ensure fairness, transparency and objectivity of results in the sport:

Golf has a long tradition of fair play and sportsmanship, and that tradition has remained, particularly in the way that players call penalties on themselves without the involvement of officials. To ensure that the athletes are able to comply with every rule, rules officials are available at every hole to aid those players who may be unsure or have a question regarding the rules. All golf competitions are played in accordance with the Rules of Golf as established by The R&A and the United States Golf Association, and the committee in charge of a competition is responsible for applying these rules.

5.3. Non-discrimination, fair play and solidarity

The IGF provided the following information regarding measures taken by the Federation to ensure non-discrimination, fair play and solidarity in the sport:

Fair play

Golf is guided by a document called "The Rules of Golf," which not only dictates the rules of the sport, but also prescribe a code of behaviour and ethics for the athletes. This is fundamental to golf - played in large part without the supervision of an umpire or a referee.

Solidarity

The IGF collaborates with its 110 member federations, the members of the IGF Olympic Golf Committee and other leading golf organisations on the development of golf around the world. For example, the world amateur team championships were founded in 1958 with the main purpose of bringing nations together through sport. In 2006, 70 countries united with this objective in South Africa. Financial support has been provided to a variety of international championships and programmes on different continents; a number of global grassroots efforts have been designed to introduce young people to the sport of golf, particularly those who would not otherwise have access to golf due to socio-economic factors; and coaching has been provided to junior golfers and professionals in several countries/regions around the world where there is little or no recognised golfing infrastructure.

6. ATHLETE WELFARE

6.1. Anti-doping

The IGF has confirmed in writing that it has adopted the World Anti-Doping Code.

Doping controls

Statistical details on doping controls conducted by the Federation:

	Total number of tests	Total number of out-of-competition tests	Number of tests which resulted in Anti-Doping Rule violations
2003	240	0	4 (1.7%)
2004	384	0	7 (1.8%)
2006	626	82	16 (2.6%)
2007			
2008	422	64	4 (0.9%)

6.2. Monitoring athletes' health

The IGF has a Medical Commission which is not represented within the Federation's Executive Committee. The IGF publishes leaflets or brochures explaining health issues related to its sport. The IGF does not monitor athletes' health at a national level through national federations or at world championships.

Monitoring athletes' health - Other

The IGF states that physiotherapists and medical doctors are available on site at all major championships and virtually all professional golf tournaments sanctioned by the members of the IGF as well as many national championships.

7. DEVELOPMENT

7.1. Development of the Federation

Strategic planning

The IGF states that it has a strategic planning process in place.

Main achievements

Information provided by the IGF with respect to its main achievements over the past three years:

The WADA reviewed the IGF 2008 Anti-Doping Policy and testing statistics and reported to the IOC that the IGF was Code-compliant. WADA has also reviewed and approved the IGF 2009 Anti-Doping Policy.

The IGF has increased the number of women on its Administrative Committee (they now hold 22% of the voting positions) and substantially increased the number of female delegates with voting rights at the IGF Biennial Meeting (from 5% in 2004 to 23% in 2006). In 2006, the IGF staged its first competitions in Africa. This resulted in eight more men's and women's teams from African countries competing compared to the previous championships.

The professional athlete organisations represented on the IGF Olympic Golf Committee (The PGA European Tour, LPGA and The PGA TOUR) have athletes on their respective governing boards who have all been elected democratically by their peers and who all have voting rights. The PGA European Tour, LPGA and The PGA TOUR have all assigned athletes as the duly elected or appointed representatives to the IGF Athletes Commission.

The IGF has addressed the wide variety of interests and aspirations of its 119 member federations and members of the IGF Olympic Golf Committee and oriented them towards a single goal of making golf a part of the Olympic Programme.

Main priorities

Summary of the information provided by the IGF with respect to the priorities in its strategic plan (full text provided in Annex):

Athletes	As the face of the sport, golf's athletes are the true ambassadors of the sport and the best means of communicating to the world the sport's ethos and attraction, both from a fan and participant perspective.
Coaches	Golf maintains a powerful tradition and culture of mentoring, in which the sport serves as the core of development, but the lessons extend far beyond the golf course. The continued worldwide development of golf's teaching professionals and the growth of the coaching ranks is a priority for the IGF.
Anti-doping/medical	Integrity, honesty and fair play are at the heart of the sport of golf, and any threat to these values demands a progressive and proactive approach independent of historic transgressions, whether they exist or not.
Promotion of women	The focus of the IGF is to continue to bring more women into the game by providing as many opportunities for women to play at both the amateur and professional levels, ensuring golf's continued expansion and diversity.
Communication/marketing	The growth in other activities and sources of entertainment demands a continuous focus on engaging all existing and prospective fans and participants. Additionally, the financial strength that is a by-product of effective communications and marketing ensures the sustainability and growth of golf into the future.
Young people	The sustained growth of golf is directly impacted by the IGF member organisations' effective and continuous engagement of young people. The support, participation and involvement of current and future generations are critical to the success of the sport.
Development	The IGF considers "development" in the broadest context, in parallel with the transcendence of golf's values beyond the game itself and as a source of life lessons and foundation for personal development.

Strategic milestones

Summary of the information provided by the IGF with respect to the major milestones and challenges of its strategic plan (full text provided in the annex):

Major milestones and challenges	
Next year	<p>Objective The main objective of the IGF is to expand the game to every corner of the world by actively engaging the widest variety of people across every level - as participants, fans, supporters and followers of the sport.</p> <p>Strategic imperatives The IGF's strategic imperatives are intentionally broad to ensure the necessary level of autonomy and effectiveness of each IGF Olympic Golf Committee member in the execution of its tactics. At the same time, they encompass the common parameters for success and provide guideposts to continually inform the IGF's broad array of highly-focussed tactical initiatives.</p> <ul style="list-style-type: none"> ▪ Access to the game: The IGF aims to increase the participative opportunities at grassroots level by way of augmenting the number and availability of golf courses and facilities and expanding the geographic and demographic reach through introductory initiatives. Barriers to access may not always be obvious and can be informational, physical, economic or environmental. ▪ Focus on young people: The IGF seeks to develop the appeal of golf to young people by way of broadening competitive opportunities for young people and increasing access to elite golfers through new media platform capabilities. The IGF also seeks to expand instructional support systems - facilities & teachers - and align goals with secondary educational systems and institutions. The main challenge is deemed to remain competitive against other sports and forms of entertainment, including non-athletic activities. ▪ Core value promotion: Increasing initiatives and interactions that position core values is another IGF milestone for 2009. The IGF aims to continue embedding core values in all communications as appropriate. While the relevance of values is often questioned, values can never be compromised because they are integral to the sport and embedded in golf's ethos. ▪ Robust communications: The IGF will initiate new communication approaches and channels that reach new markets/demographics and increase the quality of interactions with its existing fan base. Failing to remain on the forefront of new media technology presents a substantial risk of eroding the quality of the Federation's interactions and communications. ▪ Competition governance: The IGF aims to maintain the highest standards of governance practices in the oversight of the sport and serve the best interests of the professional and amateur athletes through continuous communications solicitation of their input. The IGF shall also continue to increase diversity in its governing bodies to reflect the increasingly diverse composition of the Federation's participants. Consistent and prominent governance in the form of a stable, diverse and accessible governing infrastructure must be maintained and must continually earn the confidence of the broadest participant base.
Mid-/long-term	<p>The strategic imperatives represent guidelines for continuous improvement, and are therefore applicable into the foreseeable future. The alignment across all IGF member groups in terms of a shared interest in the growth and prosperity of the sport, combined with the breadth of activities and initiatives, ensure that new challenges will be recognised and addressed expeditiously.</p>

Follow-up from the last report of the Olympic Programme Commission

The IGF states the following regarding the actions taken by the Federation following the Olympic Programme Commission Report to the 117th IOC Session (full text provided in the annex):

The IGF has created the IGF Olympic Golf Committee whose members represent golf's professional tours, major championships and rule-making bodies. This development, alongside the IGF's traditional membership of 119 national golf organisations, allows golf to speak with one voice to the IOC. The IGF also secured the active and energetic support of golf's top athletes in this endeavour. The IGF created an Athletes' Commission consisting of elected athletes from The PGA European Tour, LPGA and The PGA TOUR.

The WADA reviewed the IGF 2008 Anti-Doping Policy and testing statistics and reported to the IOC that the IGF were Code-compliant. The WADA has also reviewed and approved the IGF 2009 Anti-Doping Policy.

7.2. Development of the sport

Main development programmes

Summary of the three main development programmes run by the IGF over the past five years:

- Using funds generated by major championships, golf sends qualified teachers of the sport all over the world to coach juniors and train trainers. This "ambassador" work leaves a coaching legacy in countries where there is little or no recognised golfing infrastructure.
- The creation of public facilities in a number of countries has been supported in recent years by major championship-generated funding. There is already substantial evidence that these projects have attracted new people of all ages and backgrounds to golf.
- Support for international team events takes the form of subsidised participation. This applies to events for boys, girls, men and women in Africa, Asia Pacific, Europe and South America. However, not every golf-playing country enjoys the opportunity to compete internationally, and in Oceania, a new regional association has just been formed to address this issue.

Youth development

Summary of IGF's main development programmes specifically aimed at young people:

- The First Tee Programme has nearly three million young people participating in 500 facilities, with 207 chapters in five countries across three continents.
- The Great Britain-based charity Golf Foundation reaches over 500,000 school children annually.
- The Faldo Junior Series runs events for local players in 20 countries. Last year, a total of 4,000 players competed in its events.
- The R&A provided a grant to the German Golf Association for the establishment of a national golf academy.

In addition to the above initiatives, major events now regularly stage parallel junior competitions - most notably the Junior Ryder Cup and the Junior Open. Having been introduced over a decade ago, free entry for juniors to watch leading professional events is now commonplace and once there, thousands of boys and girls receive coaching from qualified instructors.

8. GOVERNANCE

8.1. Status of Federation

The IGF has provided written confirmation that it is a non-profit organisation and that the Federation recognises the Court of Arbitration for Sport's jurisdiction and accepts the Code of Sports-related Arbitration.

8.2. Structure/composition of decision-making bodies

Board members

The International Olympic Golf Committee currently has 19 members, all of whom are elected for a period of two years. The continental breakdown of the members is presented below.

Africa	1
America	7
Asia	6
Europe	3
Oceania	2
TOTAL	19

Organisational structure

Number of full-time equivalent (FTE) staff employed by the Federation:

	1995	2000	2005	Currently
Number of FTE staff	8	8	8	9

8.3. Gender equity

In the sport

Average percentage of member national federations (corresponding to the number of national federations affiliated to the IF) that took part in qualifying events for the last world championships:

	2008
Men (The British Open)	40%
Women (The US Open)	34%

The IGF states the following regarding initiatives taken to increase gender equity in the sport:

- The IGF administration was reorganised by amalgamating the men's and women's divisions into a single body
- The IGF does not discriminate on the basis of gender
- As stated in Article IX.I., in addition to the women's chairman, at least three of the members of the administrative committee should be female (at least one female representative from each zone)
- As stated in Article VIII.I., the biennial meeting, each member federation is entitled to be represented by two delegates (of which one should be male and one should be female)

In the IF governing bodies

Composition of the IGF Executive Board:

2005		At present	
Men	Women	Men	Women
14	4	22	5

The IGF Executive Board has a female membership of 18.5%, which is an absolute decrease of 3.5% from 2005.

8.4. Athlete representation

The IGF states that it has an Athletes' Commission, whose members are either elected by their peers or appointed by the Federation. Members of the Athletes' Commission do not have the right to participate or vote in the IGF Executive Board. The PGA European Tour, the LPGA and the PGA TOUR all have athletes on their respective governing boards who have been elected democratically by their peers and who have voting rights. Their participation in the governing boards of such organisations, which are also represented on the IGF Olympic Golf Committee, directly influences the decision-making process of the IGF. The LPGA has appointed one additional representative to the IGF Athletes' Commission so that there is equal representation between male and female athletes.

8.5. Finance

- The share of the IGF's total income generated by marketing and broadcasting from 2004 to 2007: 0%
- The share of the IGF's total expenditures allocated to development from 2004 to 2007: 0%

8.6. Environment

The IGF response indicates a strong understanding of environment/sustainability issues as they apply to its sport. Clearly some significant activity is under way.

Legitimate areas of concern are the land used by a golf course, the water it consumes, the chemicals that may be applied and the traffic that may be related to golf activity can be magnified.

However, by taking concerted action to deal with land-use planning, resource management, habitat protection, water quality and availability, traffic and access to public land, golf bodies can and in many cases are demonstrating social and environmental responsibility.

8.7. Ethics

- Copies of the IGF's Constitution/Statutes and Regulations/By-Laws can be found on the Federation's website.
- A copy of the IGF's 2006/2007 Annual Report can be found on the Federation's website.
- A copy of the IGF's 2006/2007 Audited Financial Statements cannot be found on the Federation's website.
- The majority of the members of the IGF's Executive Committee/Council/Board are elected by the membership.
- The IGF does not have an independent Appeals Commission/Panel.
- The IGF has an Ethics Panel.

9. ANNEX

Value

Reasoning of proposal - full text:

The IGF states the following regarding the reasoning behind its choice of events for inclusion in the Olympic Programme:

The IGF considered a number of factors in proposing a four-round stroke play competition for the Programme of the Olympic Games. Paramount among these was input by golf's top athletes about an Olympic format which reflects their support and attendance. Golf's top athletes prefer four rounds of stroke play, because they feel it is the fairest and best way of identifying a champion. The IGF and the top players feel the format would place golf in the Olympic Games on a level with the sport's major championships, all of which share the stroke play format and are historically accepted as the ultimate indicator of an athlete's success in the sport. Finally, the IGF feel that the stroke play format is the one most commonly known throughout the world. As such, the stroke play format in the Olympic Games provides the best stage for golf to grow in those places where it is in its infant stages through the dream of the Olympics and the ideals of the Olympic Movement.

Additionally, the IGF considered a number of other factors in identifying four rounds of stroke play. The format is the most suited for television in terms of scheduling, ease of coverage and the creation of drama for all four competition days. From the perspective of the media, stroke play offers the greatest chance for generating exciting stories and public interest, because all players will compete for the entire four days. Operationally, the format lends itself to a better experience for spectators, efficiency of operations and a reasonable number of officials and volunteers. Finally, from a marketing and new media perspective, athlete participation during all four rounds is a very positive element of the stroke play format.

Rationale of proposal - full text:

The IGF states the following regarding its rationale for proposing Golf for inclusion in the Olympic Programme:

The Olympic values of excellence, friendship and fair play form the basis of a philosophy - the ethos of Olympism - that has stood the test of time for millennia. Our sport, golf, shares these core values and we, like the Olympic Movement, also believe these traditions serve as lessons for life beyond sport.

The origins of golf date back to 15th century Great Britain, and today the sport is played by over 60 million people on six continents around the world. Golf has experienced tremendous growth for both men and women players and at all age levels. From grassroots programmes for youth to globally telecast championships, golf has proven to be a highly popular, dramatic and enduring sporting competition.

We believe that the power of the Olympic Games would help take our sport to new hearts, minds and locations in every corner of the world.

The Olympic Games have always represented ideals that transcend sport; and that is the genius of Olympism, using great athletes' achievements to teach and inspire us about universal values. The IGF and millions of golfers around the world would be honoured to again see our athletes walk among the heroes at the 2016 Olympic Games Opening Ceremony, to serve as examples of sportsmanship and goodwill and to further the great causes of excellence, friendship and fair play in this most worthy of all human endeavours - the Olympic Games.

Added value for the Olympic Games - full text:

The IGF states the following regarding the added value Golf would bring to the Olympic Games:

Golf is universal because worldwide participation has grown tremendously in recent decades among both men and women at both the highest professional level and as a popular leisure activity. With more than 60 million people playing golf around the world, golfers include young, old, male and female participants in almost 120 countries. As such, it is no surprise that they are also watching and consuming the sport at an ever increasing rate.

Golf is a dynamic sport on television, combining drama and demanding athletic skills with the participation of some of the world's best-known athletes. Professional golf played at the highest levels is televised on a weekly basis in 216 territories, translated into 35 languages, with a reach of more than 500 million homes. With this global reach, golf's ability to keep the Olympic Games and Olympic Movement in the news on a year-round basis if it were an Olympic sport would be substantial, particularly in the year leading up to the Games as tournament results will impact Olympic Games qualifying.

Golf is expanding - and will continue to grow - among youth across the globe. The Olympic Movement's goal of educating youth through sport is uniquely supported by golf's resolute emphasis on honesty, integrity and sportsmanship, which teach values that last a lifetime.

Golfers respect, abide by and self-enforce the sport's rules, whether to their advantage or disadvantage. An example of this is the golfer's responsibility for the accuracy of his or her own score and the adherence to the Rules of Golf during competition. This unique aspect of golf is fundamental to our sport.

Self-enforcement of the rules by our players, which is ingrained in the sport and is now second nature to all of golf's participants, is one of the traits that makes golf unique and perfectly suited for the Olympic Games.

Golf is a dramatic sport with fascinating personalities who will add compelling new stories and traditions to the Olympic Games. Golf and the Olympic Games promote common values and interests. Improving the health and lives of people through sport is one of golf's major goals - as an Olympic sport our profile and participation levels will increase dramatically around the world.

Impact of inclusion on sport and Federation - full text

The IGF states the following regarding the impact that the inclusion of golf in the Olympic Programme would have on their Federation and the sport:

The impact on our federation would be great. Already the IGF are playing a more active role in terms of the coordination of golf on a global scale. Golf in the Olympic Games would enhance the IGF's role and strengthen our impact on the growth and success of golf around the world.

All Olympic sports benefit immeasurably from the status of their inclusion in the Olympic Programme. The quadrennial opportunity to become immersed in a sport and to witness the best athletes in each Olympic discipline is a source of both inspiration and motivation for the young aspiring athlete. During those impressionable moments of a child's introduction to athletic activity, there is nothing that compares to the Olympic Games when it comes to sparking interest in sport, demonstrating the joy of competition and providing a path to excellence.

Golf would be no exception to this rule, and in fact, we believe the synergistic impact of golf's existing bond with 60 million participants, in combination with the unrivalled reach of the Olympic Movement, will yield unprecedented growth in awareness, understanding and participation in our sport.

The IGF and its key constituents have an active and ongoing commitment to the growth of golf worldwide. Just as the Olympic Games serve as a vehicle to fulfil the goals of the Olympic Movement, the growth of golf directly supports the growth in our capacity to fulfil our charitable, economic and youth-oriented goals; objectives that are closely aligned with both the values of our sport and those of the Olympic Movement.

The inclusion of golf also provides an appropriate stage upon which to demonstrate the ethos of the game to the world. So many of the greatest stories in Olympic history are of exemplary sportsmanship in the heat of competition, and golf - by virtue of its embedded standards of honesty, integrity and sportsmanship - is an ideal means of expressing these Olympic values. These are the indelible moments when sport transcends the playing field and impacts the larger circle of humanity - a circumstance from which we all benefit.

Appeal of the sport

Appeal to client groups - full text:

The IGF states the following regarding the appeal of Golf for the following client groups:

Young people	<p>The IGF and the IOC share an identical recognition of the value of engaging the world's youth in sport. Golf in particular has realised tremendous growth over the last several decades through the active engagement of youth on a worldwide basis. The key to fostering this growth has been the implementation of many initiatives that are focused on providing access to the game to children within environments that in the past, for one reason or another, would have prevented them from playing. The IGF have also provided the competitive infrastructure in the form of a vast network of constituent-operated junior competitions to facilitate the continued advancement of youth participation into adulthood. From this foundation, the sport is promoted directly to youth through an ongoing set of targeted communications, support initiatives, educational grants and community-focussed programmes.</p> <p>The following examples of the results from these efforts reflect the increasing appeal of our sport to the youth of the world:</p> <ul style="list-style-type: none">▪ Over 600,000 Canadian boys and girls have taken part in that country's Future Links programme since 1996. In 2007, a record 111,000 junior participants took part in over 3,300 events at 900 sites across Canada.▪ In Mexico, there has been a 25% increase in junior golf participation since 2006.▪ The 2007 Africa Junior Golf Championship attracted a record nine countries: South Africa, Botswana, Ghana, Kenya, Malawi, Namibia, Swaziland, Zambia and host Zimbabwe.▪ The First Tee, an initiative of the World Golf Foundation, has introduced golf to nearly three million young people participating in 207 chapters, in 500 facilities, in five countries on three continents.▪ The Golf Foundation, founded in 1952 and operated in England, Scotland and Wales, introduces 500,000 young people annually to golf through innovative school and inner-city programmes.▪ The number of junior golfers in the United States has grown from two million in 1988 to 3.5 million in 2007, an increase of 75%. <p>The promotion of sportsmanship and life lessons are critical components that are embedded throughout golf's youth-focussed programmes. This is both a reflection of the sport's ethos, and of the understanding that such lessons - particularly those of honesty, integrity and sportsmanship - carry over to all aspects of life. Golf serves to infuse these values in young people and maximises the chance that they will embrace them as they enter adulthood.</p> <p>A critical success factor throughout all of our youth-oriented initiatives is the significant reliance on new media as a means of reaching this constituency. As the communication channel of choice, Web-based applications provide a rich level of interactivity that is essential for recruiting and retaining our young players. IGF constituents have established numerous golf-focussed sites that facilitate social networking, blogging, texting and collaboration with peers. It is through these increasingly influential networks that the opportunities and benefits of the sport are most effectively disseminated to our youth.</p>
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General public	<p>Worldwide interest in golf is at its highest ever and it continues to grow, as reflected by several indices:</p> <ul style="list-style-type: none"> ▪ Membership in IGF constituent organisations: 119 in 114 countries. ▪ Professional golf played at the highest levels is televised on a weekly basis in 216 territories, translated into 35 languages with a reach of more than 500 million homes. ▪ Golf participation in Asia is growing at a rate of 15% annually, with more than seven million playing the game. ▪ The first course in China was built in 1985, and today there are more than 300 courses in that country. ▪ In Canada, six million people, approximately 20% of the population, play golf on a regular basis. ▪ Participation in the European Union increased 14% between 2004 and 2007, whilst the number of new courses has grown by 6%, primarily in Scandinavia, Benelux, Germany, Italy and France. ▪ In Eastern Europe, there were only 10 golf courses as recently as 1992. Today, there are more than 150. ▪ Over the last 20 years, the number of golfers in the United States has increased from 21 million to 30 million. ▪ On a global basis, golf generates approximately US\$150 billion annually in goods and services in the markets and the countries in which it is played.
Press	<p>Golf holds appeal to the press because of the breadth of the content available and the accessibility of its athletes.</p> <p>Golf has the benefit of being played year round across the globe. Virtually every week of the year, significant golf events are being contested by men and women somewhere around the world and are previewed and reported on by a variety of media platforms.</p> <p>In new media platforms, this ranges from each organisation's own Web site to media Web sites and blogs dedicated to coverage of the sport. Each of the world's major golf organisations has its own Internet Web site dedicated to covering the events and players that comprise its own tours, but also the happenings of other events around the globe. Scores and stories from tournaments are readily available in mobile applications such as a PDAs or mobile phones.</p> <p>Newspaper coverage of tournaments typically consists of three days of player features and previews during the early part of any given tournament week, and then four days of reports of the action once the competition begins. In addition, added benefits to the print press are the collateral materials associated with an event. These materials, such as the daily results, next day's starting times and statistics, are often packaged into special sections devoted to the tournament. Coverage is not limited to the sports pages, as golf tournaments offer a wide variety of storylines that can result in features in the business pages and lifestyle sections of newspapers and magazines.</p> <p>Magazines cover golf from a wide variety of angles. Monthly periodicals focus heavily on game improvement content, whilst weekly magazines cover the competitions and the athletes. It is not unusual for an athlete like Tiger Woods or Lorena Ochoa to have an instruction piece in one magazine, whilst being reported on in another.</p>

Television	<p>On every continent in the world, there are successful professional golf tours for both men and women. Golf is truly a global sport that is increasingly attractive to a worldwide television audience.</p> <p>Global broadcast coverage and viewership have grown exponentially over the last two decades. As stated earlier, professional golf played at the highest level is televised on a weekly basis in 216 territories, translated into 35 languages, with a reach of more than 500 million homes.</p> <p>In addition to this depth and breadth of reach, there are 18 channels that have either been launched or are about to be launched in 62 territories throughout the world which are dedicated to televising our sport 24 hours a day/7 days a week. Golf is perhaps the only sport in the world with as many dedicated television channels, a further reflection on the worldwide popularity of our sport.</p> <p>Golf's global television reach is a direct result of the international diversity at our sport's highest competitive levels. For example, half of the LPGA Tour's membership - or 120 players - are from countries outside the United States. On the PGA TOUR, there are 74 players from 19 countries outside of the United States. The European Tour's "Race to Dubai" in 2009 will include 53 tournaments in 27 countries. A review of the top 20 world rankings from both the men's and women's games shows 16 different countries represented.</p> <p>Beyond golf's international television appeal, a few of the unique benefits that golf provides for television also include:</p> <ul style="list-style-type: none"> ▪ The fact that a major golf tournament is the sports equivalent of a four-part miniseries, broadcast over four days, with cumulative interest and subsequent viewership peaking on the final day of competition. ▪ The general time span of the competition, with each round stretching across several hours, allowing a healthy supply of broadcast content as well as significant opportunities for sponsor advertisements within the telecast. ▪ The ability of television to deliver perspectives, both visually and through expert commentary, that can't be replicated in person. A broadcast allows viewers to follow the action across the entire course, which is impossibility in person.
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Sponsors

As stated in the section regarding television above, there are successful professional golf tours for both men and women on every continent in the world. The following is a list of some of the most successful/prominent professional golf tours in both the men's and women's games:

Men's:

Asian Tour
Canadian Tour
The PGA European Tour
Japan Golf Tour Organisation
The PGA TOUR (United States)
The PGA TOUR of Australasia
Sunshine Tour (South Africa)
Tour de las Americas

Women's:

Australian Ladies Professional Golf Tour
Japan Ladies Professional Golf Association
Korea Ladies Professional Golf Association
Ladies European Tour
Ladies Asian Golf Tour Limited
Ladies Professional Golf Association

A key factor in the success of each such tour is the level of sponsorship that each tour attracts in order to provide its athletes with prize money for which to compete. Total prize money across the tours listed above amounted to over \$528 million in 2008.

Golf's ability to attract sponsorship is a direct result of its strong value proposition for sponsors. This value proposition can be seen in the following factors:

- An audience that span the socio-economic strata from working class to affluent, are well-educated and include decision makers within their companies.
- A global reach through international television distribution, media coverage and the star attraction of its athletes.
- A marketing platform that includes year-round advertising, promotion and client entertainment opportunities.
- Premier business-to-business platform that includes pro-am, hospitality and other player interaction opportunities.
- The positive image of our sport and the image of our players as positive role models for today's youth.
- A philanthropic/charity message that is a very powerful and compelling part of why sponsors find an association with golf so effective. For example, charitable giving by the U.S. golf industry alone is US\$3.5 billion annually. This estimate is based on the number of charitable golf outings held, as well as the charitable giving associated with each of the professional golf tours. That US\$3.5 billion number is much larger on a worldwide basis.

Note: All of the above factors in golf's strong value proposition can serve as the foundation for a significant expansion of an OCOG's revenue-generating sponsorship assets. These assets can most certainly enhance the appeal of TOP, Partner and Supplier agreements as a component of a sponsorship proposition.

Increasing the appeal of the sport - full text:

The IGF states the following regarding the steps it has taken to increase the appeal of Golf for the following client groups:

Young people	<p>Broadening the appeal of golf for youth and the general public is the core mission of the IGF, its 119 member federations and the members of the IGF Olympic Golf Committee, and that mission is carried out by IGF constituent groups through a wide variety of initiatives. These programmes are focussed on competition, participation, education & training and communication, with the understanding of the inter-relationship across all three.</p> <p><u>Competition and participation</u> The IGF through its member federations and the members of the IGF Olympic Golf Committee have succeeded in replicating major elements of their competitive tournament at the junior level for boys and girls. These include many successful tournaments such as The Junior PGA Championship, The Junior Ryder Cup, The Junior Solheim Cup, Junior Open Championships, The Girls' British Open Amateur Championship and the U.S. Junior Amateur Championship.</p> <p>Several IGF Olympic Golf Committee members provide free admission for children up to 17 years old accompanied by an adult, demonstrating a continuing commitment to children and families. Introducing young people to the highest level of competition in this way helps ensure fan interest that drives increasing levels of participation.</p> <p><u>Education and training</u> Many of the education and training programmes involve highly productive partnerships with local education systems through which funding support for aspiring golfers is provided. Others, such as The First Tee and The Golf Foundation have ancillary components, such as the <i>Life Skills and Leadership Academies</i> which apply the lessons and values of golf to broader life experiences, as well as scholarships and other educational grants to enhance the development and participation in collegiate golf. In all cases, these programmes engage the world's youth by facilitating a rich and rewarding bond with the sport.</p> <p><u>Communications</u> New media is the communication channel of choice for the world's youth, and the IGF constituents make maximum use of it, engaging our young players where their interest lies: learning how to play the game, following the athletes, sharing their experiences and understanding the values of the sport. A sampling of these sites:</p> <ul style="list-style-type: none">▪ IGF website▪ The PGA TOUR website▪ LPGA website▪ The PGA of America website▪ The R&A website▪ The PGA European Tour website▪ The Masters Tournament website▪ United States Golf Association website▪ Junior Links website▪ US Kids Golf website▪ Play Golf America website▪ Junior Golf Scoreboard and Showcase website▪ LPGA USGA Girls Golf website▪ Golfer Girl Magazine (print and online)
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General public	<p>One of the IGF's primary objectives is to win the IOC's approval to place golf on the Olympic Programme. Given the broad awareness of the Olympic Games and its unrivalled global television audience, the IGF have for the first time garnered the total participation, support and commitment of all major golfing associations in this endeavour. We firmly believe that the combination of Olympic golf with our already impressive year-round tournament attendance and television viewing audience will help expand our sport and our athletes to an even broader general public audience and associated participation.</p> <p>The multi-national mix and celebrity of our athletes, both male and female, also ensure fan interest that drives increasing levels of participation and training in all corners of the globe. Golf's most famous athletes have proven to both inspire and engage golf's far-reaching and varied fan bases due to these athletes' embodiment of golf's (and the Olympic Movement's) most basic, universal values of integrity and fair play. Significantly, these are the same athletes, with their passionate global fan bases, who would compete in the Olympic Games.</p> <p>As previously noted, the impressive scope and breadth of televised golf tournaments on a year-round, global scale has expanded our sport's appeal and participation levels around the world. In addition to the marketing activities of the leading golf organisations around the world, golf is also marketed to the public by the golf equipment manufacturers' use of significant advertising and promotional resources to maintain or raise golf's appeal to the general public. These marketing and advertising expenditures have resulted in worldwide golf playing equipment and accessories retail sales of approximately US \$13 - 15 billion (not including golf apparel, golf carts, turf equipment, etc.).</p>
Press	<p>The IGF, its 119 member federations, members of the IGF Olympic Golf Committee and other leading golf organisations around the world fully recognise the importance of a mutually beneficial and collaborative relationship for the purpose of promoting the sport of golf to a wide range of audiences. To that end, the IGF have several areas of focus, including:</p> <ul style="list-style-type: none"> ▪ A broadening of news content to encompass every aspect of the sport, appealing to interests that range from that of the novice participant to the avid followers of elite level athletes and tournaments. ▪ Access to the athletes based on the understanding that they are the face of the sport at its best, and the ideal ambassadors of the sport and its ethos. ▪ A continuous stream of available content on a year-round basis sustaining interest and growth in the fan base in parallel to our sport's worldwide year-long calendar. ▪ A robust portfolio of new media platforms hosted by constituent groups, tournaments and other affiliated organisations, for the purpose of appealing directly to client and constituent targets with the most relevant and timely news content. This includes the pervasive extension of such content to PDAs and mobile phones with real time newsworthy information. ▪ A familiar and "press-friendly" news cycle during tournament weeks that presents a compelling narrative for reporters, beginning with the arrival of athletes and building through the practice rounds and the multiple days of competition. ▪ A dedicated and continuous output of collateral materials on a daily basis that includes pairings, starting times, statistics and other notes of interest for direct utilisation by the media. ▪ Strategic positioning of the sport to target broader audiences beyond competitive sports and into the areas of business, leisure, community, fitness and environmental sustainability practices. ▪ Responsiveness to the very large market of magazines that are dedicated to one or more elements of the sport. <p>The IGF are committed to facilitating access and creative support wherever possible to ensure all media platforms continue to engage their audience with our sport.</p>

Television

There is no better medium to convey the essence of golf than television, and no other sport that requires the level of preparation, collaboration and creativity than golf to ensure that the compelling sights and sounds are delivered. This essence has only been enhanced in recent years with the advent of high definition television.

Because no two golf tournament venues are alike, the production demands for a high-quality tournament broadcast necessitate a level of teamwork that is unlike most other sports. Through this collaboration, members of the IGF Olympic Golf Committee and other leading golf organisations around the world have developed an intimate working relationship with the global broadcasters who televise golf played at the highest levels. Out of this collaboration has come a shared understanding of the requirements for a successful golf broadcast and the proactive capabilities to facilitate a world-class golf production. This ongoing partnership built upon a foundation of shared passion for the sport-serves as a wellspring from which so many initiatives are generated to enhance the understanding and appeal of golf.

Other areas of focus include an emphasis on using television to expand the reach and breadth of our sport. For example:

- Maintaining a continuous worldwide orientation, ensuring that golf is reaching every corner of the globe through our television partnerships and translated broadcasts. Golf played at the highest level is telecast to 216 territories, in 35 languages and available in over 500 million homes.
- Sanctioning tournaments for broadcast year round, ensuring a sustained level of interest and growth in the fan base.
- Establishing dedicated broadcast channels. Through the 18 existing or soon-to-be-launched channels dedicated to golf in 62 countries, golf is actively reaching out to a growing number of viewers across the full range of familiarity with the sport.
- Promoting of our sport's extensive international diversity both at the athlete and tournament level.

Similar to the work done across all media platforms, a priority is placed on supporting our broadcast partners through:

- Maximising access to our athletes for all aspects of the broadcast.
- Facilitating a compelling narrative through the provision of content and stories to build cumulative interest in the broadcast.
- Developing stories to help our television partners broaden audience share and drive growth in affinity for the sport.

Golf tournament broadcasts deliver content that blends the viewers' fan attraction to the competition with their interest in playing our sport. Every tournament competition broadcast serves the dual purpose of being both an instructional seminar for every level of golfer, as well as compelling sport and entertainment. To further that appeal, virtually every broadcast is interspersed with commentary and demonstrations from professionals on proper form, techniques and strategy. Our world-class athletes provide the perfect instructional models for our golfer/viewers to emulate.

Sponsors	<p><u>Leveraging participation</u> Much of golf's appeal to sponsors can be attributed to the strong and commercially powerful elements of the game that relate to participation. Unlike most sports, our sponsors and their target customers also actively play our sport allowing us to deliver a rich and highly relevant portfolio of assets to our corporate partners. The IGF, its 119 member federations, the members of the IGF Olympic Golf Committee and other leading golf organisations around the world take full advantage of the sponsor audience's affinity for the sport by integrating participation wherever possible, whether through golf clinics, pro-am participation and other up-close and personal experiences.</p> <p><u>Hospitality opportunities</u> Just as many of the greatest corporate relationships and transactions are conducted on the golf course, so too are they in tournament hospitality settings. To that end, golf provides a multitude of opportunities for hospitality and customer entertainment for its sponsors.</p> <p><u>Brand presence</u> Through a vast array of opportunities ranging from title sponsorships and product placement/showcasing to licensing agreements, golf provides the flexibility to customise a portfolio of branded assets in a manner that best meets the unique requirements of each sponsor. The worldwide presence of our sport, combined with its appeal to all age groups, further enhances the ability of our sponsors to target specific demographics and achieve their unique brand awareness or brand preference goals.</p> <p><u>Brand protections</u> Golf shares the IOC's values of preserving sport's aesthetic appeal through the judicious positioning and rigid protections that serve as the framework of tournament sponsor branding rights. Over the years, the IGF constituent groups and tournament organising committees have succeeded in finding the right balance between the delivery of value to our sponsors and the tasteful presentation of our sport.</p> <p><u>Sponsor servicing</u> Similar to the IOC, golf recognises the critical role that our sponsors play in the successful delivery of our sport and the value of their active involvement. Essential to the goal of fostering long-term relationships with strong sponsors is the proactive servicing of those sponsors through a culture of communication, innovation and collaboration.</p> <p><u>Philanthropic opportunities</u> As a complement to a sponsor's business objectives, golf serves as a vehicle for several charitable organisations and the corporations that support them. The sport of golf has served as a fundraising tool from the grassroots to the worldwide elite levels for decades, with the participatory opportunities alone generating billions of dollars for worthy causes, and the Olympic Family is no exception. Many sports federations, organising committees and National Olympic Committees sanction golf events to support their athletes, their sports and their Olympic-related activities, and this has great appeal to sponsors.</p>
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Development of the Federation

Main priorities - full text

Information provided by the IGF with respect to its priorities in its strategic plan:

Athletes	As the face of the sport, golf's athletes are the true ambassadors of the sport and the best means of communicating to the world the sport's ethos and attraction, both from a fan and participant perspective.
Coaches	Golf maintains a powerful tradition and culture of mentoring, in which the sport serves as the core of development, but the lessons extend far beyond the golf course. The continued worldwide development of golf's teaching professionals and the growth of our coaching ranks is a priority for the IGF.
Anti-doping/medical	Integrity, honesty and fair play are at the heart of the sport of golf, and any threat to these values demands a progressive and proactive approach independent of historic transgressions, whether they exist or not.
Promotion of women	The focus of the IGF is to continue to bring more Women into the game by providing as many opportunities for Women to play at both the amateur and professional levels, ensuring golf's continued expansion and diversity.
Sport administration	No information provided by IGF
Communication/marketing	The growth in other activities and sources of entertainment demands a continuous focus on engaging all existing and prospective fans and participants. Additionally, the financial strength that is a by-product of effective communications and marketing ensures the sustainability and growth of golf into the future.
Young people	The sustained growth of golf is directly impacted by the IGF member organisations' effective and continuous engagement of youth. The support, participation and involvement of current and future generations are critical to the success of the sport.
Development	The IGF consider "development" in the broadest context, in parallel with the transcendence of golf's values beyond the game itself and as a source of life lessons and foundation for personal development.

Strategic milestones - full text

Information provided by the IGF with respect to the major milestones and challenges of its strategic plan:

Major milestones and challenges	
Next year	<p><u>Access to the game</u> Milestones:</p> <ul style="list-style-type: none"> ▪ Increase of grassroots participative opportunities. ▪ Increase number and availability of golf courses and facilities. ▪ Expand geographic and demographic reach through introductory initiatives. <p>Challenges:</p> <ul style="list-style-type: none"> ▪ Maintaining awareness that barriers to access may not always be obvious and can be informational, physical, economic or environmental. <p><u>Focus on youth</u> Milestones:</p> <ul style="list-style-type: none"> ▪ Broaden competitive opportunities for youth. ▪ Expand instructional support system - facilities & teachers ▪ Increase access to elite golfers through increased new media platform capabilities. ▪ Align goals with secondary educational systems and institutions. <p>Challenges:</p> <ul style="list-style-type: none"> ▪ Other sports and forms of entertainment, including non-athletic activities, present ongoing and dynamic challenges. Golf must continuously deliver as an activity that is compelling and engaging to young people. <p><u>Core value promotion</u> Milestones:</p> <ul style="list-style-type: none"> ▪ Increase initiatives and interactions that position core values prominently ▪ Continue to embed core values in all communications as appropriate. <p>Challenges:</p>

	<ul style="list-style-type: none"> ▪ The relevance of values is often questioned, but values can never be compromised because they are integral to the sport and embedded in golf's ethos. <p><u>Robust communications</u></p> <p>Milestones:</p> <ul style="list-style-type: none"> ▪ Initiate new communication approaches and channels that reach new markets/demographics. ▪ Increase the quality of interactions with our existing fan base through increased relevance and advanced functionality. <p>Challenges:</p> <ul style="list-style-type: none"> ▪ Failing to remain on the forefront of new media technology presents a substantial risk of eroding the quality of our interactions and communications. <p><u>Competition governance</u></p> <p>Milestones:</p> <ul style="list-style-type: none"> ▪ Maintain the highest standards of governance practices in the oversight of our sport. ▪ Serve the best interests of our professional and amateur athletes through continuous communications solicitation of their input. ▪ Continue to increase diversity in our governing bodies to reflect the increasingly diverse composition of our participants <p>Challenges:</p> <ul style="list-style-type: none"> ▪ Consistent and prominent governance in the form of a stable, diverse and accessible governing infrastructure must be maintained and must continually earn the confidence of the broadest participant base.
Mid-/long-term	<p>As noted above, the strategic imperatives represent guidelines for continuous improvement, and are therefore applicable into the foreseeable future. The powerful alignment across all IGF member groups in terms of a shared interest in the growth and prosperity of the sport, combined with the substantial breadth of activities and initiatives, ensure that new challenges will be recognised and addressed expeditiously.</p>

Follow-up from the last report of the Olympic Programme Commission - full text

The IGF states that it took the following actions following the Olympic Programme Commission Report to the 117th IOC Session:

- The IGF have created the IGF Olympic Golf Committee whose members represent golf's professional tours, golf's major championships and golf's rule-making bodies.
- This development, alongside the IGF's traditional membership of 119 National Golf Organisations, allows golf to speak with one voice to the IOC.
- The IGF introduced an Anti-Doping Policy and conducted testing at the 2006 and 2008 World Amateur Team Championships for men and women. WADA reviewed the IGF 2008 Anti-Doping Policy and testing statistics and reported to the IOC that the IGF were in code compliance. WADA has also reviewed and approved the IGF 2009 Anti-Doping Policy.
- The IGF created an Athletes' Commission consisting of duly elected athletes from The PGA European Tour, LPGA and The PGA TOUR.
- The IGF have secured the active and energetic support of golf's top athletes in this endeavour.

World Karate Federation

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1. OLYMPIC PROPOSAL

1.1. Technical information

Discipline proposed for inclusion in the Olympic Games: Kumite

Events proposed for inclusion in the Olympic Games: 10

Men	Women
-60kg	-50kg
-67kg	-55kg
-75kg	-61kg
-84kg	-68kg
+84kg	+68kg

Competition format:

- 2 days of competition
- Day 1 - Pool competition, semi-finals and finals for 5 of the weight categories
- Day 2 - Pool competition, semi-finals and finals for the remaining 5 weight categories

Athlete quota:

Men	Women
60	60

Foreseen qualification system:

- 4 places allocated to the medallists at the world championship
- 5 places allocated to the continental champions from each continent
- 1 place allocated to the host country
- The 2 remaining places would be allocated through the WKF's global participation criteria

International and national officials

The number of international and national officials required to run the competitions at the Olympic Games would be:

International	National
30	15

Other discipline(s)/event(s) which may be proposed for inclusion in future Olympic Games:

Kata

Sport presentation

Description of the way the event is/would be presented at the following competitions:

Major Competitions:

- Announcer
- Music, including the WKF anthem
- Video boards and electronic scoreboards with dynamic reading band

Olympic Games:

- Announcer
- Music
- Video boards and electronic scoreboards with dynamic reading band

1.2. Venue and equipment

Competition/warm-up/training venue requirements:

Competition venue	
Number of venues	1
Type of venue(s)	300 sqm of tatami surface divided into two 12m x 12m competition areas
Capacity of competition venue(s) required	6,000 spectators
Average cost of infrastructure(s) needed	Cost of additional overlay: USD 27,000 (includes the tatami surfaces for competition, warm-up, and training)
Possibility of sharing the venue(s) with other sports	Yes (basketball, volleyball, handball, boxing, judo, taekwondo, wrestling)
Technical requirements	2 electronic scoreboards, 3 computers, a computerised scoring system and a printer
Warm-up venue	
Number of venues	1
Type of venue(s) needed	300sqm of tatami surface
Training venue	
Number of venues	1
Type of venue(s) needed	300sqm of tatami surface
Possibility of sharing the venue(s) with other sports	Yes (basketball, volleyball, handball, boxing, judo, taekwondo, wrestling)
Technical requirements	None

Sports equipment

Sports equipment required to run the competition:

Equipment	Belts, flags, chronometers, precision scales
Total average cost	USD 2,000

Personal equipment

The cost of personal equipment a person needs to:

- Compete at an elite level: USD 300 (karate-gi and belt; hand, shin and feet protection; groin guard and mouth guard)
- Get involved in the sport: USD 0 - 90 (karate-gi and belt)

1.3. Value

Rationale/reasoning of proposal

The WKF states that the competition categories chosen are the same as both the senior world championship and the continental championships. The WKF would move its top event, the world championships, from even to odd years and it would serve as the main qualification event for the Olympic Games. Qualification for the Olympic Games would then take place 6 months in advance of the Olympic Games.

Added value for the Olympic Games

The WKF states that the inclusion of karate in the Olympic Programme would increase the number of female athletes participating in the Olympic Games as the WKF has proposed an equal representation between men and women. Karate would also provide a variety of countries with the possibility of winning a medal. WKF estimates that 50 different nationalities from the five continents would be represented among the 120 athletes. WKF events are well attended, and karate's inclusion would increase the number of spectators at the Olympic Games.

Karate is a universal sport and it could be added to the Olympic Programme with almost no additional cost. The karate competition would take place over two days, and the venue could be shared with a variety of other sports, optimising the use of sports venues. The WKF organises multiple competitions for athletes with disabilities and its competition rules have been approved by the International Paralympic Committee. The inclusion of karate would also energize the Olympic Programme.

Impact of inclusion on the sport and Federation

The WKF states that the Olympic Games are in many aspects considered to be the ultimate target, the pinnacle of achievement. Presently the social recognition of the value of a sport mainly derives from its presence in the Olympic Games. Consequently, almost all public and private funds invested in sport, particularly in countries under development, are given to sports which already benefit from Olympic funding.

Karate's inclusion in the Olympic Games would contribute to fostering the social benefits of the sport across the five continents, therefore boosting the promotion of the Olympic spirit. Karate's inclusion in the Olympic Programme would increase the knowledge of the sport in society. The additional funding would also be used to promote regional and national karate organisations worldwide.

1.4. Appeal of the sport

Appeal to client groups

The WKF states the following regarding the appeal of the sport for the following client groups:

Young people	Karate is a dynamic, attractive, complete and exciting sport which instils a strong desire of personal growth in young people.
General public	Karate is a spectacular sport with specific educational and social values, including social integration, fairness, humility, physical and mental balance, the rejection of violence and overcoming difficulties.
Press	Karate is practised and watched by millions.
Television	Karate is easy to follow and is attractive to TV spectators.
Sponsors	Karate has millions of practitioners and supporters, two thirds of whom are young people. The WKF has increased its sponsor income year by year, underlining the strong commercial potential attributed to the sport's equipment and image.

Increasing the appeal of the sport

The WKF states the following regarding the steps it has taken to increase the appeal of the sport for the following client groups:

Young people	The WKF has increased the number of competition categories to include the cadet category for 14 - 15 year olds.
General public	By creating a new competition area layout, the sport is easier to understand for the public.
Press	The WKF has hired a company to provide real-time statistics to media worldwide for their world championships. The WKF also sends event images in real time to the media.
Television	Working with an external company, MSL, the WKF has developed an in-house audiovisual facility with the aim of improving the TV spectators' understanding of the sport.
Sponsors	The WKF has signed an agreement with Adidas (until the end of 2011) for the distribution and sales of WKF branded merchandise. For 2008-2011, the WKF has limited the number of sponsors which supply WKF approved materials to 5. The material must be worn at all official WKF events and has to be accepted in continental and national competitions.

1.5. Participation of best athletes in the Olympic Games

The WKF states that it can guarantee the participation of the best karate athletes in the Olympic Games. The Olympic Games is without any doubt perceived by the karate community as the pinnacle of achievement. Karate has no professional leagues. The proposed format with 12 athletes per event ensures the participation of the best as well as universal representation.

2. HISTORY AND TRADITION

Establishment

Year of establishment of the WKF: 1970

Date of IOC recognition: 1999

Disciplines

Disciplines managed by the WKF:

- Kumite
- Kata

World Championships

Year of first men's world championships: 1970

Year of first women's world championships: 1980

Number of men's world championships held to date: 19

Number of women's world championships held to date: 15

Frequency of world championships: Every two years (Men & Women)

Other multi-sport games

	Number of times on the programme	Year of most recent inclusion
World Games	6	2005
All-Africa Games	3	2007
Pan-American Games	4	2007
Asian Games	4	2006
Commonwealth Games	0	Not applicable
Universiade	0	Not applicable

3. UNIVERSALITY

3.1. Member national federations

The WKF has 173 member national federations corresponding to NOCs:

	NF 2008	% NOCs in continent	NF 2005
Africa	42	79%	40
America	36	86%	37
Asia	40	91%	37
Europe	48	98%	46
Oceania	7	41%	9
Total	173	83%	169

3.2. Active member national federations

Percentage of national federations that organised national championships within the last year (corresponding to the number of national federations affiliated to the IF):

Africa	100%
America	100%
Asia	100%
Europe	100%
Oceania	100%
Total	100%

Average percentage of national federations that took part in qualifying events for the last two world championships (corresponding to the number of national federations affiliated to the IF):

	Men	Women
Africa	25%	15%
America	31%	28%
Asia	48%	35%
Europe	86%	69%
Oceania	36%	29%
Worldwide	49%	38%

Percentage of national federations that took part in qualifying events for the World Games (corresponding to the number of national federations affiliated to the IF):

	Men	Women
Africa	12%	7%
America	17%	14%
Asia	13%	8%
Europe	31%	19%
Oceania	29%	14%
Worldwide	19%	12%

Average percentage of national federations that took part in the last and previous editions of the junior world championships (corresponding to the number of national federations affiliated to the IF):

	Men	Women
Africa	17%	11%
America	28%	23%
Asia	34%	17%
Europe	85%	64%
Oceania	29%	29%
Worldwide	38%	29%

Percentage of national federations that took part in last WKF continental championships (corresponding to the number of national federations affiliated to the IF).

	NF (2008)	NF (2005)
Africa	50%	55%
America	61%	54%
Asia	73%	61%
Europe	83%	83%
Oceania	86%	67%

3.3. Global spread of excellence

Total number of medals awarded at WKF world championship over the last 10 years: 259 (65 gold, 65 silver and 129 bronze)

	Number of countries that won medals	% compared to the affiliated NFs	Continental distribution of medals won
Africa	4	10%	10%
America	8	22%	19%
Asia	8	20%	19%
Europe	21	44%	50%
Oceania	1	14%	2%
Total	42	22%	100%

4. POPULARITY

4.1. Ticket sales and attendance

World championships (men & women combined):

	Tickets for sale	Tickets sold	Total attendance (including non-paying spectators)
Last	15,000	15,000	16,500
Previous	5,000	5,000	6,400

4.2. Media accreditation requests

Number of media accreditation requested and granted at the last two world championships:

	Last	Previous
Requested	250	230
Granted	215	200

4.3. Television coverage

World championships

Number of territories where the last two world championships were broadcast:

Last	Previous
56	56

Number of territories that paid for TV rights for the last two world championships:

Last	Previous
56	56

4.4. Press coverage

World championships

Number of articles published during the last two world championships:

Last	Previous
1,521	1,425

4.5. **New media**

- Average number of unique visits to the WKF's official website per day: 4,000
- Average number of page views of the WKF's official website per day: 20,000
- Average daily number of visits to the WKF's official website during the last world championship: 100,000

The WKF states that it has launched an online registration on its website whereby member national federations can register athletes and officials participating in the world championships. The WKF has also created an intranet and online message board to facilitate communication between members of the WKF Executive Committee and other committees/commissions. The WKF's accreditation system for events is also now managed through its website. Once registered, athletes and officials will be given their accreditation card upon arrival. The WKF has designed and is now using special software to manage the draws for competitions.

The software ensures that the draws are completely random. During karate competition, the WKF also uses software which monitors the process of the matches and immediately produces score sheets for distribution to the press and participating national federations. The results are also published on the WKF website. The final matches are broadcasted on the Internet with a few minutes delay. The WKF also issues informational news letters, which are available on the WKF website, and produces DVDs and photo CDs containing highlights and photos from the last world senior championships.

4.6. **Major sponsors**

Benefits that the WKF received from its five major sponsors from 2005 to 2008 (maximum five sponsors):

	Cash	VIK	Discounts	Services	Other
Adidas	X				
Arawaza	X				
Budoland Hayashi	X				
Sportmaster	X				
Tokaido	X				

5. TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

5.1. Judging/refereeing

Judging has a high impact on the result of a karate bout.

Summary of information provided by the WKF with respect to the steps taken to train, certify, select and evaluate judges and referees:

Training

The WKF provides training for referees and judges each year during the world championships. Senior referees also conduct WKF funded training courses for continental federations and national federations throughout the year.

Certification

Examination and certification takes place annually just prior to the world championships. Officials first qualify as seated judges and progress through two levels before becoming central referees. Central referees with 'A' qualifications are eligible to become match area controllers after five years of experience.

Selection

The WKF has put in place a ranking system for international officials based on reports from the Referees Commission and daily reports from match area controllers. The system ensures that the most suitably qualified officials are selected for the major championships.

Evaluation

The Referee Commission appoints two match area controllers and a trainee, who are responsible for selecting and reviewing the performance of officials. The match area controllers and the trainee must submit a daily report summarising the performance of each official to the Referee Commission, which reviews the reports and may decide on either promotion or sanctioning of officials.

5.2. Fairness, transparency and objectivity of results

The WKF provided the following information regarding the steps taken by the Federation to ensure fairness, transparency and objectivity of results in the sport:

On 1 January 2009, the WKF released a new set of competition rules. The main objective of these modifications was to introduce additional safety measures for young competitors, including the use of a protective face mask and body protection under the karate-gi. The modifications also included the simplification of scoring procedures, so that the rules are easier to comprehend for the general public.

Should there be a dispute over a referee's decision the WKF has a systematic process in place, which involves the Appeals Jury, the Organising Committee and the Referee Commission. The WKF's procedures have been upgraded over the years to reduce the number of protested decisions, and the number of protests has declined each year. During the last World Championship in Tokyo in 2008, no protests were registered for the first time ever in a World Championship.

5.3. Non-discrimination, fair play and solidarity

The WKF provided the following information regarding measures taken by the Federation to ensure non-discrimination, fair play and solidarity in the sport:

The WKF has adjusted its competition rules to increase penalties for actions which go against the notion of fair play. Also, weigh-ins are now done on the morning of each competition day so as to ensure that the athletes are not able to alter their weight between their weigh-in and their bout. The WKF has furthermore clarified the rules regarding referee citizenship, revised its complaints procedure and implemented anti-doping rules in accordance with the WADA Code. The WKF has Conflict of Interest Rules in place.

6. ATHLETE WELFARE

6.1. Anti-doping

The WKF has confirmed in writing that it has adopted the World Anti-Doping Code.

Doping controls

Statistical details on doping controls conducted by the Federation:

	Total number of tests	Total number of out-of-competition tests	Number of tests which resulted in Anti-Doping Rule violations
2003	517	15	5 (1.0%)
2004	571	Not available	Not available
2006	1,129	457	3 (0.3%)
2007	1,255	508	5 (0.4%)
2008	1,400*	570*	3 (0.2%)

** Extrapolation from data reported by national federations in 2008*

6.2. Monitoring athletes' health

The WKF has a Medical Commission which is not represented within the Federation's Executive Committee. The WKF and its Medical Commission publishes leaflets or brochures explaining health issues related to their sport. The WKF and its Medical Commission monitors athletes' health at a national level through national federations and at world championships.

Monitoring athletes' health - other

The WKF states that its Medical Commission has written a Medical Handbook, which outlines possible reasons to exclude an athlete from training and/or competition. The Handbook also provides guidance for doctors who carry out pre-competition physical examinations.

According to WKF competition rules, a medical supervisor must be present during the bout and medical advice can be sought by the referee at any moment in order to reduce the risk of injuries.

The WKF continues to conduct studies to identify potential injuries which can occur during karate competitions. Injury recording is mandatory at all world championships and continental championships. It is also encouraged for lower level tournaments, in order to improve the safety of karate athletes. The results of the studies have been used to develop safety equipment and competition rules.

7. DEVELOPMENT

7.1. Development of the federation

Strategic planning

The WKF states that it has a strategic planning process in place.

Main achievements

Information provided by the WKF with respect to its main achievements over the past three years:

The WKF has established new Statutes and Commission Rules. The world championship format has been amended to include new age and competition categories as well as the upgrading of competition rules. The WKF has also been working on the development of a Masters Cup to be launched in 2011.

The Federation has significantly increased its income through sponsorship and used these additional resources to boost the WKF's development activities. The WKF has also renewed its website and national federations participating in world championships can now register their athletes and officials online. The WKF has developed an electronic newsletter and they have started to produce DVDs and CDs, which feature highlights and photos from WKF events.

The WKF has also developed measures to improve and enhance athlete safety. This has entailed designing and manufacturing WKF patented face masks and body protectors for cadet competitions.

Main priorities

Summary of the information provided by the WKF with respect to the priorities in its strategic plan (full text provided in the annex):

Athletes	Revision of competition ages and weight categories and the creation of a new competition.
Coaches	Training and education programmes for coaches, focusing on instruction, education, competition rules, anti-doping prevention, and the issuing of an international license for coaches.
Anti-doping/medical	Educate athletes and coaches about anti-doping. Update anti-doping rules for 2009, which are in full compliance with the WADA Code.
Promotion of women	Further development of refereeing and technical programmes for females, mainly in West Asia and South America.
Sport administration	The WKF is satisfied with its current staff and organisation structure and sports administration is therefore not a first priority.
Communication/ marketing	In seven years, the WKF income has gone from nil to exceeding the amount it receives annually from membership fees. For the period 4 year period, 2008 - 2012, the WKF will continue to focus on communication and marketing.
Young people	Implementation of a new educational programme for children and youngsters, which includes a training camp and a new competition: the Children's World Cup. Use face mask and body protector for cadet competitions (14 - 15 year olds).
Development	The WKF will further improve competition monitoring software, post results and show final matches online, produce DVDs and also launch an e-shop.
Other - referee training	Organisation of referee training courses in regions the WKF believes are below average.

Strategic milestones

Summary of the information provided by the WKF with respect to the major milestones and challenges of its strategic plan (full text provided in the annex):

Major milestones and challenges	
Next year	The WKF will continue to organise annual children and youth camps and to launch a Children's World Cup. The WKF will also continue testing and consolidating the use of the new face masks and body protections for cadet competitions (14 - 15 year olds). Furthermore, the WKF will upgrade its competition monitoring software, presenting results and providing broadcasts of final matches live online. The WKF will also use new scoreboards with LCD screens at its events. The WKF will continue implementing its 2008 - 2011 marketing plan and seeks to develop the WKF e-shop. The online registration for the world championships will be upgraded.
Mid-/long-term	<ul style="list-style-type: none"> ▪ Organise annual children and youth camps and the Children's World Cup ▪ Prepare for the launch of the WKF's Masters Cup, which is scheduled for 2011. The Masters Cup will take place every two years and consists of three to five annual tournaments in different cities. The top 12 competitors in each even will participate in each event. ▪ Organise technical and referee education programmes in developing regions ▪ Organise development programmes for females ▪ Issue licenses for international coaches ▪ Work with an agency to develop a communication strategy which focuses on increasing awareness the WKF and its brand ▪ Own television production of the senior world championship and the Masters Cup ▪ Define qualification standards for the international karate events held worldwide.

Follow-up from the last report of the Olympic Programme Commission

The WKF states the following regarding the actions taken by the Federation following the Olympic Programme Commission Report to the 117th IOC Session (full text provided in the annex):

The WKF has launched a new organisational structure for the world championships, including a new layout of the arena, new competition categories, a new accreditation system and a new WKF ID-card. The WKF has also launched a new website which includes an online registration system for athletes and officials. The WKF is also producing an e-newsletter and has started producing DVDs and CDs with photos and highlights from its events.

The WKF has worked to further improve safety of athletes. In 2008, the WKF launched an international youth camp for 14 - 17 year olds, followed by a World Cup for young people. The WKF also completed a project development plan for a Senior Masters Cup, which will be launched in 2011.

The WKF has achieved a strong increase in broadcasting hours and improved its marketing revenues by 75% since 2005. The WKF has developed facilities for audiovisual follow-up and designed a medium and long-term marketing and communication strategy plan.

The WKF has 10 new additional national member federations. The Athletes Commission Chairman is now a member of both the WKF Sports Commission and the WKF Executive Committee, and the WKF's Executive Committee membership is 14% female. The WKF has also launched its first out-of-competition anti-doping programme.

7.2. Development of the sport

Main development programmes

Summary of the three main development programmes run by the WKF over the past five years:

- Technical/coaching programme: Since 1999, the WKF has organised and financed a number of technical courses that aim to improve the understanding of competition rules by trainers, teachers, coaches, etc. These courses have also been designed to address competition strategy and tactics. These courses are organised in regions where the development level is below average.
- Refereeing programme: Every year since 1999, the WKF has organised and financed a number of refereeing courses that aim to improve the level of referees in regions with less available resources. Referees from neighbouring countries are also always welcome to attend.
- Gender equity related programmes: Since 2003, the WKF has organised and financed annual courses which combine technical and refereeing skills, which aim to increase opportunity for women.

Youth development

Summary of the WKF's main development specifically aimed at young people:

- Youth World Camp & Youth World Cup: The WKF launched the Youth World Camp which combines training and competition, to teach young athletes the required technical skills and a better knowledge of competition rules. To help these young athletes practically apply what they learn during the Camp, the WKF launched the Youth World Cup competition, which is held the week following the Camp.
- Use of face mask and body protection for cadet competition (January 2009): Since 1 January 2009, the use of a WKF patented face mask and an inner body protection has been mandatory for all National and International Cadet Competitions (14 - 15 year olds)

8. GOVERNANCE

8.1. Status of Federation

The WKF has provided written confirmation that it is a non-profit organisation and that the Federation recognises the Court of Arbitration for Sport's jurisdiction and accepts the Code of Sports-related Arbitration.

8.2. Structure/composition of decision-making bodies

Board members

The WKF Board currently has 23 members, all of whom are elected for a period of four years. The continental breakdown of the members is presented below.

Africa	4
America	6
Asia	3
Europe	9
Oceania	1
TOTAL	23

Organisational structure

Number of full-time equivalent (FTE) staff employed by the Federation:

	1995	2000	2005	Currently
Number of FTE staff	2	2	3	4

8.3. Gender equity

In the sport

Average percentage of member national federations (corresponding to the number of national federations affiliated to the IF) that took part in qualifying events for the last world championships:

	2008
Men	45%
Women	35%

The WKF states the following regarding initiatives taken to increase gender equity in the sport:

- All WKF Commissions must have at least one female member and the WKF's Executive Committee has a 13% female membership, compared to 8% in 2005.
- The WKF's Gender Equity Commission has received an increased amount of funds through the WKF Development Programme.
- As of 1 January 2009, there are now 5 male weight categories and 5 female weight categories at the senior world championships, compared to 6 male and 3 female weight categories in previous years.

In the IF governing bodies

Composition of the WKF Executive Board:

2005		At present	
Men	Women	Men	Women
22	2	20	3

The WKF Executive Board has a female membership of 13%, which is an absolute increase of 5% from 2005.

8.4. Athlete representation

The WKF states that it has an Athletes' Commission, whose members are either elected by their peers or appointed by the Federation. One member of the Athletes' Commission has the right to participate in the WKF Executive Board, however they do not have voting rights. The Chairperson of the Athletes' Commission is also a member of the Sports Commission and has a direct influence on topics such as competition rules, equipment safety, etc.

8.5. Finance

- The share of the WKF's total income generated by marketing and broadcasting from 2004 to 2007: 35%
- The share of the WKF's total expenditures allocated to development from 2004 to 2007: 20%

8.6. Environment

The WKF's response and the lack of any specific environmental programme or action plans indicate that the WKF has only a limited understanding of the scope of environment/sustainability issues and opportunities related to its sport. Although karate is indeed a sport with a minimal direct impact in terms of resources consumed and waste created through the practice of the sport on a daily basis, karate nonetheless has some significant issues to manage in terms of facility operations, event hosting and travel.

The impact of the sport stems primarily from the location and construction of venues, the operations of those venues during and between events, the use of energy, water and materials and disposal of waste.

One specific category of issues related to combat sports and martial arts is that of equipment and flooring, particularly the use of padded materials and flooring which may contain large quantities of petroleum-derived substances that (a) can produce harmful fumes and (b) are impossible to recycle and even difficult to dispose of in a sustainable manner. WKF indicates however that the equipment, including flooring and protective items are all recyclable, though not yet biodegradable.

8.7. Ethics

The WKF states that:

- Copies of the WKF's Constitution/Statutes and Regulations/By-laws can be found on the Federation's website.
- Copies of the WKF's annual reports and audited financial statements for 2006/2007 are not on the Federation's website.
- The majority of the members on the WKF Executive Committee/Council/Board are elected by the membership.
- The WKF has an independent Appeals Commission/Panel and an Ethics Panel.

9. ANNEX

Value

Reasoning of proposal - full text:

The WKF states the following regarding the reasoning behind its choice of events for inclusion in the Olympic Programme:

The competition categories chosen are the same as those in the senior world championships. In this way, the top event of the WKF will be the main qualification event for the Olympic Games. As the senior world championships nowadays take place the even years, we have the intention of moving them to the odd years. Therefore the qualifying world championships for 2016 would be at the end of 2015, i.e. around 6 months before the 2016 Olympic Games. Also the continental championships, that will be the other qualification events for the Olympic Games, have the same competition categories as the world championships.

Rationale of proposal - full text:

The WKF states the following regarding its rationale for proposing karate for inclusion in the Olympic Programme:

WKF and karate will have increased resources to accelerate the spread of the sport and its social benefits. Expressing it in another way, what we have progressed and what we have achieved in the last decade, with the help of the Olympic rings would have done in a significantly shorter period of time

Added value for the Olympic Games - full text:

The WKF states the following regarding the added value karate would bring to the Olympic Games:

- Increase of female athletes: WKF proposal is 50%/50%
- Increase of spectators: High level WKF events have always stadiums with full occupation.
- Optimization of sport venues. WKF proposal is 2 days competitions, and karate competition can be hosted in any of the Basketball, Volleyball, Handball, Judo, Wrestling, Boxing, Taekwondo venues along the 16 days of duration of the Olympic Games.
- More access of countries to medals: We estimate that the 120 karate athletes participating in the Games will belong to more than 50 different countries from the 5 continents.
- Addition of an universal sport to the program with almost no additional cost
- Existence of paralympic modality: The World Karate Federation and karate have already multiple competitions for paralympics, also its own rules approved according the International Paralympic Committee, and participate in many integration activities worldwide.
- Dynamize the changes of the Olympic Programme and optimise its added value: The entrance of new sports will certainly incentive the IFs and consequently the performance of the different sports within the different families of sports present in the Olympic Programme. This corresponds to a concept of "dynamic balance" that through the introduction of slight short term "unbalances" allows to restore the balance every 4 years obtaining a better quality final product.
- As an example, the entrance of karate in the Olympic Program would allow the IOC to have a better view of the family of martial arts and combat sports for future Olympic Games, and would make much easier to take the relevant decisions for optimising the Program.

Impact of inclusion on sport and Federation - full text:

The WKF states the following regarding the impact that the inclusion of karate in the Olympic Games would have on their sport and the federation:

The Olympic Games are in many aspects considered to be the ultimate target, the pinnacle of achievement; to be there, to play a part, to be involved. The current social recognition of the value of a sport is mainly deriving from its presence in the Olympic Games. Consequently, almost all public and private resources dedicated to sport promotion, especially in countries under development, are focused on those disciplines that already benefit from the help of the Olympic Rings, thus further increasing the extent of an existing imbalance. Karate's inclusion in the Olympic Games would contribute in fostering the social benefits this sport provides in all five continents, therefore boosting the promotion of the Olympic spirit. Olympic karate would allow a greater dissemination of this sport in society. The dissemination of karate means the spread of its unquestionably positive values among all social backgrounds.

As regards to the impact on the federation, the WKF has a rather well organised and simple structure, without any major situation of internal or external conflict since more than a decade. This is one of the keys of the tremendous development of WKF since 1998, in spite of its limited resources, and it is a situation where the additional funding coming from the Olympic rings will meet the ideal conditions necessary to

optimise the use of funding in the promotion, structuring and reinforcement of the regional and national karate organisations worldwide.

Appeal of the Sport

Appeal to client groups - full text:

The WKF states the following regarding the appeal of karate for the following groups:

Young people	Karate is a dynamic, attractive, complete and exciting sport. Introduces in the youth a strong desire of personal growth
General public	Karate is a spectacular sport, with specific educational and social values very specifically associated with its practice, like are social integration, fairness and humility, physical and mental balance, rejection of violence and overcoming difficulties
Press	Karate is a sport with millions of supporters and practitioners
Television	Karate is a spectacular sport very easy to follow up and to broadcast and projects a very good image to the TV spectators
Sponsors	Karate has many millions of practitioners, and 2/3 of them are students. The same for the supporters. It has proved to have very good commercial expectations regarding the sport's equipment and the image, as the constant increase in the WKF incomes for these concepts is proving year after year

Increasing the appeal of the sport - full text:

The WKF states the following regarding the steps it has taken to increase the appeal of karate for the following client groups:

Young people	We have extended the official competition categories to the ages of 14 and 15 years
General public	New layout of the competition area that allows a better gathering and pick up by the public
Press	For the world championships we have hired a service for sending on real time to all the main media worldwide, through internet, pictures and images of the event at the end of each session of the event.
Television	We have incorporated an audiovisual facility for the follow up and better understanding of the sport by the TV spectators, which are dynamic graphs. This project has been developed in house by the WKF with the collaboration of the company MSL
Sponsors	We have an agreement signed with Adidas, valid until end of 2011, for the distribution and selling of the merchandising with the WKF logo. For the period of 4 years 2008-2011 we have limited a maximum number of 5 general sponsors worldwide for the WKF approved material, that has to be compulsorily worn in official WKF events and has to be accepted in all continental and national competitions

Development of the Federation

Main priorities - full text

Information provided by the WKF with respect to the priorities of its strategic plan:

Athletes	<ul style="list-style-type: none"> ▪ Revision of competition ages and weight categories (completed) ▪ Creation of a new competition (completed)
Coaches	<ul style="list-style-type: none"> ▪ Coaches training and evaluation programme: there is a strong need in instruction, education, awareness of rules, anti-doping prevention and the trainers are a key and guide for their athletes. ▪ Issue of an international license for coaches. The first draft of the project is already completed.

Anti-doping/medical	<ul style="list-style-type: none"> Education for athletes and coaches; in the last world championships in Tokyo in November 2008, the WKF, in co-operation with WADA has presented for the 1st time an athletes outreach programme. The WKF has just updated its anti-doping rules for 2009 which are in full compliance with WADA Code (confirmed by WADA in writing).
Promotion of women	<ul style="list-style-type: none"> Further development of refereeing, technical, etc. programmes for females, mainly in west Asia and South America.
Sport administration	<ul style="list-style-type: none"> This is our last priority as WKF team is competent and experienced enough and we believe to have covered our needs for the next years.
Communication/marketing	<ul style="list-style-type: none"> We intend to continue progress in this field; in 7 years the marketing incomes have passed from nil to a figure that is bigger than our annual incomes through membership fees, and for the new term of 4 years that has started in 2008 we have given to this programme a new and significant push.
Young people	<ul style="list-style-type: none"> Implementation of the educational programme for children and youth through a training camp and the establishment of a new competition: children world cup Use of face mask and body protector in the cadets competition (14 & 15 years old)
Development	<ul style="list-style-type: none"> Further improvement of new technologies for the competition monitoring software, online presentation of results and final matches, production of DVD, e-shop
Other - referee training	<ul style="list-style-type: none"> We want to increase the referee training courses in regions where the level is under the average; this will allow to incorporate referees of these countries to the world level without impacting negatively on the quality of judging and the fairness of the competitions

Strategic milestones - full text

Information provided by the WKF with respect to the major milestones and challenges of its strategic plan:

Major milestones and challenges	
Next year	<ul style="list-style-type: none"> Annual Children and Youth Camp - educational programme Annual Children World Cup - new competition only for children Testing and consolidation of the face mask and the body protection for children competition (14 & 15 years old) Upgrade of the competition monitoring software with Wi-Fi, results on line, live broadcasting of final matches through the Internet and use of new score-boards with LCD screens Operation of the new marketing programme for the term 2008-2011 Development of the WKF e-shop Upgrade of on-line registration for world championships Issue of the WKF ID card
Mid-/long-term	<ul style="list-style-type: none"> Annual Children and Youth Camp Annual Children World Cup Masters Cup - new elite competition event with the participation of the top 12 competitors of the world. It will take place every 2 years and its edition will consist of three to five annual tournaments in different cities. Prize money will be given in each tournament to all medallists and a greater prize will be give to the winner of all tournaments. First edition scheduled for 2011. Technical and refereeing education programmes in regions under development Development programmes for females Issue of the licence for international coaches (the first draft of the project is completed) Communication programme outsourced to a professional agency for increasing the awareness and knowledge of the World Karate Federation and the WKF brand Own WKF television production of the world senior championships and the masters cup, sending live the international TV signal Qualification of the international karate events worldwide in different levels, from 1 to 5 stars events. For this, the WKF will define the parameters and standards required.

Follow-up from the last report of the Olympic Programme Commission - full text

The WKF states that it took the following actions following the Olympic Programme Commission Report to the 117th IOC Session:

The WKF has significantly evolved and developed in the last 4 years. For a better understanding, these actions can be divided in those more "sport related" and those more "federation related".

Sport related

1. New organisational structure in the world championships: 4 competition areas in line, new layout of the whole arena, new format of competition categories and ages in junior and cadet world championships and in seniors, with gender equity. Already operative.
2. Improved athlete safety: Evolution of mitts, shin pads and feet protections and implementation of the face mask and inner body protection for cadets. Already operative.
3. Elite competition: Master's Cup, project development is finished and ready to be launched; the WKF is currently looking for a general sponsor that would assure the financial medium/long term viability of the competition, to be run in 3 to 5 annual events every other year the odd years. Its main goal is to increase and at the same time give continuity to the impact of karate in the media the years that we do not have the senior world championships. The first edition is expected to be launched in 2011.
4. New corporate website with on-line athletes' registration: WKF has doubled its web space to allow for the increasing traffic, with a renewed design. Members can register online for official events, can view at any time their registered officials and athletes, can keep all their data updated by themselves, as well as other informations and pictures. Also an electronic newsletter is produced during the official events on real time and transmitted to the network, and subsequently a DVD and a CD are produced. Already operative.
5. New accreditation system in world championships: We use no longer pre-made accreditation cards neither a second card for medical issues. Also special cards for media representatives are in effect. Already operative.
6. Competition information network: All competition areas are electronically linked WIFI on real time to the central table and the relevant commissions. Already operative.
7. Incorporation of the 14-15 ages to the competition: Since the 1st of January of 2009 the new ages of 14 & 15 years have been incorporated to the WKF competitions. It is the new cadet category, which will compete with face mask and inner body protection. Already operative.
8. International Youth Camp: First camp already taken place in 2008, for ages between 14 and 17, with WKF appointed experienced instructors followed by a "World Cup" competition the 2008 edition has been rather successful and the bulletin of the 2009 camp has already been circulated.
9. WKF ID card: Annual identification card issued by WKF upon participation in official event and upon demand. Will contain basic information of the card holder, including the Dan Degree and a 25% of the gross revenues will be returned to the national federations for karate promotion. Implemented in January 2009, already operative.

Federation related

1. Worldwide Broadcast through TV and Internet (signed agreements with Eurosport and with Universal Sports/WCSN). Many fold increase in broadcasting hours compared to 2005.
2. Facilities for audiovisual follow-up. In house WKF development in and with the company MSL.
3. Strategic plan developed and approved focused in marketing and communication for the medium and the long term.
4. 75% increase in marketing income since 2005.
5. Marketing income accounts in 2008 for 50% of WKF budget (25.8% in 2005, 38% in 2007).
6. New national federation's members (10 more than in 2005).
7. 14% of women now in the Executive Committee. In 2005 it was 8%.
8. 1st WKF out of competition ad programme run by WKF already in 2008, set up in agreement with WADA.
9. The Athletes Commission Chairman is member both of the WKF sports commission and the WKF Executive Committee.

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1. OLYMPIC PROPOSAL

1.1. Technical information

Discipline proposed for inclusion in the Olympic Games: Roller speed skating

Events proposed for inclusion in the Olympic Games: 10

Men	Women
<u>Track</u>	<u>Track</u>
500m sprint	500m sprint
1,000m	1,000m
10,000m elimination	10,000m elimination
15,000m points	15,000m points
<u>Road</u>	<u>Road</u>
Marathon	Marathon

Competition format

- 3 days of competition
- Day 1 - 500m sprint and 10,000m elimination (men & women)
 - 500m sprint - 50 skaters, with 10 heats of 5 skaters. The winners advance to 2 semi-finals of 5 skaters each. The first 2 in each semi-final and the person with the best third place time participate in the final.
 - 10,000m elimination - A total of 50 laps. After the first 5 laps are completed, the last skater to cross the starting line of each lap is eliminated. 5 athletes skate in the final lap.
- Day 2 - 1,000m and 15,000 points (men & women)
 - 1,000m - 50 skaters, with 5 heats of 10 athletes. The winners of the 5 heats plus the 10 best times participate in the final.
 - 15,000m points - A total of 75 laps. Points are assigned every second lap, with two points being awarded to the first skater to cross the line and one point to the second skater. For the final lap, the winner receives three points, the second placed skater receives two points and one point is awarded to the third place skater.
- Day 3 - Marathon (men & women)
 - Marathon - Road event of 42.195m with mass start.

Athlete quota:

Men	Women
50	50

Foreseen qualification system:

Selection to be based on results from continental championships. The following allocation takes into account the number of national affiliated federations and the skaters in each continent:

- Europe - 13 men and 13 women
- Asia - 13 men and 13 women
- America - 13 men and 13 women
- Africa - 6 men and 6 women
- Oceania - 5 men and 5 women

International and national officials

The number of international and national officials required to run the competitions at the Olympic Games would be:

International	National
10	2

Other discipline(s)/event(s) which may be proposed for inclusion in future Olympic Games:

- Skateboarding
- Downhill
- Inline hockey
- Figure skating
- Freestyle
- Rink hockey
- Aggressive
- Alpine

Sport presentation

Description of the way the event is/would be presented at the following competitions:

Major Competitions:

- Live music
- Sport demonstrations

Olympic Games:

- Live music
- In-venue entertainment
- TV and Web promotion
- Video boards

1.2. Venue and equipment

Competition/warm-up/training venue requirements:

Competition venue	
Number of venues	1 or 2
Type of venue(s)	200m polyurethane track or a 400m - 600m road circuit (minimum width 8m) and a paved road for marathon
Capacity of competition venue(s) required	Minimum of 3,500 spectators
Average cost of infrastructure(s) needed	USD 266,000 - 400,000 - outdoor track USD 670,000 - 950,000 - indoor track
Possibility of sharing the venue(s) with other sports	Yes (athletics - marathon and race walk)
Technical requirements	Electronic timekeeping, photo finish, video scanner, lap counter, bell, large TV screen, loudspeaker
Warm-up venue	
Number of venues	1
Type of venue(s) needed	300m of straight road surface or 300-400m circuit
Training venue	
Number of venues	1
Type of venue(s) needed	200m polyurethane track or a 400m - 600m road circuit (minimum width 8m) and a paved road for marathon
Possibility of sharing the venue(s) with other sports	Yes (athletics - marathon and race walk)
Technical requirements	None

Sports equipment

The FIRS states that no particular equipment is required to run the competition.

Personal equipment

The cost of personal equipment a person needs to:

- Compete at elite level: USD 1,105 (skates, wheels, helmet and uniform)
- Get involved in the sport: USD 120 (skates and helmet)

1.3. Value

Rationale/reasoning of proposal

The FIRS states that it has proposed roller speed skating because it the most interesting roller sport for both spectators and TV broadcasters. Meanwhile, the 5 events would allow both sprinters and long distance skaters to compete in the Olympic Games. The inclusion of roller speed skating on the Olympic Programme would increase the appeal of the Olympic Games among young people. The sport is spread amongst both men and women on all 5 continents, with 14 countries belonging to 4 different continents winning medals at the 2008 world championships. Roller sports are practised by 50 million people around the world, and the FIRS has more than 1 million affiliated skaters through its 112 national federations.

Added value for the Olympic Games

The FIRS states that inclusion of roller speed skating in the Olympic Programme would reconcile young people with the Olympic Games, as they are no longer as attracted by the traditional Programme. It would also represent the expression of a sport practised by more than 50 million people and by more than one million card-carrying athletes.

Roller speed skating is an ecological sport that can offer a model for pollution reduction in big cities. By including roller speed skating in the Olympic Games, the IOC could demonstrate leadership in providing environmental protection for future generations.

The inclusion of roller speed skating could possibly provide the IOC with additional broadcasting revenues, as broadcasters find the sport attractive for young people.

Impact of inclusion on the sport and Federation

The FIRS states that the inclusion of roller speed skating in the Olympic Programme would guarantee the FIRS the economic resources to help countries emerging in the discipline. It would also allow the FIRS to extend and organise other disciplines worldwide.

1.4. Appeal of the sport

Appeal to client groups

The FIRS states the following regarding the appeal of the sport for the following client groups:

Young people	Roller speed skating is cheap to practise, easy to learn, attracts young people, and can be practiced outdoors.
General public	Roller speed skating is fun, a good form of exercise, and a good mode of transportation. It can be practiced by men and women of all ages.
Press	The visual images of roller speed skating are spectacular and attract attention from a wide audience.
Television	Roller speed skating is fresh, dynamic and competitive and easily creates emotions among the TV audience.
Sponsors	The growth trend and the dynamism and speed of roller sports make it a strategic investment for all types of sponsors.

Increasing the appeal of the sport

The FIRS states the following regarding the steps it has taken to increase the appeal of the sport for the following client groups:

Young people	The FIRS is increasing the emphasis placed on web-based communication tools, including forums, blogs, You Tube and Facebook. These tools are used by many young people around the world to arrange time and locations to meet to skate.
General public	The FIRS organises "Roller Green Days", where millions of skaters worldwide meet to spend the day skating.
Press	In recent years, journalists have been asking for an increasing number of interviews with managers, athletes and event organisers.
Television	The FIRS is continuing to build relationships with agencies to ensure a more efficient distribution of roller sport images worldwide.
Sponsors	The FIRS has developed a corporate identity in order to promote the values of skating in a more effective way. A real FIRS brand has been launched for a better spread of the FIRS image and the logo has been revised. The FIRS is working with roller skate and accessories producers and others in the sporting industry to further develop and promote skating. The FIRS has applied the same approach in its collaboration with companies in other industrial sectors. The FIRS is also present in the major international forums during which important trade agreements are settled and network relations are consolidated.

1.5. Participation of best athletes in the Olympic Games

The FIRS states that all roller speed skating athletes worldwide have the great ambition to participate in the Olympic Games, and that all the best skaters would compete in the Olympic qualification events. All other competitions would be stopped during the Olympic qualifications and the Olympic Games. Roller speed skaters are not guaranteed high remunerations and participation in the Olympic Games would provide them with an opportunity to increase their scarce earnings.

2. HISTORY AND TRADITION

Establishment

Year of establishment of the FIRS: 1924

Date of IOC recognition: 1998

Disciplines

Disciplines managed by the FIRS:

- Roller speed skating
- Roller artistic skating
- Rink hockey
- Roller inline hockey
- Inline downhill
- Freestyle
- Skateboarding

World championships

Year of first men's world championships: 1937

Year of first women's world championships: 1954

Number of men's world championships held to date: 35

Number of women's world championships held to date: 33

Frequency of world championships: Annually (men & women)

Other multi-sport games

	Number of times on the programme	Year of most recent inclusion
World Games	7	2005
All-Africa Games	0	Not applicable
Pan-American Games	8	2007
Asian Games	1	2007
Commonwealth Games	0	Not applicable
Universiade	0	Not applicable

3. UNIVERSALITY

3.1. Member national federations

The FIRS has 111 member national federations corresponding to NOCs:

	NF 2008	% NOCs in continent	NF 2005
Africa	20	38%	9
America	28	67%	21
Asia	20	45%	14
Europe	41	84%	34
Oceania	2	12%	2
Total	111	54%	80

3.2. Active member national federations

Percentage of national federations that organised national championships within the last year (corresponding to the number of national federations affiliated to the IF):

Africa	40%
America	79%
Asia	75%
Europe	78%
Oceania	100%
Total	71%

Average percentage of national federations that took part in qualifying events for the last two world championships (corresponding to the number of national federations affiliated to the IF):

	Men	Women
Africa	5%	3%
America	80%	59%
Asia	53%	48%
Europe	55%	47%
Oceania	100%	100%
Worldwide	59%	51%

Percentage of national federations that took part in qualifying events for the World Games (corresponding to the number of national federations affiliated to the IF):

	Men	Women
Africa	0%	0%
America	18%	14%
Asia	15%	15%
Europe	15%	15%
Oceania	100%	100%
Worldwide	14%	13%

Average percentage of national federations that took part in the last and previous editions of the junior world championships (corresponding to the number of national federations affiliated to the IF):

	Men	Women
Africa	0%	0%
America	48%	41%
Asia	60%	58%
Europe	49%	43%
Oceania	100%	75%
Worldwide	64%	54%

Percentage of national federations that took part in last FIRS continental championships (corresponding to the number of national federations affiliated to the IF):

	NF (2008)	NF (2005)
Africa	60%	33%
America	75%	69%
Asia	70%	50%
Europe	71%	50%
Oceania	100%	100%

3.3. Global spread of excellence

Total number of medals awarded at the world championship over the last 10 years: 300
(100 gold, 100 silver and 100 bronze)

	Number of countries that won medals	% compared to the affiliated NFs	Continental distribution of medals won
Africa	0	0%	0%
America	5	18%	34%
Asia	2	10%	13%
Europe	6	15%	40%
Oceania	2	100%	13%
Total	15	13%	100%

4. POPULARITY

4.1. Ticket sales and attendance

World championships (men & women combined):

	Tickets for sale	Tickets sold	Total attendance (including non-paying spectators)
Last	40,000	28,000	33,000
Previous	116,000	101,000	116,000

4.2. Media accreditation requests

Number of media accreditation requested and granted at the last two world championships:

	Last	Previous
Requested	90	110
Granted	90	110

4.3. Television coverage

World championships

Number of territories where the last two world championships were broadcast:

Last	Previous
13	16

Number of territories that paid for TV rights for the last two world championships:

Last	Previous
10	9

4.4. Press coverage

World championships

Number of articles published during the last two world championships:

Last	Previous
Not available	

4.5. **New media**

- Average number of unique visits to the FIRS' official website per day: 797
- Average number of page views of the FIRS' official website per day: 7,871
- Average daily number of visits to the FIRS' official website during the last world championship: 1,785

The FIRS states that its website contains videos of the world championships of all roller sport disciplines and FIRS major assemblies. The website also contains video and photo galleries. An online back office administration panel is available for the board members of the FIRS.

4.6. **Major sponsors**

Benefits that the FIRS received from its five major sponsors from 2005 to 2008 (maximum five sponsors):

	Cash	VIK	Discounts	Services	Other
Vesmaco	X				
Rollerblade	X	X		X	
Fila	X	X		X	
Roces	X	X		X	
Kia	X	X			

5. TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

5.1. Judging/refereeing

Judging has a low impact on the result of a roller speed skating event.

Summary of information provided by the FIRS with respect to the steps taken to train, certify, select and evaluate judges and referees:

Training

Every year, the FIRS organises technical clinics for judges in all the disciplines.

Certification

National judges who have completed the required technical courses, have 5 years of experience, and are fluent in English and/or Spanish may take an international test. This test, which is offered at the world championships, comprises a written and an oral component. Only those who pass the written test take the oral test. Based on the test results, a FIRS Commission selects candidates to be appointed as international judges.

Selection

Judges are selected based on both their previous experience and their performance during continental events and world championships. The Chief Referee evaluates their performance and prepares a report following each event observed. Those judges that receive the highest evaluation will be appointed by the Comité International de Course (CIC) to judge at the World Championships.

The CIC is also responsible for selecting the Chief Referee. The CIC makes this decision during a preparatory meeting which is held one day before the event starts.

Evaluation

The CIC evaluates judges based on their skills and determines who may be appointed Chief Referee. These evaluations are conducted during the world championships.

5.2. Fairness, transparency and objectivity of results

The FIRS provided the following information regarding the steps taken by the Federation to ensure fairness, transparency and objectivity of results in the sport:

The actions taken to ensure fairness, transparency and objectivity of results vary per discipline. For roller speed skating, results are determined objectively through an electronic timekeeper, a photo-finish system, and a video scanner. The FIRS supervises the fairness, transparency and objectivity of the judges, and may adopt measures of expulsion if necessary.

5.3. Non-discrimination, fair play and solidarity

The FIRS provided the following information regarding measures taken by the Federation to ensure non-discrimination, fair play and solidarity in the sport:

FIRS competitions are open to all national federations, without discrimination of race and/or religion. The FIRS also encourages the participation of developing countries at its events by providing financial assistance, including lodging and per diems to their best skaters. In the 2008 World Championship in Spain, 60 athletes from developing countries received free board and lodging.

6. ATHLETE WELFARE

6.1. Anti-doping

The FIRS has confirmed in writing that it has adopted the World Anti-Doping Code.

Doping controls

Statistical details on doping controls conducted by the Federation:

	Total number of tests	Total number of out-of-competition tests	Number of tests which resulted in Anti-Doping Rule violations
2003	86	0	3 (0.7%)
2004	102	0	1 (0.1%)
2006	112	0	2 (1.7%)
2007	125	0	0
2008	127	0	0

6.2. Monitoring athletes' health

The FIRS has a Medical Commission which is represented within the Federation's Executive Committee. The Commission does not publish leaflets or brochures explaining health issues related to the sport. The Commission monitors athletes' health at a national level through national federations and at world championships.

Monitoring athletes' health - Other

The FIRS has established a Medical Commission, which is composed of 3 doctors, and which monitors athletes health. A second Commission, which is also composed of 3 doctors, is responsible for the anthropometric evaluation of athletes.

7. DEVELOPMENT

7.1. Development of the Federation

Strategic planning

The FIRS states that it has a strategic planning process in place.

Main achievements

Information provided by the FIRS with respect to its main achievements over the past three years:

The FIRS achieved an increase in the number of member federations participating in the world championships and noted an increase in the qualitative level of the athletes and the organising committees. More than 50 countries from the 5 continents participated in each world championship, and there was equal participation of men and women. The FIRS has further developed disciplines in Central and South America, Asia and Africa and has implemented anti-doping monitoring according to WADA requirements.

Main priorities

Summary of the information provided by the FIRS with respect to the priorities in its strategic plan (full text provided in the Annex):

Athletes	Monitor athlete health
Coaches	Update technical skills of coaches
Anti-doping/medical	Dissemination of WADA information
Promotion of women	Equal participation by men and women in the sport
Sports administration	Continental organisation
Communication/marketing	Promotion of the FIRS brand
Young people	Develop roller sports as a sport for young people
Development	Increase the number of affiliated federations
Other: Olympic Games	Obtain a place on the Olympic Programme for the 2016 Olympic Games

Strategic milestones

Summary of the information provided by the FIRS with respect to the major milestones and challenges of its strategic plan (full text provided in the annex):

Major milestones and challenges	
Next year	The main objective for the FIRS in 2009 is to obtain a place on the Olympic Programme for the 2016 Olympic Games.
Mid-/long-term	<ul style="list-style-type: none">Variety of promotional activities to obtain a place on the Olympic ProgrammeProvide invitations to all IOC members to attend the World Roller Speed Skating Championships, to ensure they have the information they require when they vote about which sport(s) to include on the Olympic Programme

Follow-up from the last report of the Olympic Programme Commission

The FIRS states the following regarding the actions taken by the Federation following the Olympic Programme Commission Report to the 117th IOC Session (full text provided in the Annex):

The FIRS increased its activity of meetings with the majority of IOC members so they are aware which discipline (roller speed skating) the FIRS is asking for inclusion in the Olympic programme. The FIRS also sent all IOC members a short three-minute video about roller speed skating and its appeal to young people.

7.2. Development of the sport

Main development programmes

Summary of the three main development programmes run by the FIRS over the past five years:

- Increase the number of affiliated federations and encourage their participation in the world championships and their relationship to their respective NOC
- Development of roller sports in Africa, Central America and Asia
- Technical seminars for judges and trainers

Youth development

Summary of the FIRS' main developments specifically aimed at young people:

The FIRS aims to increase the number of disciplines under its control, particularly those disciplines which appeal to young people.

8. GOVERNANCE

8.1. Status of Federation

The FIRS has provided written confirmation that it is a non-profit organisation and that the Federation recognises the Court of Arbitration for Sport's jurisdiction and accepts the Code of Sports-related Arbitration.

8.2. Structure/composition of decision-making bodies

Board members

The FIRS Board currently has 12 members, all of whom are elected for a period of four years. The continental breakdown of the members is presented below.

Africa	1
America	2
Asia	1
Europe	6
Oceania	2
TOTAL	12

Organisational structure

Number of full-time equivalent (FTE) staff employed by the Federation:

	1995	2000	2005	Currently
Number of FTE staff	1	1	4	7

8.3. Gender equity

In the sport

Average percentage of member national federations (corresponding to the number of national federations affiliated to the IF) that took part in qualifying events for the last world championships:

	2008
Men	59%
Women	51%

The FIRS states the following regarding initiatives taken to increase gender equity in the sport:

There is equal participation of men and women across all disciplines under FIRS control and in the world championships.

In the IF governing bodies

Composition of the FIRS Executive Board:

2005		At present	
Men	Women	Men	Women
4	1	5	1

The FIRS Executive Board has a female membership of 16.7%, which is an absolute decrease of 3.3% from 2005.

8.4. Athlete representation

The FIRS states that it has an Athletes' Commission, whose members are elected by their peers. One member of the Athletes' Commission has the right to participate in, and vote at, the FIRS Executive Board meetings. Athletes' Commission members may also provide feedback during Technical Commission meetings, which are held at the start of each world championship.

8.5. Finance

- The share of the FIRS' total income generated by marketing and broadcasting from 2004 to 2007: 52%
- The share of the FIRS' total expenditures allocated to development from 2004 to 2007: 22%

8.6. Environment

The FIRS response indicates a partial understanding of environment/sustainability issues as they apply to its sport. Clearly a commitment has been made and some significant activity is under way. More detail of concrete results would be useful, however, and allow for a more thorough analysis of FIRS activities.

The FIRS does not appear to understand what is meant by Environmental Assessments. Nonetheless, roller sports as currently practised do not lead to major environmental impacts, making environmental assessments of minor importance at any time other than the possible location and construction of new facilities, and the hosting of major events.

The impact of roller sports stems primarily from the location and construction of venues, the operations of those venues during and between events, the use of energy, water and materials and the disposal of waste.

8.7. Ethics

- Copies of the FIRS Constitution/Statutes and Regulations/By-laws can be found on the Federation's website.
- Copies of the FIRS annual reports and financial statements for 2006/2007 are not on the Federation's website.
- The majority of the members of the FIRS Executive Committee/Council/Board are elected by its membership.
- The FIRS has an independent Appeals Commission/Panel.
- The FIRS does not have an Ethics Panel.

9. ANNEX

Value

Reasoning of proposal - full text:

The FIRS states the following regarding the reasoning behind its choice of events for inclusion in the Olympic Programme:

FIRS esteems that those races are the most spectacular and interesting to spectators and televisions. Furthermore these ensure victory to sprinters and long distance skaters.

Rationale of proposal - full text:

The FIRS states the following regarding its rationale for proposing roller speed skating for inclusion in the Olympic Programme:

FIRS esteems that the inclusion of roller speed skating in the Olympic Program could make fresh the program and being interesting to youth, young athletes and young spectators. Roller sports is the sport of the XXI Century. Young, dynamic, athletic, fast, amazing for public and televisions, with the certainty of results givens by timekeeping and photofinish. Practised at the same level by men and women. Spread in all the 5 continents. Popular from North Europe to Europe. From Asia to South and Central America, from North America to Oceania. 14 countries belonging to 4 continents won medals at the 2008 World Championships. Roller sports are practised by 50 millions people in the world, more than 1 million affiliated skaters in our 112 national federations being FIRS members.

Roller skating is a young sport that may let youth approach the Olympic Movement again because no more interested in some sports disciplines included in the programme of the Games.

Added value for the Olympic Games - full text:

The FIRS states the following regarding the added value roller speed skating would bring to the Olympic Games:

- To reconcile to the Olympic movement and to the Olympic Games young people, who are no more attracted by the traditional program.
- To represent the expression of a sport practised by more than 50 million people and by more than 1 million card-carrying athletes
- To give a contribute to the environmental protection. An ecological sport that can offer to the Olympic movement a model to look at the environmental protection and at the pollution reduction especially in the big towns.
- A young and ecological sport that can give to the IOC the opportunity to demonstrate to the world that sport looks with attention at the environmental protection to safe future generations
- To guarantee to the IOC a possible economical profit from broadcasting which find our dynamic sport very attractive for youth.

Impact of inclusion on sport and Federation - full text:

The FIRS states the following regarding the impact that the inclusion of roller speed skating in the Olympic Games would have on its Federation and the sport:

- The inclusion in the Olympic program of roller sports can guarantee to FIRS the economic resources to help countries emerging in our disciplines.
- To extend and organise world-wide the number of other disciplines
- The inclusion will be a great attraction for young people, who could have the opportunity to reconcile to the Olympic movement, having the possibility to take part at the games with their sport

Appeal of the sport

Appeal to client groups - full text:

The FIRS states the following regarding the appeal of the sport for the following client groups:

Young people	Roller sports are sports which attract young people, for their sense of freedom, and freshness; they are easy to learn and cheap. Roller sports are spectacular, dynamic and can be practised in the open air.
General public	They are mass sport practised by more than 50 million people in the world, because they are pure fun and exercise as well as a means of transporting. Roller sports are transverse: they are appreciated and practised by men and women in all age groups.
Press	Images of roller sports are highly spectacular and attract many and different kinds of public; they awaken the attention of the traditional press as well as of the web press.
Television	Roller sports offer show, competitiveness and emotions. a fresh and dynamic sport with an high media power: 40 athletes on a 200m track are a breathtaking show.
Sponsors	Roller sports have a trend of exponential growth and this makes them very interesting not only for the sponsors of their area. The variety and the differences of roller sports target make them strategic for sponsors of every category because they are synonym of dynamism, speed and balance.

Increasing the appeal of the sport - full text:

The FIRS states the following regarding the steps it has taken to increase the appeal of their sport for the following client groups:

Young people	FIRS aim to a young public speaking its language. An increasing attention is addressed to the most immediate and interactive communication forms represented by web 2.0: not only the institutional site but also forums, you tube, Facebook, blogs. There are links on web sites that young people visit to meet every Friday evening in many big towns all over the world to skate as groups in the heart of the town.
General public	One of the most important event organised by FIRS are "the roller green days": a full day to pass skating together with relatives, friends, and people, who share the same passion. Millions of skaters from all over the world meet and spend a whole day doing together what they like most: skating, contributing to the environmental protection.
Press	Presence in the major international forum becomes the occasion for increasing and consolidating the relations network with journalists. In recent years there are always more headings asking for interviews with managers and athletes of skating and news about the conduct of the major events.
Television	The world of television is always more concerned with the various disciplines of skating. Important relationships with agencies are building, to obtain a more efficient distribution of images of roller sports in the world.
Sponsors	A corporate identity has been conceived and developed for promoting in a more effective way the values of skating. And a real FIRS branding has been created to revise logo and actions for a better spreading of FIRS image. Strong synergies with the industrial world were created, that have led to the creation of a pool in which the major world producers of skates and accessories take part, to finalize projects aiming to the promotion and the development of skating. The same strategic approach has been carried out with companies belonging also to other industrial sectors. FIRS is also present in the major international forum during which important trade agreements have been settled as well as network and relations have been consolidated.

Development of the Federation

Main priorities - full text

Information provided by the FIRS with respect to the priorities in its strategic plan:

Athletes	Monitoring health
Coaches	Technical updating
Anti-doping/medical	Spreading of WADA info
Promotion of women	Total equity in FIRS
Sport administration	Continental organisation
Communication/marketing	Promotion of the image of the IF for main sponsors
Young people	Roller Sports: sports of the XXI century, young sport for young people
Development	Increase of affiliated federations
Other: Olympic Games	Our sport deserves to be at the Olympic Games. Achievement of the Olympic target.

Strategic milestones - full text

Information provided by the FIRS with respect to the major milestones and challenges of its strategic plan:

Major milestones and challenges	
Next year	Achieve the Olympic goal at IOC Session in Copenhagen 2009.
Mid-/long-term	Promotion in order to achieve the Olympic goal. Invitation to all IOC members to attend the World Roller Speed Skating Championships so that at the right moment they may vote in full cognition of facts.

Follow-up from the last report of the Olympic Programme Commission - full text

The FIRS states that it took the following actions following the Olympic Programme Commission Report to the 117th IOC Session:

The FIRS increased its activity of meetings with the majority of IOC members in order to let them understand for which discipline (roller speed skating) we are asking for the inclusion in the Olympic programme. Furthermore the FIRS prepared a short video (3 minutes) sent to all the IOC members to show what is roller speed skating and its appeal towards young people.

International Rugby Board

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1. OLYMPIC PROPOSAL

1.1. Technical information

Discipline proposed for inclusion in the Olympic Games: Rugby sevens

Events proposed for inclusion in the Olympic Games: 2

Men	Women
Rugby sevens	Rugby sevens

Competition format:

- 2 to 4 days of competition
- 12-team (16-team format also possible)
 - For 12-team format: 2 pools of 6 teams played over 4 sessions. The 2 top teams in each pool qualify for semi-finals. The teams placed 3 - 6 in their pools play for placement in knock-out competition.

Athlete quota:

Men	Women
144 (12 teams x 12 athletes)	144 (12 teams x 12 athletes)

Foreseen qualification system (12-team scenario):

- 12 teams would qualify through a dedicated Olympic qualification process structured around the existing 6 IRB regional sevens tournaments (Africa, Asia, Europe, Oceania, North America & the Caribbean and South America).
- All member nations of the IRB would be required to compete in their respective regional tournament to secure a qualification place for the Olympic Games.
- All qualification tournaments would be completed no later than the year preceding the Olympic Games.

International and national officials:

The number of international and national officials required to run the competitions at the Olympic Games would be:

International	National
12	22

Other discipline(s)/event(s) which may be proposed for inclusion in future Olympic Games:

- Rugby fifteens
- Tag rugby
- Touch rugby
- Beach rugby

Sport presentation:

Description of the way the event is/would be presented at the following competitions:

Major competitions:

- Scoreboards
- Large TV screens showing live coverage of the match, replays and player interviews
- Local cultural displays
- Acrobats
- Youth rugby exhibition matches
- Skills competition for the spectators
- Parades of participating nations
- Interactive games and singing involving the fans
- In-venue announcements, including match schedule and competition standings

Olympic Games:

- Scoreboards
- Large TV screens showing live coverage of the match, replays and player interviews
- Other elements to be determined in cooperation with the IOC and the OCOG

1.2. Venue and equipment

Competition/warm-up/training venue requirements:

Competition venue	
Number of venues	1 or 2
Type of venue(s)	Grass playing field not exceeding 110 x 70m. The venue can be either permanent or temporary.
Capacity of competition venue(s) required	Minimum 25,000 spectators
Average cost of infrastructure(s) needed	According to IRB, it is not possible to be specific on the costs for a purpose built stadium as the factors involved in this greatly vary depending on where the facility is located. To enable a benchmark of the cost of venue, a set criterion (location, existing infrastructure etc) would be required.
Possibility of sharing the venue(s) with other sports	Yes (football, athletics)
Technical requirements	Floodlights (evening games), digital clock, video board, scoreboard, computer, TV monitors and audiovisual system
Warm-up venue	
Number of venues	1
Type of venue(s) needed	Grass/artificial turf area either before the goal line at either end of the pitch or at an area close to the stadium
Training venue	
Number of venues	6 (fewer if scheduled accordingly)
Type of venue(s) needed	Grass/artificial turf area, gym and pool facilities
Possibility of sharing the venue(s) with other sports	Yes (football)
Technical requirements	None

Sports equipment

Sports equipment required to run the competition:

Equipment	Goalposts	Goalpost protection padding	Match balls	Corner & touch line poles & flags	Touch flags (for assistant referees)
Quantity	2 sets	2 sets	30	14	6
Total average cost	USD 8,000	USD 1,600	USD 1,500	USD 1,000	USD 150

Personal equipment

The cost of personal equipment a person needs to:

- Compete at elite level: USD 150 - 380 (boots, socks, shorts, jersey, mouth guard)
- Get involved in the sport: USD 0 - 90 (boots, socks, shorts, shirt, mouth guard)

1.3. Value

Rationale/reasoning of proposal

The IRB states that whilst rugby is played in more than 118 territories, re-inclusion in the Olympic Programme would provide an even stronger platform for rugby to reach out to new audiences. An Olympic Games rugby sevens tournament would be the pinnacle in rugby sevens across both the men's and women's game. Indeed rugby sevens has proved the biggest driver in developing the women's game over the past decade.

Should rugby sevens be included in the Olympic Programme, it would also provide the IRB with an opportunity to continue to develop ties with other sporting Federations to work on common matters of best practice and athlete welfare. Re-inclusion would also be commercially beneficial to rugby and for sevens, unlocking additional sponsorship activation and government funding to further the development of the game worldwide.

Rugby sevens has proved successful at major multi-sports championships, with its fast-pace and easy rules making it appealing to both spectators and commercial interests such as broadcasters and sponsors. The stadium atmosphere tends to be both family-friendly and youth-oriented. Rugby sevens has a flexible tournament format in terms of team numbers and can easily adapt to multi-sport venues. Small nations, which usually do not feature on the Olympic podium, would be competing for medals in rugby sevens should it be included in the Olympic Programme.

Added value for the Olympic Games

The IRB states that rugby sevens could add to the Olympic Movement by promoting sport, the Olympic Games and their values throughout the entire four-year Olympiad. Rugby sevens is easily understood and the tournaments tend to carry a special festival atmosphere that has proven a successful way to introduce new audiences. The combination of skills, teamwork and speed blend with the short duration of the matches to produce a competitive format. There are regular upsets in rugby sevens and smaller nations that usually are usually competitive in the Olympic Games are provided with real medal opportunities.

Often played out in front of full stadiums, rugby sevens has already been on the programme of the Commonwealth, Asia, Pan-American, All-Africa and World Games. The sport has proved appealing to both broadcasters and sponsors as it is televised in more than 100 territories. Rugby exemplifies traditional sporting and Olympic values of fair play, team work, camaraderie and respect and can play a role in helping the Olympic Games to continue their growth. The women's sevens game is currently experiencing unprecedented global growth and interest. The IRB can also guarantee that the top players would be in attendance, should rugby sevens be included in the Olympic Programme.

Impact of inclusion on the sport and Federation

The IRB states that, aside from providing the best sevens athletes with the ability to realise their dreams and compete at an Olympic Games, inclusion would have a profound effect on the profile and development of rugby worldwide. Olympic inclusion would position the sport to a global audience of billions, promoting rugby as a game that encapsulates strong values and provides excitement and entertainment in a two or three-day package.

The IRB believes the Olympic Games would provide a unique spark to further drive rugby participation globally among young boys and girls, men and women, particularly in target developing markets. The IRB recognises that Olympic inclusion would provide the gateway for additional funding and support for rugby in a number of countries worldwide, unlocking government funding and support in key markets such as Africa, Asia, North America and Russia. The IRB would work in partnership with countries in these markets to ensure that rugby and sport are accessible to all and provide an infrastructure that promotes healthy living and builds social skills and values.

1.4. Appeal of the sport

Appeal to client groups

The IRB states the following regarding the appeal of the sport for the following client groups:

Young people	Sevens is a sport that anyone can play with just a ball and it has become the most popular form of rugby to be played among young boys and girls. Its short-sharp action is attractive to young players and audiences and it has a strong entertainment programme in addition to the matches. Sevens promotes fair play, respect and teamwork and the top rugby sevens athletes are excellent role models. Sevens exemplifies the skills that are unique to rugby - skills that children want to emulate. Sevens players are typically between 18 and 30 years old.
General public	Sevens action is short, sharp and easy to understand, with a game every 20 minutes and up to 16 matches in a day. Sevens is family-friendly and attracts full stadiums at many major multi-sports championships. Sevens players, who are rugby's fittest athletes, are excellent role models and are easily accessible. Sevens exemplifies values such as teamwork and respect.
Press	Rugby sevens' is competitive and there are plenty of upsets. It is also played in international locations attractive to the world's media. The IRB best practice for media operations means that statistics, results, players and information are all easy to access. Accessibility of athletes is a major appeal to the press, giving them access to the stars of today and tomorrow. There are also a number of rugby sevens dedicated websites.
Television	Rugby sevens has a fast, explosive, competitive and easy-to-understand format, which is suitable for TV. There is an opportunity for commercial breaks every seven minutes. The stadiums are usually full, creating a good atmosphere. The fact that upsets are common increases the appeal for the viewers and implies that many countries have medal opportunities.
Sponsors	Sevens represents two or three days of live, delayed and highlights television exposure in over 100 territories worldwide. Sevens is family-friendly and tournaments incorporate entertainment villages around the match venue. The sport exemplifies the values of respect, fair play and teamwork and attracts government support. Sevens supporters travel, have disposable income and are of the 18-30 ABC1 profile.

Increasing the appeal of the sport

The IRB states the following regarding the steps it has taken to increase the appeal of the sport for the following client groups:

Young people	Sevens is characterised by crowd interaction and builds heroes and shows like no other rugby format. Non-contact tag and touch rugby have proved popular in introducing new young players to the sport. All IRB member unions must have programmes in place aimed at school children and young people to receive annual IRB financial grants. The IRB has a global development programme and has launched a global online resource aimed at helping the coaching of young players. At all of tournaments the IRB includes legacy projects aimed at involving school children and young people in the sport.
General public	The IRB continually reviews its laws and regulations to monitor trends in the game. Furthermore the IRB markets the game in a positive manner, stressing rugby's unique values. All IRB tournaments employ dedicated legacy, development and promotional programmes to grow the game on and off the field. The TV coverage of the IRB Sevens World Series has grown year-on-year with the Series now televised in more than 100 territories worldwide.
Press	The IRB regularly runs workshops with the media to educate and provide an insight into all aspects of the game. It distributes over 150 media releases a year in the IRB's three official languages - English, French and Spanish. In addition to tournament press conferences, host broadcast and unilateral opportunities, the IRB also incorporates mixed zones at all tournaments, ensuring that the media have full access for interviews. The IRB has developed a media accreditation policy that maintains the balance between the need to protect its licensees and the desire to gain widespread coverage of its tournaments.
Television	The IRB has its own weekly television programme, <i>Total Rugby</i> , which is broadcast to over 120 territories worldwide and is available as free-to-air in emerging rugby markets. The IRB also has its own radio programme, <i>Total Rugby Radio</i> which is broadcast free-to-air and is syndicated to over 120 territories worldwide. Finally the IRB runs workshops with key international broadcasters, which translates into improved understanding and coverage, more accurate commentary and reporting and a better product for viewers.
Sponsors	Sevens is key to the IRB commercial programme moving forward and has proven attractive to blue-chip global sponsors. The IRB works closely with all partners in the delivery of its key events and tournaments. The IRB has started to introduce naming rights for secondary tournaments such as the junior world championships and the junior world trophy.

1.5. Participation of best athletes in the Olympic Games

The IRB states that it can guarantee the participation of the best athletes should rugby sevens be included in the 2016 Olympic Programme. Rugby's top athletes are committed to, and excited by, the possibility of competing in the Olympic Games. An Olympic rugby tournament and Olympic qualifications are designated events within the IRB Regulations. This means that rugby players must be released by their clubs to play for their country in both the Olympic Games and the Olympic Games qualification process. This updating of the IRB Regulations was agreed unanimously by IRB member unions, the International Rugby Players' Association and the professional clubs. The IRB also has the full support of the International Rugby Players' Association, which represent the world's top professional players and the individual countries' players' associations.

2. HISTORY AND TRADITION

Establishment

Year of establishment of the IRB: 1886

Date of IOC recognition: 1997

Disciplines

Disciplines managed by the IRB:

- Rugby fifteens
- Rugby sevens

World championships

Year of first men's world championships: 1993

Year of first women's world championships: 2009

Number of men's world championships held to date: 5

Number of women's world championships held to date: 1

Frequency of world championships: Every 4 years (men & women)

Other multi-sport games

	Number of times on the programme	Year of most recent inclusion
World Games	2	2005
All-Africa Games	0	Not applicable
Pan-American Games	0	Not applicable
Asian Games	3	2006
Commonwealth Games	3	2006
Universiade	0	Not applicable

3. UNIVERSALITY

3.1. Member national federations

The IRB has 118 member national federations corresponding to NOCs:

	NF 2008	% NOCs in continent	NF 2005
Africa	23	43%	23
America	21	50%	21
Asia	26	43%	19
Europe	37	76%	36
Oceania	11	65%	11
Total	118	54%	110

3.2. Active member national federations

Percentage of national federations that organised national championships within the last year (corresponding to the number of national federations affiliated to the IF):

Africa	100%
America	100%
Asia	100%
Europe	97%
Oceania	100%
Total	99%

Average percentage of national federations that took part in qualifying events for the last two world championships (corresponding to the number of national federations affiliated to the IF):

	Men	Women
Africa	57%	57%
America	88%	86%
Asia	66%	68%
Europe	90%	89%
Oceania	87%	55%
Worldwide	78%	75%

Percentage of national federations that took part in qualifying events for the World Games (corresponding to the number of national federations affiliated to the IF):

Africa	43%
America	38%
Asia	42%
Europe	32%
Oceania	64%
Worldwide	41%

Average percentage of national federations that took part in the last and previous editions of the junior world championships (corresponding to the number of national federations affiliated to the IF):

	Men	Women
Africa	7%	Not applicable
America	19%	Not applicable
Asia	11%	Not applicable
Europe	20%	Not applicable
Oceania	45%	Not applicable
Worldwide	20%	Not applicable

Percentage of national federations that took part in last IRB continental championships (corresponding to the number of national federations affiliated to the IF):

	NF (2008)	NF (2005)*
Africa	53%	61%
America	86%	81%
Asia	61%	58%
Europe	92%	89%
Oceania	75%	80%

**Please note that there were no IRB continental championships in 2005 for women.*

3.3. Global spread of excellence

Total number of medals awarded at IRB world championships over the last 10 years: 12 (4 gold, 4 silver and 4 bronze)

	Number of countries that won medals	Percentage compared to the affiliated NFs	Continental distribution of medals won
Africa	0	0%	0%
America	1	0.9%	20%
Asia	0	0%	0%
Europe	4	3.5%	40%
Oceania	4	3.5%	40%
Total	9	7.9%	100%

4. POPULARITY

4.1. Ticket sales and attendance

World championships:

	Tickets for sale	Tickets sold	Total attendance (including non-paying spectators)
Last (men & women combined)	82,500	78,000	78,750
Previous (men)	120,000	120,000	120,000

4.2. Media accreditation requests

Number of media accreditation requested and granted at the last two world championships:

	Last	Previous
Requested	247	214
Granted	250	198

4.3. Television coverage

World championships

Number of territories where the last two world championships were broadcast:

Last (men & women combined)	Previous (men)
141	125

Number of territories that paid for TV rights for the last two world championships:

- IRB TV rights are sold in a package in each continent, and therefore a breakdown of territories cannot be provided.

4.4. Press coverage

World championships

Number of articles published during the last two world championships:

Last (men & women combined)	Previous (men)
672	476

4.5. New media

- Average number of unique visits to the IRB's official website per day: 6,787
- Average number of page views of the IRB's official website per day: 35,239
- Average daily number of visits to the IRB's official website during the last world championship: 530,000

The IRB states that for the RWC Sevens 2009 in Dubai, as well as mobile content for fans and spectators, all of the matches available via the TV World Feed were available live and on demand to view via the official tournament website. The IRB's Total Rugby radio show is available as a stream from the IRB website each week with a news round-up from around the world, special reports, features and debates. The IRB continues to use the expertise of external partners to bring the latest technologies to IRB events and to improve its website. Together this includes direct broadcast to the Internet and mobile phones and tailored packages to follow specific teams with additional footage and special information services and data. The IRB is also a member of the Sports Rights Owners Coalition (SROC) panel.

4.6. Major sponsors

Benefits that the IRB received from its five major sponsors from 2005 to 2008 (maximum five sponsors):

	Cash	VIK	Discounts	Services	Other
Société Générale	X			X	
France Telecom	X	X		X	
Emirates	X	X	X		
Adidas	X	X	X	X	
VISA	X				

5. TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

5.1. Judging/refereeing

Judging has a medium impact on the result of a rugby match.

Summary of information provided by the IRB with respect to the steps taken to train, certify, select and evaluate judges and referees:

Training

In conjunction with its member unions via 680 licensed educators across the world, the IRB runs various levels of courses for match officials. The IRB regional staff also identifies potential fast-track referees for inclusion in regional or international development programmes & competitive opportunities.

At the elite-level each top nation has a full-time Referee Manager who is responsible for development, appointment and performance of match officials. This is enhanced by direct contact of the top international panel referees with the IRB Referee Manager after each match to which they are appointed. The IRB works with the regional associations to monitor these programmes annually.

Certification

Referees for a rugby sevens competition are certified through their performance at IRB Sevens World Series tournaments and regional sevens tournaments.

Specially trained and fully qualified referee reviewers (normally 2 per 16 team tournament) attend and view all games in the first rounds of competition. Selection and appointment of referees to games for subsequent rounds is then made dependent on performance and ability of the referee throughout each event.

Selection

The IRB has a panel of five Selectors, four of whom are former International Referees and the fifth a former International Coach. These selectors view all international matches in which top level referees and officials adjudicate. The selectors meet twice annually to make appointments and select panels of referees for various levels of international competitions and tournaments.

A panel of specialist sevens referees is selected annually to officiate at the eight IRB Sevens World Series tournaments. The performance of these referees is reviewed at each tournament by Referee Coaches and Referee Reviewers and feedback given on their performances. All panels and appointments to specific tournaments and matches are based on merit and neutrality. Referees are allocated to panels twice a year to ensure consistently high standards.

Evaluation

The IRB has a comprehensive system of evaluating and coaching match officials. At the elite level, the IRB has a referee selection panel. The selectors meet twice yearly to review every match report on each panel referee, receive feedback from national team coaches and also receive reports from the national Referee Managers. Merit-based decisions are then made on the final make-up of each level of international panel. The top panel normally includes no more than 20 referees.

5.2. Fairness, transparency and objectivity of results

The IRB provided the following information regarding the steps taken by the Federation to ensure fairness, transparency and objectivity of results in the sport:

The IRB has a playing charter, which outlines the principles of the game and the desired conduct and spirit in which the game should be played. The IRB ensures fair and equitable adjudication through the selection of independent match officials for all international matches. These referees are selected by an independent IRB panel and are managed by the IRB Referees Manager. Referee decisions are communicated to players, spectators and television viewers both through signals and verbally and at major tournaments and matches the full live broadcast of the match is shown on in-venue video screens so that all spectators can see the replays and reasons for referee decisions.

Fairness, transparency and objectivity of results are further underpinned by the IRB Regulations, which include disciplinary procedures for illegal and/or foul play. The overall integrity of results is supported by regulatory prohibitions on wagering and betting, the breach of which can result in significant sanctions for

those involved. A specific prohibition exists within the IRB Regulations such that no person may seek or accept any bribe or other benefit to fix a match, tour, tournament or series of matches.

5.3. **Non-discrimination, fair play and solidarity**

The IRB provided the following information regarding measures taken by the Federation to ensure non-discrimination, fair play and solidarity in the sport:

The IRB's objective of non-discrimination is reflected in the bye-laws, which stipulate the prevention of any discrimination against unions or persons on the grounds of race, sex, religion or political affiliations. The IRB also promulgates a Code of Conduct which provides that unions, associations, rugby bodies, clubs and persons shall not do anything which is likely to intimidate, offend, insult, humiliate or discriminate against any person on the grounds of their religion, race, colour or national or ethnic origin. Revenues generated at the elite end of the game are redistributed at the grass-roots level and invested in growing the game globally and helping develop players.

Fair play is reflected in the IRB's Code of Conduct and disciplinary procedures, in participation agreements signed by players and officials and in coaching courses. The overall fairness of the rugby disciplinary framework is supported by the entitlement of players to appeal against decisions and/or sanctions to which they are subject and the universal application of sanctions across the game as a whole. In recognition of the unique structure of a rugby sevens tournament, disciplinary procedures for illegal and/or foul play, citing and misconduct have been developed to provide a uniform disciplinary process.

The IRB has also been and remains involved in a number of charity projects both globally through its partnership with the United Nations World Food Programme and through other projects in Europe, Asia and Africa.

6. ATHLETE WELFARE

6.1. Anti-doping

The IRB has confirmed in writing that it has adopted the World Anti-Doping Code.

Doping controls

Statistical details on doping controls conducted by the Federation:

	Total number of tests	Total number of out-of-competition tests	Number of tests which resulted in Anti-Doping Rule violations
2003	829	371	1 (0.1%)
2004	829	450	7 (0.8%)
2006	941	484	6 (0.6%)
2007	1,278	798	5 (0.4%)
2008	951	439	12 (1.3%)

6.2. Monitoring athletes' health

The IRB has a Medical Commission which is represented within the Federation's Executive Committee. The IRB and the IRB Medical Commission publish leaflets or brochures explaining health issues related to their sport. The IRB and the IRB Medical Commission monitor athletes' health at a national level through national federations and at world championships.

Monitoring athletes' health - Other

The IRB states that it organises a Medical Conference & Expert Medical Working Groups, which are attended by the top medical personnel from its member unions, medical experts and the International Rugby Players' Association. The Medical Conference receives reports from the IRB Expert Medical Working Groups and makes recommendations on policy issues to the IRB Executive Committee.

In November 2005, the IRB appointed its first Medical Officer who coordinates the work of the Expert Working Groups and the Medical Conference. The Medical Officer has initiated collaborative work with other major sporting bodies such as FIFA, the IIHF and the IOC Medical Commission. This relationship will result in joint research programmes, worldwide injury surveys, injury prevention initiatives, drug and supplements in sport policies and gender issues in sport policies. The IRB has for some years also invested a substantial amount of funding in player welfare research. In addition, the IRB has published a variety of research studies and worked on numerous projects related to the health of athletes.

7. DEVELOPMENT

7.1. Development of the Federation

Strategic planning

The IRB states that it has a strategic planning process in place.

Main achievements

Information provided by the IRB with respect to its main achievements over the past three years:

The IRB has implemented its Strategic Plan with five key goals, modernised the decision-making process and ensured that all regions are directly represented on the IRB Council. The IRB also increased the staff, reached a participation of 3 million athletes and gained 10 new member federations. The IRB developed rugby sevens training materials and global best practice online coaching materials.

Between 2005 and 2008 the IRB launched a USD 45 million worldwide strategic investment programme, focused on increasing global playing standards and competitiveness. In 2006, the IRB launched a strategic plan for women's rugby and age grade rugby. In 2007, a conference on the women's game was driven and funded by the IRB. A full-time women's development manager was appointed and the first Women's Rugby World Cup took place in 2009. The IRB also continued its humanitarian partnership with the UN World Food Programme.

The IRB achieved a record broadcast coverage for the Rugby World Cup Sevens in 2005 and developed new media rights for major tournaments. New major sponsors were secured for numerous IRB events, including the Rugby World Cup Sevens 2009. A second strategic investment programme was launched in 2008 for the period 2009 - 2011 with over USD 70 million in high-performance, union management and tournament infrastructure programmes. Rugby was included in the Pan-American Games, the All-Africa Games and participation in the Central American and Caribbean Games was confirmed.

Main priorities

Summary of the information provided by the IRB with respect to the priorities in its strategic plan (full text provided in the annex):

Athletes	The sport of rugby continues to focus on athletes through development programmes, elite pathways and welfare initiatives including injury surveillance and monitoring. The second cycle of the IRB Strategic Investment Programme (2009-2011) has been launched focusing on increasing global playing numbers and improving global playing standards and competitiveness. The IRB's focus remains to ensure that athletes are fit and ready to play and that all those who play rugby, whatever the discipline, can maximise their enjoyment of the game and the associated health benefits it brings.
Coaches	The IRB has implemented coach development programmes for national federations which are driven by IRB-licensed coaches, educators and trainers.
Anti-doping/ medical	The IRB is a WADA signatory and committed to a zero-tolerance policy towards the use of prohibited substances. The IRB has in place substantial In-Competition and Out-of-Competition testing programmes and an anti-doping department consisting of three full-time staff which has overseen over 2,000 tests in the last two years. In partnership with WADA, the IRB has run <i>Keep Rugby Clean</i> campaigns, targeting young players at IRB tournaments around the world.
Promotion of women	During 2006, the first strategic plan for women's rugby was developed and the IRB appointed a full-time women's development manager. In 2007 a global conference on women's rugby was held to assist in the development of the women's game and women within rugby. Development grants for member unions must now include a project related to women's rugby so that appropriate funding can be channelled into the women's game.
Sports administration	Each region has adopted a Common Association Constitution and is being provided with administrative support funding from the IRB. This has been coupled with a strengthening of the IRB regional team working full time in the Regions to support IRB and regional initiatives. The IRB also works in partnership with the World Academy of Sport, which runs rugby specific administration and management courses for all stakeholders within the game.

Communication/ marketing	In 2007/2008, the IRB revamped its family of websites in order to reach out to more people worldwide. In addition, the IRB now distributes over 150 press releases a year in its three official languages and publishes a Year in Review in three languages and a Yearbook for media. The weekly IRB <i>Total Rugby</i> TV and Radio programmes are seen and heard in over 120 territories. There were nearly 4,000 media accredited to RWC 2007 in France.
Young people	In 2005, the IRB developed and implemented an age grade rugby strategic plan. The IRB is ensuring large numbers of pre-teen and teenage children, boys and girls, are exposed to the game at both school and club level, allowing for the development of rugby skills, lifestyle skills and an ethos that transcends rugby.
Development	The IRB has a development and performance department committed to the development of the sport worldwide. There are more than 100 union and regional association staff that are funded directly through IRB development grants. The IRB invests around USD 50 million each year in the ongoing development of the sport and the delivery of the IRB Strategic Plan.
Other - responsible sport	The IRB remains committed to being a responsible member of the international sporting community. The IRB has been a partner of the United Nations World Food Programme (WFP) since 2003. The IRB uses its tournaments, including the rugby world cup, to promote this partnership. <i>SOS IRB Kit Aid</i> , an IRB-funded activity, collects used playing kit and distributes it to schools and clubs in developing countries. The IRB promotes rugby as part of a healthy lifestyle and is involved in initiatives in this area through its <i>Tackle Obesity</i> campaign and the <i>Sport for All</i> programme. The IRB and its member unions all have environmental programmes and policies in place at international, national and local levels.

Strategic milestones

Summary of the information provided by the IRB with respect to the major milestones and challenges of its strategic plan (full text provided in the annex):

Major milestones and challenges	
Next year	<p>Major milestones</p> <p>The overall strategic goals of the IRB include the maintenance of a strong and effective leadership by the IRB and the maximisation of the profile, profitability and value of the rugby world cup. The IRB also seeks to increase the number and competitiveness of unions at Tier 1, increase participation in rugby union worldwide and to ensure that rugby is allowed to rejoin the Olympic Games.</p> <p>The IRB also has an overall Strategic Plan and some sub-set Strategic Plans that reflect the importance and provide focus on the sevens; women's rugby; age grade strategic goals; player welfare and match officials:</p> <ul style="list-style-type: none"> ▪ Seven's strategic goals: The IRB aims to pursue player development through world class tournaments and union development by facilitating the ability of Tier 2 and 3 unions to compete with Tier 1 unions. The IRB seeks to increase the profile of sevens and the number of men and women participating, while assuring that the financial goals for the IRB, host unions and participant unions are met. ▪ Women's rugby strategic goals: The IRB aims to ensure formal governance of the game for women and girls; increase the number of women performing technical and administrative roles in rugby; and the number of girls and women who play rugby; ensure that there are development programmes for women and girls in all member unions and regions; create meaningful international competitions and encourage the development of appropriate domestic competition; raise the standard of performance of international teams, elite level coaches and match officials; maximize commercial opportunities for the women's game; and raise the profile, awareness and acceptance of women and girls in rugby. ▪ Age grade strategic goals: The IRB seeks to provide player-centred opportunities for all; maintain sustainable growth in participation; courage the development of appropriate levels of competitions and tournaments that support player Pathways; implement performance specific strategies that enable players to maximise their potential; and to implement best practice standards through Research and Development. ▪ Match officials strategic goals: The IRB works to develop a robust evidence-based method for identifying talent; ensure that all countries adopt a best practice approach to the development of

	<p>referees; provide a consistent education and training process for Match Officials; ensure that a clear pathway is available to Match Officials to officiate at the Elite Level; maintain and improve a transparent integrated process of selection; generate sufficient funding to deliver the plan; and to have the best technology available to assist officials.</p> <p>Challenges</p> <p>The most significant challenges in 2009 emanate from the economic crisis in terms of</p> <ul style="list-style-type: none"> ▪ Bidding unions for rugby world cups facing some economic uncertainties ▪ The ability to obtain a Title Sponsor for the IRB Sevens World Series ▪ The value of investments to unions because of exchange rate variations and their ability to achieve their Key Performance Indicators ▪ Ensuring that there are sufficient ticket sales for RWC Sevens
Mid-/long-term	<p>Major milestones</p> <ul style="list-style-type: none"> ▪ Successful delivery of the RWC 2011 and generation of sufficient surplus to maintain investment in the sport ▪ Successful delivery of a Women's Rugby World Cup in 2010 to ensure further development of the game for women and girls ▪ Initiatives to grow general participation in sport and rugby worldwide, particularly in key markets including Russia, Mexico and Japan ▪ Allocation of RWC Sevens 2013 in 2010 ▪ Key planning milestones for RWC 2015 and 2019 will be achieved ▪ Successful junior world championship and junior world rugby trophy tournaments which are crucial to the delivery of the age grade strategic goals ▪ Monitor the effectiveness of the strategic initiatives in unions meeting Key Performance Indicators and the outcome performance monitors with eight teams capable of reaching the RWC Final in 2011 and ten in 2015 ▪ 2012/2013 - implementation of research conducted in 2009 - 2012 regarding player welfare outcomes <p>Challenges</p> <ul style="list-style-type: none"> ▪ Uncertainty in the economic environment ▪ Maintaining the value of investments owing to fluctuations

Follow-up from the last report of the Olympic Programme Commission

The IRB states the following regarding the actions taken by the Federation following the Olympic Programme Commission Report to the 117th IOC Session (full text provided in the Annex):

- **Universality:** Since 2001, the IRB has invested significant funding and human resources in the Sevens World Series and provided grant assistance towards the organisation of annual regional men's and women's international sevens tournaments. Approximately 80 countries had an opportunity to qualify for the World Games through either a regional tournament or the IRB Sevens World Series itself.
- **Popularity:** While the IRB wishes to grow revenues from RWC Sevens broadcast rights, efforts have been focussed on widening the sport's reach over revenue itself. This is demonstrated by the reach of the broadcast coverage of the Rugby World Cup Sevens 2005.
- **Women's game:** All member unions must have programmes in place aimed at the participation of women in the game if they are to receive annual IRB financial grants. The IRB held a Conference on the women's game in 2007 and has developed a new strategic plan on the Women's game and appointed a women's development manager. A Women's Rugby World Cup Sevens Competition was inaugurated in 2009.
- **Image and environment:** The IRB has ensured that at all RWC tournaments a detailed environmental programme is in place. The IRB is also currently working on an overall IRB Environmental Policy.
- **Athlete welfare:** Rugby athletes are represented through the International Rugby Players Association (IRPA), which signed a Memorandum of Understanding with the IRB in 2007.

7.2. Development of the sport

Main development programmes

Summary of the three main development programmes run by the IRB over the past five years:

- Development grants: 116 unions receive IRB development grant funding annually. These funds are invested in a variety of strategic development areas. These grants, whilst adhering to the philosophy of Rugby being a player-centred game, target a wide range of the population who are associated with the game as participants, administrators, technical support staff, and many others who are stakeholders in the game.
- Strategic investments programme: The programme, which was launched in 2005, focuses on improving national high performance structures in 25 targeted unions.
- Training and education: The IRB has developed a wide range of training resources and courses to serve the needs of athletes, coaches, match officials, administrators and educators across the world.

Youth development

Summary of IRB's main development specifically aimed at young people:

- Varied laws for youth or age grade rugby: Below the international level of the game, unions have modified laws for different levels of the age grade pathway. These laws provide an integrated framework to facilitate development of age grade rugby players. The different laws for each age group are based upon the following key perspectives: player safety, physical development, psychological development, learning capabilities, technical complexities of the game, tactical complexities of the game and lifestyle.
- Assist in developing stakeholders in age grade rugby: Member unions and regional associations are obliged to have age grade rugby plans for incorporation into the IRB Development Grant programme. This initiative allows for specific use of funds for development of age grade rugby. There are also specific coaching, officiating and administrative accreditation courses and resources available through the IRB.
- Legacy programmes at IRB age grade tournaments: All IRB age grade tournaments also include legacy programmes, which focus on the needs of the local community. These legacy programs have enhanced rugby awareness amongst the young people of the targeted communities, and also accelerate the growth of age grade rugby in the union.

8. GOVERNANCE

8.1. Status of Federation

The IRB has provided written confirmation that it is a non-profit organisation and that the Federation recognises the Court of Arbitration for Sport's jurisdiction and accepts the Code of Sports-related Arbitration.

8.2. Structure/composition of decision-making bodies

Board members

The IRB's Board currently has 28 members. The length of term of the members is decided by the representatives' national federation or regional association. The continental breakdown of the members is presented below.

Africa	3
America	4
Asia	2
Europe	14
Oceania	5
TOTAL	28

Organisational structure

Number of full-time equivalent (FTE) staff employed by the Federation:

	1995	2000	2005	Currently
Number of FTE staff	5	27	48	64

8.3. Gender equity

In the sport

Average percentage of member national federations (corresponding to the number of national federations affiliated to the IF) that took part in qualifying events for the last world championships:

	2008
Men	75%
Women	72%

The IRB states the following regarding initiatives taken to increase gender equity in the sport:

- The IRB has appointed a women's development manager
- The IRB has commenced an initiative to ensure that funding for women's rugby is available through the IRB Development Grant programme, allowing all unions in membership of the IRB to develop women's rugby
- Regional women's rugby sevens tournaments are now contested at a high level in most regions
- In 2009, women participated for the first time in the Rugby Sevens World Cup
- Four female referees were selected for the RWC Sevens 2009 and female referees are being regularly selected for IRB men's and women's tournaments
- In the regions, specific training programmes are conducted for female coaches and referees, and women also have entry into joint programmes with men

In the IF governing bodies

Composition of the IRB Executive Board:

2005		At present	
Men	Women	Men	Women
22	0	28	0

As in 2005, the IRB Executive Board has no female members.

8.4. Athlete representation

The IRB states that it does not have an Athletes' Commission. However, in 2007 the IRB signed a Memorandum of Association with the International Rugby Players Association, formalising relations between the IRB and the athletes at the top end of the game.

8.5. Finance

- The share of the IRB's total income generated by marketing and broadcasting from 2004 to 2007: 90%
- The share of the IRB's total expenditures allocated to development from 2004 to 2007: 67%

8.6. Environment

IRB shows a strong understanding of environment/sustainability issues as they apply to its sport. Clearly a strong commitment has been made and some significant activity is under way.

The impact of the sport stems primarily from the location and construction of venues, the operations of those venues during and between events, the use of energy, water and materials and disposal of waste.

8.7. Ethics

The IRB states that:

- Copies of the IRB's Constitution/Statutes and Regulations/By-laws can be found on the Federation's website.
- Copies of the IRB's Annual Reports and Audited Financial Statements for 2006/2007 can be found on the Federation's website.
- The majority of the members of the IRB Executive Committee/Council/Board are elected by the membership.
- The IRB has an independent Appeals Commission/Panel and an Ethics Panel.

9. ANNEX

Value

Reasoning of proposal - full text:

The IRB states the following regarding the reasoning behind its choice of events for inclusion in the Olympic Programme:

We believe Rugby Sevens is a perfect fit for the Olympic Games because of its fast-paced and exciting format. With a new match every 20 minutes and an attractive blend of high-paced action, it appeals to spectators and commercial interests such as broadcasters and sponsors. It has a flexible tournament format in terms of team numbers and can easily adapt to multi-sport venues. As an event, the IRB believes Rugby Sevens matches IOC requirements and wishes for the modern Olympic Summer Sports Programme.

The popularity of Rugby Sevens brings together a youthful and multi-national travelling audience with a passion for sport at the multi-sport events where it is played. The unique stadium atmosphere a Rugby Sevens tournament creates is both family-friendly and youth-oriented.

Rugby Sevens is enjoying huge growth and is played by over 118 nations worldwide. The tournaments bring the fittest and fastest athletes together for a two or three day festival and celebration of sport at its explosive and spectacular best.

People who like Rugby Fifteens for its tactics enjoy Rugby Sevens for its pace and excitement. Committed Rugby fans savour the action and those not familiar with the Game find it an easy sport to understand and follow.

Rugby players have voiced their desire for Rugby Sevens to appear at the Olympic Games. They are passionate and committed to their teammates, countries and fellow competitors. Like any athlete, they wish to compete at the highest level on the biggest stage against the best in their sport.

- Agustin Pichot, a former Captain of Argentina's Rugby Sevens team, also captained the national Rugby Fifteens team in Rugby World Cup 2007 where they beat the tournament hosts, France, to finish third in the tournament. While this was Argentina's best ever finish in the tournament, for Agustin "playing in the Olympic Games would be the highest achievement as a Rugby player".
- Liu Rongyao, China Rugby Football Union Secretary General, on the subject of what it meant for the growth of Rugby if re-included in the Olympic Games, said it would provide a great boost for Rugby in China. "Our inclusion in such a prestigious event will help to raise awareness of the sport ... a sport that already speaks to millions worldwide".
- England Women's Sevens Captain Sue Day has said that Olympic Rugby Sevens would bring "a level of prestige and an acknowledgement of the hard work and skill level of the individuals and teams who play Sevens".

Rugby Sevens has proven hugely successful and popular at major multi-sports championships. It is a core sport at the Commonwealth and Asian Games, is played at the World Games (since 2001) and will feature on the sports programme for the 2011 Pan American Games in Mexico, the 2011 All African Games and the 2010 Central American and Caribbean Games.

Rugby Sevens is a great example of a sport that gives any team, irrespective of size or previous experience, a good chance of success. An Olympic Rugby Sevens tournament would give smaller nations who don't normally feature on the podium the opportunity to compete for medals and in some cases their country's first ever Olympic medal (such as Fiji who are the reigning Rugby World Cup Sevens Champions). It would also mean countries such as Thailand, Kazakhstan, Kenya and those new to the sport can challenge the established Rugby playing nations.

As an example, in February 2009 during the New Zealand leg of the annual eight nation IRB Sevens World Series in Wellington, Day One of the contest was full of upsets as the more-experienced New Zealand and Fiji suffered surprise losses against Wales and USA. England lost out against Argentina and the IRB Sevens World Series leaders South Africa were pegged back in the penultimate match and finally beaten by a rampant Kenya. All this took place in front of a sell-out crowd of 35,000 enthralled spectators and was a great example of the unpredictability and excitement that a Rugby Sevens tournament provides.

The IRB has over 10 years experience in organising professionally-run Rugby Sevens tournaments as stand-alone competitions and in particular as part of international multi-sport games. Added to this is a further 20 years of experience in running the Rugby World Cup, a tournament now ranked as the world's third largest sporting event after the Olympic Games and the FIFA Football World Cup. The sixth edition of the Rugby

World Cup in France in 2007 sold over two million tickets and captured up to an accumulated four billion TV viewers in over 200 territories.

As the knowledge, skills and structures are already in place, the IRB is ready to step up to the challenge of an Olympic Rugby Sevens tournament and is eager to share our own experiences. We know that being in the Olympic Games would undoubtedly help us improve our own tournaments. We also want to learn from the experience of others to ensure that the competition and the wider Olympic Games are a success for all involved.

Rationale of proposal - full text:

The IRB states the following regarding its rationale for proposing Rugby for inclusion in the Olympic Programme:

Rugby is currently played in more than 118 countries but re-inclusion into the Olympic Programme would provide an even stronger platform for Rugby to reach out to new audiences, inspire the next generation of athletes and foster the growth of wider sports participation in partnership with the IOC.

An Olympic Games Rugby Sevens tournament would be the pinnacle in Rugby Sevens and the prospect of playing on the world's biggest stage would provide the catalyst to increased competitiveness and playing standards across both the Men's and Women's Game. Indeed Rugby Sevens has proven the biggest driver in developing the Women's Game over the past decade and an Olympic Games tournament would lead to even greater competition.

Whilst Rugby is already a part of the Olympic family, re-inclusion into the Sport Programme would provide an exciting opportunity to continue to develop ties with other sporting Federations to work on common matters of best practice and athlete welfare. Re-inclusion would also be commercially beneficial to Rugby and for Sevens, unlocking additional sponsorship activation and government funding to further the development of the Game worldwide, while providing a further impetus into major markets such as Russia, China, North America and Africa and with it new players, broadcast and sponsorship opportunities.

We also strongly believe that re-inclusion would have mutual benefit to both Rugby and Wheelchair Rugby, with whom we are establishing a close working relationship, through the parallel staging of the Olympic Games and Paralympic Games.

Added value for the Olympic Games - full text:

The IRB states the following regarding the added value Rugby would bring to the Olympic Games:

While re-inclusion would bring massive benefits and opportunities for Rugby to continue to grow worldwide, we believe that Rugby Sevens could also add to the Olympic Movement, across the Olympic Games competition period, and throughout the entire four-year Olympiad, promoting sport, the Olympic Games and its values.

Youth and family appeal - Rugby Sevens has a young, travelling fan base, but is also family-friendly. Its enormous appeal is attributed to a blend of exciting, easy to understand action, packaged in two/three days of high-quality entertainment on and off the field. Rugby Sevens tournaments carry a special festival atmosphere that has proven a successful way to introduce new audiences - especially woman and children - to the Game. Our athletes are there to entertain, but also to inspire and the accessibility of our top athletes at Rugby Sevens tournaments has been a major key to the Sevens success story, as athletes take the time after each match to interact with fans and sign autographs.

Full stadia - Rugby Sevens has already proved successful at many international multi-sport events, including the Commonwealth, World and Asian Games, played out in front of full stadia - the 2006 Commonwealth Games Sevens tournament attracted a record 150,000 fans over three days - and we are confident an Olympic Sevens tournament would deliver packed stadia and that Rugby's fans would stay on to watch other Olympic Games events. Indeed, our research shows that Sevens supporters travel to events, have disposable income and are of the 18-30 ABC1 profile.

More medal opportunities - Rugby Sevens would provide smaller nations with more medal opportunities. It is unpredictable. Its breathtaking skills, teamwork and speed blend with the short duration of the matches to produce a highly-competitive format. Its competitiveness is best highlighted by the fact that there are regular upsets in Rugby Sevens, which only add to the drama. Kenya, Portugal, Fiji, Argentina and Samoa can defeat the likes of South Africa, Australia and New Zealand in the Men's Game, while Kazakhstan, Thailand, China and Brazil can compete with England, USA and Canada in the Women's Game.

Commercial partners and broadcast - Sevens is appealing to both broadcasters and sponsors alike. Leading global brands such as Emirates Airline, Credit Suisse and Bridgestone are all attracted to Rugby Sevens' high-level of broadcast and media exposure as well as full stadia and youth and family fan base. These leading

partners are supported by a full inventory of sponsors and suppliers who would be interested in the opportunities that Olympic Games re-inclusion would bring. Broadcast coverage of Rugby Sevens reaches new heights each year. It is enjoyed by millions in more than 100 territories worldwide and has proven equally successful in live, delayed and highlights package format.

Partnership - Working together - We believe that Rugby can play a role in helping the Olympic Games continue its growth and we would welcome the opportunity to work together in partnership with the IOC and Federations to further the growth of both the Olympic Games and Sport overall, sharing knowledge and event experience while looking at ways to jointly develop global best practice.

Guaranteed attendance by top players - The top players have told us that they want to compete in an Olympic Games Rugby Sevens tournament. They want the opportunity to experience the special, unique environment that is the Olympic Games, the pinnacle of any athlete's career, and the opportunity to represent their country on sport's biggest stage and compete for an Olympic medal - they would be proud to call themselves Olympians. We also have the backing of the International Rugby Players' Association and have updated our regulations to ensure that the best players are released by their clubs for an Olympic Games tournament and associated regional qualifying events.

Proven success record at multi-sport championships - Sevens has been successfully integrated into several international multi-sport events including the Commonwealth, Asian, Pan American, All African and World Games in a number of different team formats (Men's, Women's, 12-, 16-, 24-team formats) and this flexibility has aided that success.

Strong women's game - The Women's Sevens Game is currently experiencing unprecedented global growth and interest, boosted by the introduction of the Women's Rugby World Cup Sevens. 83 countries across six regions participated in a global qualification process and Sevens is a major strategic driver for the development of Women's Rugby worldwide.

Good Olympic citizens - We view re-inclusion as a significant step towards working in partnership with the IOC to grow the Olympic Games, Sport and Rugby worldwide throughout the four-year Olympiad. Rugby is already a part of the Olympic family, with a rich history and we believe that Rugby exemplifies traditional sporting and Olympic values of fair play, team work, camaraderie and respect. Rugby has been a signatory of the WADA code since 2004 and runs strong educational and testing programmes. In consultation with the IOC, Rugby will build an appropriate four-year cycle leading up to the Olympic Games. The IRB Sevens World Series, Regional Tournaments and Olympic Qualification Tournaments will all be linked and publicised in such a way that they are seen as part of the build-up to the ultimate Rugby Sevens event, an Olympic Rugby Sevens Tournament. This will be done in such a way as to maximise publicity for sport and the Olympic Games while respecting existing Olympic commercial and communications programmes.

Impact of inclusion on sport and Federation - full text:

The IRB states the following regarding the impact that the inclusion of Rugby in the Olympic Games would have on their sport and the Federation:

The inclusion of Rugby Sevens into the Olympic Games would have a significant impact on Rugby worldwide. Aside from providing our best athletes with the ability to realise their dreams and compete at an Olympic Games, inclusion would have a profound effect on the profile and development of Rugby worldwide.

The IRB is committed to growing and developing the Game worldwide. Presently, Rugby is played in over 100 countries by men, women and children, but Olympic inclusion would profile the Sport on the world's biggest televised sporting stage and position the Sport to a global audience of billions, promoting Rugby as a Game that encapsulates strong values and provides excitement and entertainment in a two or three day package. We believe the Olympic Games would provide a unique spark to further drive Rugby participation globally among young boys and girls, men and women, particularly in our target developing markets such as the USA, Russia, Asia and South America.

The IRB is proud to have grown the Rugby World Cup in the Rugby Fifteens discipline into the world's third biggest sporting event after only twenty years. This one tournament is the primary source of funding for all Rugby development the IRB manages around the world. We recognise that Olympic inclusion would provide the gateway for additional funding and support for Rugby in a number of countries worldwide, unlocking government funding and support in key markets such as Africa, Asia, North America and Russia. We would work in partnership with countries in these markets to ensure that Rugby and Sport is accessible to all and provide an infrastructure that promotes healthy living and builds social skills and values. With Olympic programme status, Rugby could be taught in schools which, in turn, could have a profound effect on the reach of the Game globally.

The IRB stands ready to use its significant existing training and education infrastructure to prepare athletes, coaches and officials to participate in the Olympic Games and has in place a well-developed resource and

personnel structure to allow for Rugby's development in emerging markets as an effect of the exposure that the Olympic Games would bring.

Part of this process would be to ensure that an Olympic Games Rugby Sevens tournament is the pinnacle of the four-year cycle for Rugby Sevens.

Appeal of the sport

Appeal to client groups - full text:

The IRB states the following regarding the appeal of Rugby for the following groups:

<p>Young people</p>	<p>Rugby Sevens is geared towards youth participation and support:</p> <ul style="list-style-type: none"> ▪ Sevens is the most popular form of Rugby to play among young boys and girls; ▪ Sevens short-sharp action is attractive to young players and audiences; ▪ Sevens has a strong entertainment programme in addition to the matches; ▪ Sevens represents great value for money with a game every 20 minutes and up to 16 matches in a day; ▪ Sevens is a sport that anyone can play with just a ball; ▪ Sevens athletes are excellent role models; ▪ Sevens promotes fair play, respect and teamwork; ▪ Sevens is played by our top athletes; ▪ Sevens exemplifies the skills that are unique to Rugby - skills that children want to emulate; and ▪ Sevens players are typically between 18-30 years old.
<p>General public</p>	<p>Rugby Sevens has something for everyone and you do not need to be a Rugby purist to understand the Game and to enjoy the unique experience:</p> <ul style="list-style-type: none"> ▪ Sevens is simple to understand; ▪ Sevens action is short, sharp and exciting; ▪ Sevens is family-friendly; ▪ Sevens is played by Rugby's fittest athletes; ▪ Sevens exemplifies Rugby skills; ▪ Sevens represents great value for money with a game every 20 minutes and up to 16 matches in a day; ▪ Sevens players are excellent role models; ▪ Sevens attracts full stadia at the Commonwealth Games, Asian Games and World Games; ▪ Sevens athletes are accessible; and ▪ Sevens exemplifies values such as teamwork and respect.
<p>Press</p>	<p>Rugby Sevens has experienced phenomenal media coverage over the past decade and is covered across every continent by major sports and news publications:</p> <ul style="list-style-type: none"> ▪ There were over 210 media accredited to Rugby World Cup Sevens 2005; ▪ There are Rugby Sevens dedicated websites such as the RWC Sevens and the UR7s; ▪ Accessibility of athletes is a major appeal to the press; ▪ Media can view the stars of today and tomorrow; ▪ International locations attractive to the world's media; ▪ IRB best practice for media operations means that statistics, results, players and information are all easy to access; and ▪ Rugby Sevens is competitive and there are plenty of upsets.

<p style="text-align: center;">Television</p>	<p>Rugby Sevens has proven to be an instant hit for global broadcasters for the following reasons:</p> <ul style="list-style-type: none"> ▪ Exciting action - fast, explosive and easy to understand format; ▪ Full stadiums; ▪ Opportunity for commercial breaks every seven minutes; ▪ Competitive action; ▪ More medal opportunities; ▪ Professionally packaged; and ▪ Strong Product with ten-year success story. <p>2007/08 IRB Sevens World Series:</p> <ul style="list-style-type: none"> ▪ 33 International Broadcasters; ▪ 13 Languages; ▪ 223 Million Homes Reached; ▪ 135 Territories; ▪ 556 Million Total Global Cumulative Reach; ▪ 952 Hours Live Coverage; and ▪ 1945 Hours 'As Live'. <p>2006/07 IRB Sevens World Series:</p> <ul style="list-style-type: none"> ▪ 30 International Broadcasters; ▪ 11 Languages; ▪ 213 Million Homes Reached; ▪ 137 Territories; ▪ 530 Million Total Global Cumulative Reach; and ▪ 911 Hours Live Coverage.
<p style="text-align: center;">Sponsors</p>	<p>With a growth in appeal, full stadia, young fans, spectacular action and record broadcast and media coverage, Rugby Sevens is an attractive proposition to global sponsors:</p> <ul style="list-style-type: none"> ▪ Every Rugby Sevens tournament is supported by a global brand as a principal partner and a full inventory of sponsors and suppliers (the 2009 Rugby World Cup Sevens in Dubai had Emirates Airline as the Principal Partner and an inventory of 16 suppliers and sponsors); ▪ Cathay Pacific, First Boston, Credit Suisse and Emirates Airline are all IRB Sevens World Series tournament title sponsors; ▪ Sevens attracts Government support (Government of Western Australia is the major partner at the Adelaide Sevens); ▪ Sevens represents two or three days of live, delayed and highlights television exposure in over 100 territories worldwide; ▪ Sevens exemplifies values of respect, fair play and teamwork; Sevens supporters travel, have disposable income and are of the (18-30 ABC1 profile); ▪ Sevens is family-friendly and tournaments incorporate entertainment villages around the match venue; and ▪ Sevens continues to attract sponsors within the current economic climate and the IRB is looking to announce an overall sponsor for the IRB Sevens World Series.

Increasing the appeal of the sport - full text:

The IRB states the following regarding the steps it has taken to increase the appeal of Rugby for the following client groups:

<p>Young people</p>	<p>The IRB is acutely conscious that the youth of today are the athletes and spectators of tomorrow and hopefully life-long supporters and members of the global Rugby community.</p> <p>Rugby Sevens is the global platform from which new athletes and supporters can be attracted to the Sport. Its exciting, faced-paced and easy to understand format is ideally suited to young people. It also involves crowd interaction with pitch entertainment key. Sevens builds heroes and shows, like no other Rugby format, the Game's core skills of pace, agility and bravery.</p> <p>Our athletes are primarily there to entertain, but also to inspire and the accessibility of our top athletes at Rugby Sevens tournaments has been a major key to the Sevens success story, as athletes take the time after each match to interact with fans and sign autographs.</p> <p>Rugby is a sport that requires only a ball to get started and there is a form of Rugby to suit children of all abilities, shapes and sizes. The non-contact Tag and Touch Rugby has proven popular in introducing new young players to the Sport and mirrors the skills that are evident in Sevens. This form of the Game can be enjoyed by boys and girls competing against each other and is easy to learn and play. We're working with the Tag Rugby Development Trust to grow the Game and all our Member Unions must have programmes in place aimed at school children and young people if they are to receive annual IRB financial grants.</p> <p>We have a global development programme and have launched a global IRB Coaching website, aimed at helping the coaching of young players. This dedicated portal gives coaches best practice guidelines for introducing Rugby to children, from the non-contact form of the Game through to the contact version of Game. The resource also includes a beginner's guide to Rugby which is published in five languages.</p> <p>At all of our tournaments we include Legacy Projects aimed at involving school children and young people in the Sport. For instance, at the 2009 IRB Junior World Rugby Trophy in Kenya, there will be a legacy project that will incorporate a legacy programme that will introduce Rugby to over 100,000 primary school children over the next four years, while ensuring that the platform is in place for the individual countries to grow Rugby in their territory</p> <p>By improving interactivity, this resource is aimed at making Rugby widely accessible while delivering all elements in an enjoyable and safe format</p>
<p>General public</p>	<p>We know that Rugby needs to remain as appealing to watch as it is to play and to that end the IRB continually reviews its laws and regulations to monitor trends in the Game.</p> <p>We also understand that we need to market the Game in a positive manner, stressing Rugby's unique values. All IRB tournaments employ dedicated legacy, development and promotional programmes to grow the Game on and off the field.</p> <p>TV coverage of the IRB Sevens World Series grows year on year with the Series now televised in more than 100 territories worldwide, while Rugby World Cup 2007 was broadcast to a global television audience of 4 billion with attendance over the 48 tournament matches at 97%.</p>

<p style="text-align: center;">Press</p>	<p>We have worked hard over the past decade to make our sport more accessible to the media and to set new standards with facilities.</p> <p>We regularly run workshops with the media to educate and provide a unique insight into all aspects of the Game. This is as important with new media markets in emerging countries as it is in the major markets.</p> <p>Our strong relationship with the media is key to the success of the tournaments and events that we run and we distribute over 150 media releases a year in the IRB's three official languages - English, French and Spanish.</p> <p>We recognise the importance of access to our athletes for the media and in addition to tournament press conferences, host broadcast and unilateral opportunities, we also incorporate mixed zones at all our tournaments, ensuring that the media have full access for interviews.</p> <p>We have developed a Media Accreditation policy that maintains the balance between the need to protect our licensees and the desire to gain widespread coverage of our tournaments. We work with news organisation representatives, other Federations and key stakeholders to ensure that we continue to find the best balance in what is an ever-changing environment.</p>
<p style="text-align: center;">Television</p>	<p>We have a dedicated Communications department, consisting of eight full time staff and a have our own weekly television programme, <i>Total Rugby</i>, which is broadcast to over 120 territories worldwide and is available as free-to-air in emerging Rugby markets. The show focuses as much on development as match action. Complimenting the TV show is <i>Total Rugby</i> Radio which is also broadcast free to air at the IRB website and is syndicated to over 120 territories worldwide.</p> <p>We continue to build excellent relationships with broadcasters and our broadcast managers, ProActive TV, manage the delivery and distribution of television coverage from our key events and tournaments.</p> <p>Another promotional facet is the running of workshops with key international broadcasters. In recent times workshops have been run on Experimental Law Variations, Refereeing and trends in the Game. This transfers to improved understanding and coverage, more accurate commentary and reporting and a better product for viewers.</p>
<p style="text-align: center;">Sponsors</p>	<p>We realise the importance of sponsors and sponsor relationship management to the delivery of successful events and the ongoing success and development of the Game worldwide, particularly in the current economic climate. The commercial success of Rugby World Cup continues to drive the global development of the Game with tournament revenues reinvested in our Member Unions and strategic development projects within the four year cycle.</p> <p>We recognise that Rugby Sevens is key to our commercial programme moving forward and has proven attractive to blue-chip global sponsors. Rugby Sevens is sponsor-friendly owing to its unique appeal to youth and the general public and has a captive stadium and broadcast audience of millions for up to three days at a time.</p> <p>We also understand sponsor needs and requirements and work closely with all partners in the delivery of our key events and tournaments and have started to introduce naming rights for our secondary tournaments such as the Junior World Championship and Junior World Trophy, underlining the appeal of Rugby worldwide.</p>

Development of the Federation

Main priorities - full text

Information provided by the IRB in respect to the priorities of its strategic plan:

Athletes	<p>The sport of Rugby continues to focus on athletes through development programmes, elite pathways and welfare initiatives including injury surveillance and monitoring.</p> <p>The second cycle of the IRB Strategic Investment Programme (2009-2011) has been launched focusing on increasing global playing numbers and improving global playing standards and competitiveness.</p> <p>The IRB's focus will always be to ensure that our athletes are fit and ready to play and that all those who play Rugby, whatever the discipline, can maximise their enjoyment of the Game and the associated health benefits it brings.</p>
Coaches	<p>Potential young players cannot be introduced to the Game nor can athletes be developed without a dedicated coaching and education structure. The IRB has implemented coach development programmes for national federations which are driven by IRB licensed coaches, educators and trainers.</p>
Anti-doping/medical	<p>We are committed to a zero-tolerance policy towards the use of prohibited substances and drug cheats in the Game.</p> <p>Rugby has been at the forefront of the movement against drugs in sport, is a WADA signatory, and has in place substantial In Competition and Out of Competition testing programmes all over the world. This included a comprehensive testing programme for Rugby World Cup 2007 and Rugby World Cup Sevens 2009.</p> <p>The RWC 2007 Anti-Doping programme has returned a 100 percent clean record with no positive results for all laboratory analysis conducted to date. The programme, which was the most extensive in Rugby World Cup history, comprised 212 tests across the Tournament and included both urine and blood samples.</p> <p>The IRB operates a rigorous Out of Competition testing programme that involves the top 27 countries at Sevens and fifteens who provide detailed whereabouts information to enable athletes to be tested any time, anywhere.</p> <p>The IRB has always been proactive in its Anti-Doping programme and has in place an anti-doping department consisting of three full-time staff which has overseen over 2,000 tests in the last two years.</p> <p>The IRB has raised-awareness of the dangers of performance-enhancing and recreational drugs through its successful outreach and <i>Keep Rugby Clean</i> campaigns which have been developed and run in partnership with WADA.</p> <p>These programmes target young players at IRB tournaments around the world and were successfully delivered at the IRB Junior World Championship and IRB Junior world Rugby Trophy tournaments in 2008, with over 500 of the Game's future Rugby World Cup stars involved.</p> <p>The IRB's Anti-Doping programme has been publicly praised by WADA both for its doping detection and deterrence policies and practices.</p> <p>The IRB's Anti-Doping department also attended the 2008 Beijing Olympic Games and Paralympic Games in an information-sharing capacity, meeting with International Federations.</p>
Promotion of women	<p>During 2006, the first strategic plan for Women's Rugby was developed primarily using the expertise of female participants. The IRB has appointed a full-time Women's Development Manager to oversee the implementation of the plan.</p> <p>In 2007 a global Conference on Women's Rugby was held to assist in the development of the Women's Game and Women within Rugby.</p> <p>Development grants for Member Unions must now include a project related to</p>

	<p>Women's Rugby so that appropriate funding can be channelled into the Women's Game.</p> <p>The first Women's Rugby World Cup Sevens was held in 2009 in Dubai and the fourth Women's Rugby World Cup tournament will be held in England in 2010.</p>
Sport administration	<p>The development of a professional administration structure in all of the IRB Regions remains an important focus for Rugby.</p> <p>Much progress has been made on this matter in recent times with each Region (six in total, ARFU (Asia), CAR (Africa), CONSUR (South America), FIRA-AER (Europe), FORU (Oceania), NAWIRA (North America and the Caribbean)) adopting a Common Association Constitution and being provided with administrative support funding from the IRB.</p> <p>This has been coupled with a strengthening of the IRB Regional Team with over 10 personnel working full time in the Regions to support IRB and Regional initiatives.</p> <p>The IRB also works in partnership with the World Academy of Sport which runs Rugby specific administration and management courses for all stakeholders within the Game.</p>
Communication/marketing	<p>To continue to grow the Game worldwide, communication and marketing strategies are a priority.</p> <p>In 2007/2008 the IRB revamped its family of websites in order to reach out to more people worldwide. In addition, the IRB now distributes over 150 press releases a year in its three official languages (English, French and Spanish), publishes a Year in Review in three languages and a Yearbook for media.</p> <p>The weekly IRB <i>Total Rugby</i> TV and Radio programmes are seen and heard in over 120 territories. There were nearly 4,000 media accredited to RWC 2007 in France.</p>
Young people	<p>Age Grade Rugby has as its basis a specific Strategic Plan, which is one of a suite of IRB Strategic Plans that covers stakeholders in the Game. This plan was developed and implemented in 2005.</p> <p>The IRB is ensuring large numbers of pre-teen and teenage children, boys and girls, are exposed to the Game at both school and club level. This will allow for the development of Rugby skills, lifestyle skills and an ethos that transcends Rugby.</p>
Development	<p>The IRB has a development and performance department committed to the development of the Sport world wide. To that end there is a Development Manager who manages the development activities of 10 Regional staff.</p> <p>Additional to these 10 IRB Regional staff there are more than 100 Union and regional association staff that are funded directly through IRB development grants. The IRB invests around US\$50 million each year in the ongoing development of the Sport and the delivery of the IRB Strategic Plan.</p>

Other - responsible sport	<p>The IRB remains committed to being a responsible member of the International Sporting community.</p> <p>The IRB has been a partner of the United Nations World Food Programme (WFP) since 2003. In 2005, the IRB raised US\$3.35 million in 2005 for the Tsunami appeal.</p> <p>The IRB and the UN WFP also work in partnership under the <i>Tackle Hunger</i> programme which aims to raise awareness of and promote the UN WFP's objectives and work. The IRB uses its tournaments, including the Rugby World Cup, to promote this partnership.</p> <p><i>SOS IRB Kit Aid</i>, an IRB-funded activity, collects used playing kit and distributes it to schools and clubs in developing countries where the Rugby playing communities cannot afford to purchase kit. Currently over 15 countries in Eastern Europe, Asia and Africa benefit from the programme.</p> <p>Other projects involving IRB support are currently in the pipeline and the IRB will issue a charities tender in 2009 in order to determine which other projects it should engage in.</p> <p>The IRB promotes Rugby as part of a healthy lifestyle and is involved in initiatives in this area through its <i>Tackle Obesity</i> campaign and the <i>Sport for All</i> programme. An holistic healthy lifestyle model has been produced which uses participation in Rugby as a method of promoting a generally healthy life together with tackling issues such as obesity.</p> <p>The <i>Tackle Obesity</i> campaign was featured in the Commonwealth Health Ministers' Handbook in 2007. The model was adapted for a <i>Sport for All</i> campaign and was presented at the IOC <i>Sport for All</i> conference in Malaysia in 2008.</p> <p>The IRB and its Member Unions all have environmental programmes and policies in place at international, national and local levels and all IRB tournaments have environmental policies in place. Rugby World Cup 2007 won a French national award for its environmental programme.</p>
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Strategic milestones - full text

Information provided by the IRB in respect to the major milestones and challenges of its strategic plan:

Major milestones and challenges	
Next year	<p><u>IRB strategic goals</u></p> <ul style="list-style-type: none"> ▪ Governance and leadership: Strong and effective leadership by the IRB ▪ Rugby World Cup: Maximise the profile, profitability and value of Rugby World Cup ▪ High performance: Increase the number and competitiveness of Unions at Tier 1 ▪ Development: Increase participation in Rugby Union worldwide ▪ Olympics: Rugby Union rejoining the Olympic Games <p>The IRB has an overall Strategic Plan and some sub set Strategic Plans that reflect the importance and provide focus on</p> <ol style="list-style-type: none"> 1. Sevens; 2. Women's rugby; 3. Age grade (young people); 4. Medical/player welfare; and 5. Match officials. <p>Seven's strategic goals</p> <ul style="list-style-type: none"> ▪ Player development: Provision of world class international tournaments for both men and women which have a demonstrable effect on player development ▪ Union development: Tournaments facilitate ability of Tier 2 and 3 Unions to compete with Tier 1 Unions

- Participation: Increased numbers of men and women playing Rugby
- Profile: Increased exposure of Sevens
- Return on investment: Financial goals for IRB, Host Unions and Participant Unions set and met with effective and efficient investment
- Olympics: Sevens becomes an Olympic participation sport

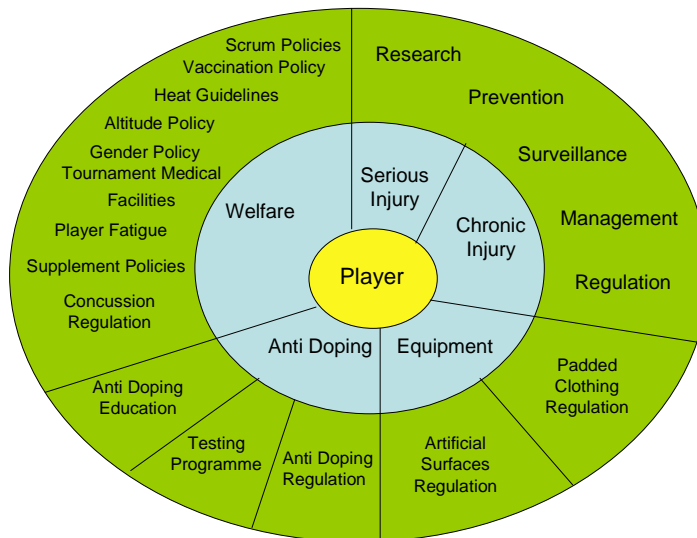
Women's rugby strategic goals

- Governance: Develop and facilitate a process that will ensure formal governance of the Game for women and girls
- Leadership: Increase the number of women performing technical and administrative leadership roles in Rugby
- Development: Ensure that there are development programmes for women and girls in all member Unions and Regions
- Competitions: Create meaningful international competitions and encourage the development of appropriate domestic competition
- Participation: Increase the number of women and girls playing Rugby world-wide
- Performance: Raise the standard of performance of international teams, elite level coaches and match officials
- Commercial: Maximise commercial opportunities for the Women's Game
- Promotion: Raise the profile, awareness and acceptance of women and girls in Rugby
- Olympics: Women's Rugby an Olympic participation sport

Age grade strategic goals

- Training and development: To provide player centred opportunities for all
- Participation: To maintain and encourage sustainable growth in Participation
- Competitions: To provide and encourage the development of appropriate levels of competitions and tournaments that support player Pathways
- Performance: To implement Performance specific strategies that enables players to maximise their potential
- Research and development: To implement best practice standards through Research and Development

IRB Strategic Model For Player Welfare and Medical Policies



Match officials strategic goals

- Talent identification: Develop robust evidence-based method for identifying talent
- Development process: Ensure all countries adopt a best practice approach to the development of referees

	<ul style="list-style-type: none"> ▪ Education and training: Provide a consistent education and training process for Match Officials ▪ Pathways: Ensure that a clear pathway is available to Match Officials to officiate at the Elite Level ▪ Selection: Maintain and improve transparent integrated process of selection, delivering the best referees for the world Game ▪ Funding: Generate sufficient funding to deliver the plan ▪ Profile: Enhance status and recognition of referees globally ▪ Technology: Have the best technology possible to assist match officials <p><u>IRB strategic plans - milestones</u></p> <p>The IRB Strategic Plan will be reviewed in 2009 in the light of changing economic environment and the success of the plan developed in 2004.</p> <p>A conference entitled "Managing Rugby Finances in the Current Economic Environment" will be held with our ten top Unions in March 2009 to identify ways of cooperating to protect the Sport.</p> <p>During 2009 decisions will be made on the allocation of two Rugby World Cups in 2015 and 2019 enabling the IRB to incorporate both economic and development criteria whilst protecting the income required for investment in the Game.</p> <p>Three worldwide partners have agreed to be involved in RWC 2011 further partners will need to be established in 2009.</p> <p>2009 will see whether Rugby has been successful to be reinstated as an Olympic participation sport.</p> <p>The successful delivery of RWC Sevens in 2009 which for the first time will have Women's tournament integrated with the Men's event.</p> <p>A worldwide title sponsor will be achieved for the IRB Sevens World Series.</p> <p>The Development and Performance Department will ensure that the High Performance Unions meet their Key Performance Indicators allied to High Performance strategic investments.</p> <p>The IRB has reviewed the Laws of the Game and had Experimental Law Variations (ELVs) being trialled for two years and 2009 will see the culmination of these experiments and the adoption of agreed ELVs.</p> <p>In 2009 it is planned to move from a development standard to an IRB standard for Artificial Surfaces in association with other International Sports Federations.</p> <p>An agreed approach to the management for catastrophic injuries and concussion will be produced in 2009 in conjunction with other International Sports Federations and the IOC.</p> <p>A successful Junior World Championship to be delivered in Japan in 2009 within budget.</p> <p><u>2009 challenges</u></p> <p>The most significant challenges in 2009 emanate from the economic crisis in terms of</p> <ul style="list-style-type: none"> ▪ Bidding Unions for Rugby World Cups having some economic uncertainties. ▪ The ability to obtain a Title Sponsor for the IRB Sevens World Series. ▪ The value of investments to Unions because of exchange rate variations and their ability to achieve their Key Performance Indicators. ▪ Ensuring that there are sufficient ticket sales for RWC Sevens.
Mid-/long-term	<p><u>IRB strategic plans - milestones</u></p> <ul style="list-style-type: none"> ▪ It is imperative that there is a successful delivery of RWC 2011 and the generation of sufficient surplus to maintain investment in the Sport. ▪ The successful delivery of a Women's Rugby World Cup (WRWC) in 2010 will ensure further development of the Game for women and girls. ▪ There will be initiatives to grow general participation in sport and in particular Rugby worldwide and to see significant growth in key global markets including Russia, Mexico and Japan. ▪ The allocation of RWC Sevens 2013 will occur in 2010. ▪ The key planning milestones for RWC 2015 and 2019 will be achieved. ▪ The successful Junior World Championship and Junior World Rugby Trophy tournaments are crucial

to the delivery for the Age Grade Strategic Goals.

- Monitor the effectiveness of the strategic initiatives in Unions meeting Key Performance Indicators and the outcome performance monitors with eight teams capable of reaching the RWC Final in 2011 and ten in 2015.
- The player welfare outcomes from the research occurring 2009 - 2012 will be implemented in 2012 -2013.

Challenges:

The uncertainty in the economic environment will be a significant challenge in at least the mid term as the IRB investment in activities in the Game requires financially successful tournaments.

The maintenance of the value of the investments through currency fluctuations will also be a challenge.

Follow-up from the last report of the Olympic Programme Commission - full text

The IRB states that it took the following actions following the Olympic Programme Commission Report to the 117th IOC Session:

Topic: Universality

Feedback from 2005 Programme Commission Report - A low number of Member National Federations took part in the qualifying events for the Akita 2001 World Games. Participation was low across all continents except Oceania.

Since 2001 the IRB has invested significant funding and human resources in the implementation of a global Rugby Sevens strategy which includes the following:

US\$3 million a year is invested in the IRB Sevens World Series which takes place in 8 countries across five continents. 42 countries have participated in the Series since its inception in 1999. The Series has grown in to one of the most popular annual global Rugby events with a broadcast reach of over 500 million homes in 130 territories.

All Six IRB Regional Associations receive grant assistance towards the organisation of annual Regional Men's and Women's international Sevens Tournaments. The Men's tournaments act as qualifiers in to the IRB Sevens World Series. Currently over 80 countries have national Men's and Women's Rugby Sevens programmes and compete in regular international competitions.

For the 2005 World Games in Duisburg, IRB used both our Regional tournaments and the IRB Sevens World Series rankings as the qualification criteria for selection to the World Games. Therefore approximately 80 countries had an opportunity to qualify for the World Games through either a Regional tournament or the IRB Sevens World Series itself. In the eight-team tournament format at Duisburg, all Six IRB Regions were represented including the host country Germany and a Great Britain team. This ensured that the tournament was highly competitive, reflecting the global spread of international Sevens and proved to be one of the most successful events in Duisburg with over 10,000 people attending the final day of competition.

Topic: Popularity

Feedback from 2005 Programme Commission Report - Low number of countries paid for TV rights for last two World Championships

While the IRB wishes to grow revenues from RWC Sevens broadcast rights, efforts have been focussed on widening the Sport's reach over revenue itself. The success of this can be seen from an analysis of broadcast coverage for RWC Sevens 2005:

- The RWC7s 2005 coverage reached a record number of territories and homes with the most broadcasters ever, showing the event;
- Total TV coverage achieved for the event was 341.5 hours;
- Live coverage accounted for 222 hours, (65% of the total) and reached 88 territories with a further 73 hours of delayed live reaching another 37 territories;
- In total, a record 20 different broadcasters carried match coverage to a record 125 territories;
- 8 of the broadcasters took 7s Rugby coverage for the first time;
- Programming reached over 200 million homes, with news and features adding over 100 million further homes;
- Combined potential audience reached was over 700 million;
- Coverage was carried in a record 10 languages;

- Combined Rugby World Cup Sevens 2005 and IRB Rugby 7's Tour 2004/5 revenue amounted to over US\$285,000;
- Not including revenues tied in with Broadcast Packages for RWC 2007 or in-kind benefits, revenue for RWC Sevens 2009 is expected to be over US\$128,000; and
- RWC 2007 broadcast in 202 territories to an audience reach of 4.2 billion viewers and broadcast revenue of US\$159 million

Topic: Image and environment

Feedback from 2005 Programme Commission Report - No women on the IRB Executive Board

Rugby has been traditionally a male-dominated sport. However, the Women's Game has grown exponentially over the last 5 years and the IRB invests heavily in the Women's Game. All Member Unions must have programmes in place aimed at the participation of Women in the Game if they are to receive annual IRB financial grants. As in others sports and organisations, changes to culture and the involvement of women are only achieved organically and sustainably over a long period. However, there have been a number of successes in Women's Rugby.

Regional Women's Rugby Sevens tournaments are now contested at a high level in most regions. The IRB commitment to the Women's Game is most evident in the decision to inaugurate a Women's Rugby World Cup Sevens Competition which was held at the same time as the Men's Rugby World Sevens tournament in March 2009 in Dubai. 83 Women's teams from around the world went through the qualifying process for 16 places in the WRWC Sevens 2009. The qualifying tournaments were held throughout 2008 in South America, North America and the West Indies, Europe, Oceania, Africa, and Asia. The fourth Women's Rugby World Cup for the Rugby Fifteens game will be held in 2010 in England. New Zealand are the current WRWC Champions.

On the development level the IRB held a Conference on the Women's Game in 2007 involving key stakeholders from around the world. A new strategic plan for the continued development of the Women's Game was produced and is currently being implemented (the plan is available for public download via the IRB website).

The IRB appointed a Women's Development Manager in 2007 in order to drive the actions agreed in the strategic plan.

The IRB's Executive Body consists of 64 full-time staff of which 22 are women. A number of senior managerial positions are held by women across a range of departments, one of which is the IRB Tournament Operations Manager who manages the Rugby Sevens tournaments and eight-country IRB Sevens World Series.

Topic: Image and environment

Feedback from 2005 Programme Commission Report - The IRB has no specific environmental programme or action plans in place

The IRB has ensured that at all RWC tournaments a detailed environmental programme is in place. The IRB is also currently working on an overall IRB Environmental Policy. The success of the IRB/RWC environmental policies is by the fact that RWC 2007 in France won an award for being the most environmentally-friendly sporting event held in France during 2007.

Topic: Athlete welfare

Feedback from 2005 Programme Commission Report - No Athlete's Commission

In Rugby, athletes are represented through the International Rugby Players Association (IRPA). The IRB works closely with IRPA and in 2007 signed a Memorandum of Understanding to formalise the relationship. The IRB Council and all IRB Committees have representation from former athletes at both the elite and non-elite level.

International Softball Federation

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1. OLYMPIC PROPOSAL

1.1. Technical information

Discipline proposed for inclusion in the Olympic Games: Fast pitch

Events proposed for inclusion in the Olympic Games: 1

Men	Women
Men could be included if requested by the IOC	Fast pitch

Competition format:

- 10 days of competition
- 8-team single round robin tournament culminating in a page playoff system

Athlete quota:

Men	Women
Not applicable	120 (8 teams x 15 athletes)

Foreseen qualification system:

- The team representing the host nation would qualify automatically
- The teams placed 1 - 4 at the ISF world championship would also qualify
- The remaining 3 places would be allocated to the winners of three regional qualifying tournaments. The qualifying tournaments will be:
 - Europe/Africa
 - Americas (North, Central and South)
 - Asia/Oceania

International and national officials

The number of international and national officials required to run the competitions at the Olympic Games would be:

International	National
14	8

Other discipline(s)/event(s) which may be proposed for inclusion in future Olympic Games:

Men's fast pitch

Sport presentation

Description of the way the event is/would be presented at the following competitions:

Major Competitions:

- Player and play-by-play announcements
- Music during breaks in play
- Video screens used to capture overall and play-by-play scores

Olympic Games:

- Same as major competitions, as outlined above
- Addition of mascots & cheerleaders to generate spectator involvement and further improve atmosphere

1.2. Venue and equipment

Competition/warm-up/training venue requirements:

Competition venue	
Number of venues	1
Type of venue(s)	Softball field
Capacity of competition venue(s) required	7,500 spectators
Average cost of infrastructure(s) needed	USD 8 million, which includes the cost of a practice/training facility
Possibility of sharing the venue(s) with other sports	Yes (baseball, football, rugby)
Technical requirements	Field lighting, scoreboard, 2 x 20-second clocks, and computerised scoring system
Warm-up venue	
Number of venues	2
Type of venue(s) needed	Fields with batting cages (no stadiums required)
Training venue	
Number of venues	2
Type of venue(s) needed	Fields with batting cages (no stadiums required)
Possibility of sharing the venue(s) with other sports	Yes (baseball, football, rugby)
Technical requirements	None

Sports equipment

Sports equipment required to run the competition:

Equipment	Bases	Balls	Nets
Quantity	12	240	4
Total average cost	USD 300	USD 1,000	USD 600

Personal equipment

The cost of personal equipment a person needs to:

- Compete at an elite level: USD 310 (bat, glove, cleats)
- Get involved in the sport: USD 170 (bat, glove, cleats)

1.3. Value

Rationale/reasoning of proposal

The ISF states that it has submitted an application for women's fast pitch softball because this globally popular, fast-growing and inclusive sport would both enhance the Olympic Games and itself be enhanced by its inclusion in the 2016 programme. Softball embraces the Olympic ideals and is played in 127 countries by women from all backgrounds and cultures. Softball encourages participation at the grass roots level and provides the structure and support which empowers women to strive for and achieve the highest standards in international competition. Women who play softball enjoy the same standing and regard which exists in the Men's game. The sport is a unique celebration of the skill, teamwork and commitment of female athletes and complements the Olympic mission to promote the inclusion and recognition of women in sport.

Softball is an inclusive sport. It is easy to understand and to play and consequently it has a unique appeal to players of all ages. Inclusion in the Olympic Games would enhance this appeal by providing hundreds of thousands of softball players around the world with a focus for their ambitions. It would provide players with the opportunity to prove they are the best in the world, to earn the right to be called Olympians, and to share in the unique experience of the Olympic Games.

Added value for the Olympic Games

The ISF states that softball's inclusion would deliver a positive message about the Olympic Games and the Olympic Movement, and its leadership position on key social issues, particularly the participation of women in competitive sport. Softball has proved its potential to attract a significant spectator/fan base to Olympic competition. From the simplicity of its rules to the creative way that games are staged, softball provides an engaging experience, which would likely attract new fans to the sport and to the Olympic Games.

Softball has a history of drug-free participation and the athletes are committed to their sport and its ideals. Competing at the Olympic Games would represent the pinnacle of their sporting careers, probably of their lives, which is reflected in their engaging enthusiasm. This combination would make them perfect ambassadors for the Olympic Movement.

Impact of inclusion on the sport and Federation

The ISF states that the inclusion of softball in the Olympic Programme is critical to the continued global development of the sport. The funding received from the IOC would allow the ISF to continue to supply softball equipment to member federations. Equally, it would enable the ISF to continue to deliver official and athlete focused educational programmes and to maintain its presence at multi-sport events such as the World Games, the Asian Games and the Pan-American Games, each of which provides an important touch-point with diverse communities.

The regional qualification system developed for the Olympic Games has provided a significant stimulus for creating interest around the world and participation in the Games would provide further opportunities to build upon what has been achieved to date. The inclusion of softball in the Olympic Games would also confer critical Olympic status, making the ISF's national federations more likely to receive essential funding from their National Olympic Committees and Sports Ministries. Finally, the Olympic Games would allow softball to reach an audience far beyond that for a world championship.

1.4. Appeal of the sport

Appeal to client groups

The ISF states the following regarding the appeal of the sport for the following client groups:

Young people	Softball's rules are easy to understand and the basic skills of hitting, throwing, catching and running can be learned at an early age. There is no physical contact to deter young kids. Softball is a team game which fosters a sense of belonging, encourages an appreciation of the need to work together and helps develop social and life skills.
General public	Softball's rules are easy to understand, and with a game time of less than two hours, it can be enjoyed easily by the most casual observer. As understanding grows, so does support for national teams.
Press	The simplicity of softball makes it easy to understand and to report on. Because of its universality and amateur status, Women's fast pitch softball is contested by players with varied backgrounds, which add colour to game reportage. Players are welcoming of media attention and anxious to discuss their sport with the wider world.
Television	The simplicity of the rules makes softball easy to follow while the intensity of action confined within a relatively small field makes it particularly television-friendly. A predictable game time of less than two hours is a big advantage for TV schedulers.
Sponsors	As the world of sponsorship changes towards greater brand interaction with specifically targeted consumer groups through a variety of established and new media, the ISF is confident that softball is well placed to maintain and broaden its appeal. Softball is played locally, nationally and internationally by both genders and every age group and is a drug-free sport.

Increasing the appeal of the sport

The ISF states the following regarding the steps it has taken to increase the appeal of the sport for the following client groups:

Young people	Softball in the Schools, which is the ISF's key youth programme, aims to allow youngsters to engage in softball by encouraging the playing of the sport in schools world-wide. The programme involves the provision of a range of teaching aids, materials and equipment to encourage teachers to introduce softball to the curriculum. Youngsters who experience softball at school are then on a course which allows them to fulfil their individual potential through junior clubs and regional and national teams. A Youth World Cup has been established to provide a pinnacle for youth involvement.
General public	The ISF continues to promote softball as the most inclusive and accessible of all sports - a sport which can be played anytime, anywhere, by anybody. The ISF is convinced that this message, together with youth engagement which generates further interest from parents and friends, is increasing worldwide understanding of the appeal of softball and that this is reflected in both participation and attendance at major events.
Press	The ISF operates and continues to invest in a highly active Communications Department which works continually with sports-specific and general press to generate coverage; which plays a major role in creating positive awareness of the sport; and which, in turn, helps encourage participation and attendance at events.
Television	The ISF continues to work closely with broadcasters to bring the sport to the screen in the best possible way. For example, the ISF has introduced a 20-second clock that speeds the game up by limiting the pitcher to 20 seconds before releasing the next pitch. The innovation makes the sport more compatible with a TV broadcast. Games at the last Women's world championship averaged 1hr 52mins duration, keeping with the scheduling requirements of broadcasters.
Sponsors	The ISF continues to gain traction with the brand community through the promotion of softball's unique qualities and the skill and personalities of the players by continuing to develop print and online media coverage. Online video streaming of this year's Men's world championship is planned, creating an additional opportunity for sponsors. This is indicative of a creative and proactive approach to partnerships with brands which already have links to softball and those from the broader brand community.

1.5. Participation of best athletes in the Olympic Games

The ISF states that softball is based on the best athletes playing at the highest levels. The athletes would consider the Olympics as the pinnacle and no other entity, professional or otherwise, in the sport of softball would prevent or prohibit them from participating in the Olympic Games.

2. HISTORY AND TRADITION

Establishment

Year of establishment of the ISF: 1952

Date of IOC recognition: 1967

Disciplines

Disciplines managed by the ISF:

- Fast pitch
- Slow pitch
- Indoor/arena
- Wheelchair
- Beach

World Championships

Year of first women's world championships: 1965

Number of women's world championships held to date: 11

Frequency of world championships: Every four years

Other multi-sport games

	Number of times on the programme	Year of most recent inclusion
World Games	2	1985
All-Africa Games	1	2003
Pan-American Games	8	2007
Asian Games	5	2006
Commonwealth Games	0	Not applicable
Universiade	1	2007

3. UNIVERSALITY

3.1. Member national federations

The ISF has 122 member national federations corresponding to NOCs:

	NF 2008	% NOCs in continent	NF 2005
Africa	19	36%	14
America	32	76%	32
Asia	21	48%	19
Europe	38	78%	36
Oceania	12	71%	12
Total	122	62%	113

3.2. Active member national federations

Percentage of national federations that organised national championships within the last year (corresponding to the number of national federations affiliated to the IF):

Africa	42%
America	69%
Asia	52%
Europe	53%
Oceania	50%
Total	53%

Average percentage of national federations that took part in qualifying events for the last two world championships (corresponding to the number of national federations affiliated to the IF):

Africa	24%
America	47%
Asia	43%
Europe	24%
Oceania	17%
Worldwide	31%

Percentage of national federations that took part in qualifying events for the World Games (corresponding to the number of national federations affiliated to the IF):

Africa	21%
America	44%
Asia	57%
Europe	26%
Oceania	17%
Worldwide	33%

Average percentage of national federations that took part in the last and previous editions of the junior world championships (corresponding to the number of national federations affiliated to the IF):

Africa	6%
America	13%
Asia	22%
Europe	10%
Oceania	17%
Worldwide	14%

Percentage of national federations that took part in the last ISF continental championships (corresponding to the number of national federations affiliated to the IF):

	NF (2008)	NF (2005)
Africa	16%	43%
America	38%	25%
Asia	52%	63%
Europe	58%	39%
Oceania	33%	0%

3.3. Global spread of excellence

Total number of medals awarded at the ISF Women's world championship over the last 10 years: 9 (3 gold, 3 silver and 3 bronze)

	Number of countries that won medals	% compared to the affiliated NFs	Continental distribution of medals won
Africa	0	0%	0%
America	1	3%	25%
Asia	2	10%	50%
Europe	0	0%	0%
Oceania	1	8%	25%
Total	4	3%	100%

4. POPULARITY

4.1. Ticket sales and attendance

World championships (women):

	Tickets for sale	Tickets sold	Total attendance (including non-paying spectators)
Last	Not applicable	0	158,000
Previous	Not available	43,547	50,150

4.2. Media accreditation requests

Number of media accreditation requested and granted at the last two world championships:

	Last	Previous
Requested	451	75
Granted	451	75

4.3. Television coverage

World championships

Number of territories where the last two world championships were broadcast:

Last	Previous
2	78

Number of territories that paid for TV rights for the last two world championships:

Last	Previous
2	2

4.4. Press coverage

World championships

Number of articles published during the last two world championships:

Last	Previous
625	400

4.5. New media

- Average number of unique visits to the ISF's official website per day: 945
- Average number of page views of the ISF's official website per day: 3,961
- Average daily number of visits to the ISF's official website during the last world championship: 2,633

The ISF states that it has established a YouTube channel and a presence on Facebook, with members from 42 different countries.

4.6. Major sponsors

Benefits that the ISF received from its five major sponsors from 2005 to 2008 (maximum five sponsors):

	Cash	VIK	Discounts	Services	Other
Mizuno	X	X			X
Easton	X	X			
Nike		X			
Wilson		X			
Hillerich & Bradsby		X			

5. TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

5.1. Judging/refereeing

Judging has a medium-to-high impact on the result of a softball game

Summary of information provided by the ISF with respect to the steps taken to train, certify, select and evaluate judges and referees:

Training

At the national level, each country is responsible for the training of umpires and the production of written training materials.

Certification

There are more than 100,000 softball umpires worldwide and 1,000 certified at the international level. The ISF certification process is the same worldwide: five days, including written examinations and field evaluations. Individuals must achieve a score of 90% or more to be certified and assigned to the world championships or Olympic Games.

Selection

The selection of umpires for the world championship is made based on written evaluations from past world championships. The ISF Executive Council approves the final list of umpires.

Evaluation

The Director of Umpires or the Assistant Director of Umpires completes a formal evaluation sheet on each umpire following the world championship.

5.2. Fairness, transparency and objectivity of results

The ISF provided the following information regarding the steps taken by the Federation to ensure fairness, transparency and objectivity of results in the sport:

Adherence to the principles of fairness, transparency and objectivity of results is enshrined in the ISF Code. These are among the pillars which support the sport and the ISF is their custodian. The game is governed by clear and concise rules administered by ISF certified and impartial arbitrators and supported by an established appeals process. Critically, all national federation members of the ISF are required - as a condition of membership - to abide by the ISF Code.

5.3. Non-discrimination, fair play and solidarity

The ISF provided the following information regarding measures taken by the Federation to ensure non-discrimination, fair play and solidarity in the sport:

The principles of non-discrimination, fair-play and solidarity guide the way in which the sport is governed and are enshrined in the ISF Code which states that: "No discrimination is allowed against any country or person on the grounds of race, religion, or political affiliation." Political interference by any government entity in the internal operation or function of a national federation does not meet the spirit or objective of the ISF.

6. ATHLETE WELFARE

6.1. Anti-doping

The ISF has confirmed in writing that it has adopted the World Anti-Doping Code.

Doping controls

Statistical details on doping controls conducted by the Federation:

	Total number of tests	Total number of out-of-competition tests	Number of tests which resulted in Anti-Doping Rule violations
2003	335*	53	0
2004	63	17	0
2006	48	26	0
2007	32	20	0
2008	38	16	0

**Total number of tests reported by all accredited laboratories.*

6.2. Monitoring athletes' health

The ISF has a Medical Commission which is represented within the Federation's Executive Committee. The ISF/ISF Medical Commission do not publish leaflets or brochures explaining health issues related to their sport. The ISF and its Medical Commission monitor athletes' health at a national level through national federations and at world championships.

Monitoring athletes' health - other

The ISF's Medical Commission gathers statistics concerning injuries suffered during training and competition. This research is used to help identify the types of injuries that occur, and to determine potential prevention mechanisms and to improve treatment procedures.

7. DEVELOPMENT

7.1. Development of the Federation

Strategic planning

The ISF states that it has a strategic planning process in place.

Main achievements

Information provided by the ISF with respect to its main achievements over the past three years:

The ISF has increased the number of countries with an established softball federation to 127 and shipped softball equipment valued at almost 1.2 million USD to the 5 continents. The ISF also had softball experts including Olympic athletes and coaches conduct clinics and seminars in all regions of the world. The ISF established regional training centres in Moscow, Rome and Santo Domingo and is currently negotiating for a fourth centre in Beijing. The ISF has established school programmes for softball in a number of countries in Europe, Africa and Asia and committed to a major conference on softball in Africa, where the ISF envisages that a number of new national softball federations and a continental softball federation will be formed.

Main priorities

Summary of the information provided by the ISF with respect to the priorities in its strategic plan (full text provided in the annex):

Athletes	The ISF identifies the athletes as the core of the sport and the key to the future of softball. Therefore the ISF aims to enhance athlete opportunities through major international competitions and provide growth through clinics, educational seminars and top training facilities.
Coaches	The ISF recognises that in order to develop the core, it is imperative to continue to develop those who will train and lead. Therefore the ISF gives great priority to its coaches, college programmes and clinics around the world in order to increase the growth and universality of softball.
Anti-doping/medical	The ISF is committed to its drug-free record, and aims to continue to enhance its in-and-out of competition drug testing programme through the work of its Medical Commission.
Promotion of women	The ISF is committed to reaching and maintaining 30% female representation and will continue to offer seminars on female leadership to its membership.
Sports administration	As its membership grows, the ISF sees a need to provide administrative seminars and help its members with their development plans and organisational bylaws.
Communication/marketing	The ISF prioritises the promotion of softball and considers itself to be up with the times in terms of new media and cutting edge technology. The ISF is continuing to look for ways to reach members through mediums such as Facebook and YouTube.
Young people	The ISF believes that the future of softball lies in the athletes and in young athletes in particular - from the grassroots level to the most elite. Therefore the ISF will continue to be committed to its softball in the Schools programme.
Development	The ISF regards development as a category which is all-encompassing and affords the growth of all other categories. The ISF furthermore believes that its development programme is its strongest asset, which it must nevertheless continue to build on.

Strategic milestones

Summary of the information provided by the ISF with respect to the major milestones and challenges of its strategic plan (full text provided in the annex):

Major milestones and challenges	
Next year	<p>Milestones</p> <p>The ISF aims to ship at least 400,000 USD of softball equipment to all regions and conduct a major African softball conference with participation from at least 12 nations. In the meantime, the ISF will continue to conduct player, coaching and officiating clinics in all regions of the world and to establish one additional regional training centre. The ISF will also establish a European office, which will be staffed by a development coordinator responsible for the development of softball in Europe. The ISF seeks to expand the number of nations with an approved softball federation to 135 and to have at least 50 national federations compete in international softball competitions</p> <p>Challenges</p> <p>The ISF will be forced to operate in an uncertain global economic climate. With regard to the organisation of a softball conference in Africa, the ISF predicts challenges related to language differences, financial arrangements and the organisational capacity of local groups. The ISF will also have to find the right individual to work as its Europe-based development coordinator.</p>
Mid-/long-term	<p>Milestones</p> <ul style="list-style-type: none"> ▪ Secure the supply of 2.5 million USD worth of equipment to be shipped to all regions of the world ▪ Create a global pool of coaching, player development, officiating and administrative instructors ▪ For softball to be, and be seen as an agent of change ▪ Contribute substantially to the social and physical development of the ISF member nations ▪ In the next 3 years, have a strong and vibrant African Continental Softball Federation ▪ In the next 5 years, secure agreements to establish softball in the school system in at least 10 more countries ▪ In the next 5 years, have permanent development staff in Europe and Asia/Oceania ▪ In the next 5 years, have at least 150 national softball federations established ▪ In the next 5 years, establish at least 3 additional regional training centres ▪ In the next 5 years, increase the number of countries competing in international competitions to at least 75 <p>Challenges</p> <ul style="list-style-type: none"> ▪ Operating in an uncertain global economic climate ▪ Securing a place on the Olympic programme ▪ Softball is established in some of the most volatile and impoverished regions of the world, and the ISF's national federations and athletes are vulnerable to economic hardship and political change, which can lead to setbacks in the development of the sport ▪ Maintain funding

Follow-up from the last report of the Olympic Programme Commission

The ISF states the following regarding the actions taken by the Federation following the Olympic Programme Commission Report to the 117th IOC Session:

The report of the Olympic Programme Commission led the ISF to a re-evaluation of many aspects of softball and its mission. As a result of that process, the ISF emerged with a fresh focus towards the ambition to make softball the most inclusive sport on the planet. That is based on recognition that softball can be played by anybody, at any time and anywhere. As the popularity of Women's softball demonstrates, gender is no barrier to playing and enjoying softball. Neither is race, religion, social status or age. The sport can be fiercely competitive at the elite level or simply played for fun. Today softball is played by more than 8.5 million people worldwide, 60% of whom are women.

Developing cohesiveness among female players is particularly important to the ISF. Playing softball can make a huge difference to the lives of women worldwide, in terms of health and well-being and socially. The ISF is a committed partner of Generations for Peace, an initiative which aims - among other objectives - to provide opportunities for women from otherwise restrictive backgrounds to enjoy the liberation, social contact and sense of achievement and belonging which come with playing softball at any level.

7.2. Development of the sport

Main development programmes

Summary of the three main development programmes run by the ISF over the past five years:

- **Equipment assistance:** The ISF is fully committed to its programme of providing free equipment to member federations wherever it is most needed. To date equipment valued at 2.5 million USD has been supplied to 93 member federations. The ISF also draws on the resources and goodwill of the softball community by re-distributing used equipment to those who need it.
- **Player clinics and coaching courses:** Each year, the ISF conducts player clinics and training courses on each continent in order to make them as accessible and inexpensive to attend as possible. This is supported by a coaching instruction programme, staged in conjunction with "the National Fast Pitch Coaches Association" whose goal is to train national, collegiate and elite team coaches.
- **Softball in the Schools programme:** An initiative which aims to encourage the playing of softball at schools by providing teachers with the information, guidance, equipment and inspiration they require to introduce the game to their pupils (aged 5-16).

Youth development

Summary of the ISF's main development programmes specifically aimed at young people:

- **Softball in the Schools programme:** An initiative which aims to encourage the playing of softball at schools by providing teachers with the information, guidance, equipment and inspiration they require to introduce the game to their pupils (aged 5-16).
- **Softball Youth World Cup:** Through the launch of a Softball Youth World Cup, the ISF seeks to provide a channel for athletes to emerge and develop in an international arena.

8. GOVERNANCE

8.1. Status of Federation

The ISF has provided written confirmation that it is a non-profit organisation and that the Federation recognises the Court of Arbitration for Sport's jurisdiction and accepts the Code of Sports-related Arbitration.

8.2. Structure/composition of decision-making bodies

Board members

The ISF Board currently has 18 members, all of whom are elected for a period of four years. The continental breakdown of the members is presented below.

Africa	2
America	7
Asia	4
Europe	3
Oceania	2
TOTAL	18

Organisational structure

Number of full-time equivalent (FTE) staff employed by the Federation:

	1995	2000	2005	Currently
Number of FTE Staff	1	3	6	5

8.3. Gender equity

In the sport

Average percentage of member national federations (corresponding to the number of national federations affiliated to the IF) that took part in qualifying events for the last world championships:

	2008
Women	30%
Men	Not applicable

The ISF states the following regarding initiatives taken to increase gender equity in the sport:

- Through the direction of the ISF President and Council, the level of female representation on all commissions and councils is at least 30% and national federations are encouraged to do likewise.
- Workshops and seminars are held periodically to advocate the importance of female participation and representation at all levels of the ISF.

In the IF governing bodies

Composition of the ISF Executive Board:

2005		At present	
Men	Women	Men	Women
12	4	12	6

The ISF Executive Board has a female membership of 33%, which is an absolute increase of 8% from 2005.

8.4. Athlete representation

The ISF states that it has an Athletes' Commission, whose members are appointed by the Federation. One member of the Athletes' Commission has the right to participate in, and vote at, the ISF Executive Board. Athletes' Commission members also participate in meetings of other commissions, as well as in the Congress and Executive Council. Commission members provide recommendations and resolutions for the work of the ISF. Many rule changes have been attributed to the athletes.

8.5. Finance

- The share of the ISF's total income generated by marketing and broadcasting from 2004 to 2007: 5%
- The share of the ISF's total expenditures allocated to development from 2004 to 2007: 16%

8.6. Environment

The ISF response indicates a basic understanding of the issues and opportunities, but not the full scope of possible action and areas of formal environmental leadership.

There are no significant threats/concerns related specifically to the sport of softball. The impact of the sport stems primarily from the location and construction of venues, the operations of those venues during and between events, the use of energy, water and materials and disposal of waste.

8.7. Ethics

The ISF states that:

- Copies of the ISF's Constitution/Statutes and Regulations/By-laws can be found on the Federation's website.
- Copies of the ISF's annual reports and audited financial statements for 2006/2007 are not on the Federation's website.
- The majority of the members of the ISF Executive Committee/Council/Board are elected by the membership.
- The ISF has an independent Appeals Commission/Panel and an Ethics Panel.

9. ANNEX

Value

Reasoning of proposal - full text:

The ISF states the following regarding the reasoning behind its choice of events for inclusion in the Olympic Programme:

The ISF has submitted an application for Women's fast pitch softball because this globally popular fast-growing and truly inclusive sport will both enhance the Olympic Games and itself be enhanced by its inclusion in the 2016 programme.

Softball embraces Olympic ideals in every respect. Today the sport is played in 127 countries by women from all backgrounds and cultures. They are welcomed into a sport which encourages participation at its grass roots and provides the structure and support which empowers them to strive for and achieve the highest standards in international competition.

In softball, women enjoy equal standing and regard as there is in the men's game. The sport is a unique celebration of the skill, teamwork and commitment of female athletes which fully complements the Olympic Mission to promote the inclusion and recognition of women in sport.

Rationale of proposal - full text:

The ISF states the following regarding its rationale for proposing softball for inclusion in the Olympic Programme:

Softball is, by its very nature, an inclusive sport. At its most basic level it is easy to understand and to play. Consequently it has a unique appeal to players of all ages.

Inclusion in the Olympic Games - the pinnacle of all amateur and many professional sports - will enhance that appeal by providing hundreds of thousands of softball players around the world a focus for their ambitions, an opportunity to prove themselves the best in the world, to share the unique experience of an Olympic Games and to earn the right to be called Olympians.

Inclusion in the Olympic Games programme provides a clearly defined pathway from grassroots to elite level and the opportunity to share the Olympic stage with the world's finest athletes. It represents full admission to the Olympic Family and the global sports community.

At the Games, in full view of a watching world, the best women softball players from every continent will seize their opportunity to write their own chapters in the history of their sport. They will become role models who will inspire others to take-up the sport and to strive to achieve their full potential as softball players.

Crucially, softball is one of only a handful of team sports which offer women an opportunity to compete and excel on an international stage. Inclusion in the Olympic Games sends out the most positive message about women in sport and what they can achieve.

Added value for the Olympic Games - full text:

The ISF states the following regarding the added value fast pitch would bring to the Olympic Games:

Softball's inclusion in the Olympic Games would bolster the Olympic Mission to provide a stage for more women to compete at this elite level. It would deliver a positive message about the Games and the Olympic Movement and its leadership position on key social issues.

Softball has proved its potential to attract a significant spectator/ fan base to Olympic Competition. From the simplicity of its rules and regulations to the creative way that games are staged, softball provides an engaging experience which will attract new fans to the sport and to the Olympic Games.

Softball athletes are refreshingly lacking in cynicism and committed to their sport and its ideals. Competing at an Olympic Games would represent the pinnacle of their sporting careers, probably of their lives, something that is reflected in their engaging enthusiasm. This combination would make them perfect ambassadors for the Olympic Movement.

The sport has a history of drug-free participation, providing a clear demonstration to the world that sport need not be mired in drug-related suspicion and doubt.

Impact of inclusion on sport and Federation - full text:

The ISF states the following regarding the impact that the inclusion of fast pitch in the Olympic Programme would have on the Federation and sport:

Inclusion in the Olympic programme is critical to the continued global development of a sport which so clearly enshrines Olympic ideals and which has so much to offer the Olympic Movement.

Olympic funding will enable the ISF to maintain the momentum of global development built up in recent years.

It will allow the ISF to continue to foster global development in many ways, including the supply of softball equipment to member federations whose own resources are limited, enabling them to encourage participation and develop programmes within their own countries. Equally, it will enable the ISF to continue to deliver vital educational programmes for both officials and athletes.

Olympic funding will also enable softball to maintain its presence at multi-sport events such as the World Games, Asian Games and Pan-American Games. Each of these events provides an important touch-point with diverse communities, introducing them to the sport, awakening interest and encouraging participation.

Likewise, the regional qualification system developed for the Olympic Games has provided a significant stimulus for creating interest in our sport around the world. Participation in the Games will provide further opportunities to build upon so much that has been achieved to date.

While the importance of direct Olympic funding to softball cannot be underestimated we are mindful of a second critical financial issue. Our inclusion on the Games programme confers critical Olympic status, making our national federations more likely to receive essential funding from their National Olympic Committees and Sports Ministries. This endorsement is likely to prove particularly important at a time when international financial turbulence means that all such funding is, inevitably, under intense scrutiny.

The Olympic Games generate a living narrative for all of the sports it embraces. The Games create heroes whose achievements on the greatest stage of all earn them the appreciation, respect and attention among an audience which extends far beyond that for a World Championship. The athletes who succeed at the Olympic Games have the stature to make them ambassadors not simply for softball but for sport and the Olympic Movement.

Appeal of the Sport

Appeal to client groups - full text:

The ISF states the following regarding the appeal of fast pitch for the following client groups:

Young people	The appeal of softball to youth lies in its simplicity which, in turn, encourages participation, in many cases opening the door to a new world of sporting opportunity. Softball has no complicated rules, there is no physical contact to deter youngsters, and the basic skills of hitting, throwing, catching and running are those learned in the playground from the earliest age. Critically, softball is a team game which fosters a sense of belonging, encourages an appreciation of the need to work together and helps develop social and life skills.
General public	Appreciating any sport relies on an understanding of its rules and objectives. In the case of softball, its essential simplicity means that the sport can be understood and enjoyed quickly by the most casual observer. This, coupled with a game time of less than two hours, encourages an active interest, not only among those whose children and friends play the game. As understanding grows, so does support for national teams. The ISF is anticipating near capacity crowds for the XII Women's World Championship in 2010 as it will be played at a venue that has a track record of high attendance for international competition as well as domestic championships.
Press	Even for journalists with little or no prior experience of softball, the simplicity of the game makes it easy to understand and to report. Because of its global reach and amateur status, Women's fast pitch softball is contested by players with rich and varied back-stories which add colour to game reportage. Additionally, our players are welcoming of media attention and anxious to discuss their sport with the wider world.

Television	Softball is an ideal television sport which is attractive both to audiences familiar with the game and to those who chance upon television coverage and quickly become absorbed. Once again, the simplicity of the rules make softball easy to follow while the intensity of action confined within a relatively small field makes it particularly television friendly. Predictable game times of less than two hours are a huge advantage for TV schedulers.
Sponsors	As the world of sponsorship changes towards a greater brand interaction with specifically targeted consumer groups through a variety of established and new media, the ISF is confident that softball is well placed to maintain and broaden its appeal. Because softball is played locally, nationally and internationally by both genders and every age group and is a drug-free sport, softball mirrors the values of many brands across many business sectors. At a time in which experts, including WPP's Sir Martin Sorrell, believe brands will increasingly turn to sponsorship to support if not supplant 'traditional' advertising programmes, softball is positioned as an ideal partner.

Increasing the appeal of the sport - full text:

The ISF states the following regarding the steps it has taken to increase the appeal of fast pitch for the following client groups:

Young people	Softball in the Schools is the ISF's key youth-focused programme. It aims to allow youngsters to engage with softball by encouraging the playing of the sport in schools world-wide. The programme involves the provision of a range of teaching aids, materials and equipment to encourage teachers to introduce softball to the curriculum and explains how to make the most of the sport's simplicity and inclusive nature in a school environment. Youngsters who experience and enjoy the fun, satisfaction and sense of achievement of playing softball at school are then on a course which allows them to fulfil their individual potential through junior club, regional and national teams. A Youth World Cup has been established to provide a pinnacle for youth involvement
General public	The ISF continues to promote softball as the most inclusive and accessible of all sports - a sport which can be played anytime, anyplace and anywhere; by anybody. This message, together with youth engagement which generates further interest from parents and friends is increasing world-wide understanding of the appeal of softball and interest among the general public. This is being reflected in both participation and attendance at major events.
Press	The ISF operates and continues to invest in a highly active communications department which works continually with sports-specific and general press to generate coverage which plays a major role in creating positive awareness of our sport and which, in turn, helps encourage participation and attendance at events.
Television	The ISF continues to work closely with broadcasters to bring our sport to the screen in the best possible way. Among our initiatives to make the sport more TV-friendly has been the introduction of a 20-second clock that speeds the game up by limiting the pitcher to 20 seconds before releasing the next pitch. The innovation makes the sport more compatible with a TV broadcast, with games at the last Women's World Championship averaging 1hr: 52mins duration, in keeping with the scheduling requirements of broadcasters. This has contributed to the appeal of the sport, and the ISF is in discussion with networks from various countries for coverage of this year's Men's World Championships and is optimistic that the XII Women's World Championship will also receive significant broadcast coverage. In the past, ESPN has covered events from that venue
Sponsors	The ISF continues to gain traction with the brand community through the promotion of softball's unique qualities and the skill and personalities of our players by continuing to develop print and online media coverage. For example, online video streaming of this year's Men's World Championship is planned, creating a valuable additional opportunity for sponsors. This is indicative of a creative and proactive approach to partnerships with brands which already have links (as suppliers etc) to softball and those from the broader brand community.

Development of the Federation

Main priorities - full text

Information provided by the ISF with respect to the priorities in its strategic plan:

Athletes	Our athletes are the core of the sport. It is why it is so popular and what drives the direction of the future of softball. Our plan is to enhance athlete opportunities through major international competitions and provide growth through clinics, educational seminars and top training facilities.
Coaches	In order to develop the core we must continue to develop those that that will train and lead. We give great priority to our coaches colleges and clinics around the world in order to increase the growth and universality of softball
Anti-doping/medical	We have been and continue to be committed to our drug free record, as we add to our medical commission to enhance our efforts in our drug testing program in and out of competition.
Promotion of women	We continue to advocate the importance of this issue with the commitment to reach and maintain 30% representation. Along with leading by example our membership is afforded seminars on female leadership i.e. female umpires forum
Sport administration	As our membership grows the need for administrative guidance grows. Not only do we provide administrative seminars we help our members with their development plans and organizational bylaws.
Communication/marketing	We understand the importance that promotion of the sport, sport activities and new developments are for our Federation as well as our members. We consider ourselves to be up with the times in terms of new media and cutting edge technology. We are continuing to find ways to reach our members i.e. Facebook, You Tube
Young people	As we noted our athletes are the core of our sport, we believe in this concept from the grassroots level to the most elite. The future lies in the hands of the youth of tomorrow. Our programmes in this category we feel are one of our strongest as we have noted throughout the questionnaire on our softball in the Schools program.
Development	This is a category that is all-encompassing and affords the growth of all the categories above. Our development program we believe is our strongest asset and as an organization is one that we continue to build on.

Strategic milestones - full text

Information provided by the ISF with respect to the major milestones and challenges of its strategic plan:

Major milestones and challenges	
Next year	<p><u>Milestones:</u></p> <ul style="list-style-type: none"> ▪ To ship at least \$400,000 worth of softball equipment. This equipment to be distributed to all 5 Regions in the world ▪ To conduct a major African softball conference with participation from at least 12 nations. ▪ To continue to conduct player, coaching and officiating clinics in all Regions ▪ To establish a European office and staff with a development coordinator who will have principal responsibility for the development of softball in Europe ▪ To expand the number of nations with an approved softball Federation to 135 by the end of 2009 ▪ To have at least 50 national federations compete in international softball competitions in 2009 ▪ To establish one additional Regional Training Centre in 2009 <p><u>Challenges:</u></p> <ul style="list-style-type: none"> ▪ In common with every other International Sports Federation, we are operating in an uncertain global economic climate. While this has the potential to impact on our sponsors and create less certainty around sponsorship revenues and equipment supplies, we are committed to supporting their brand and business objectives in any way we can and adding value to our partnerships in these difficult times. ▪ We are committed to organising a major conference in Africa and to working through issues over languages, financial arrangements, and the organizational capacity of local groups.

	<ul style="list-style-type: none"> ▪ The recent opening of our office in Lausanne is a major step forward. Now we are involved in an international talent search to identify and recruit a world-class individual as Europe-based development co-ordinator. It is a vital job and our challenge is to appoint the right person. ▪ We acknowledge that national federations have less reliable revenue streams due to the global financial situation. Olympic status will encourage them to commit efforts and resources to support and enhance the development efforts of the International Softball Federation.
Mid-/long-term	<p><u>Milestones:</u></p> <ul style="list-style-type: none"> ▪ To continue to secure agreements on the supply of softball equipment that will allow the ISF to ship \$2.5 million in equipment covering all 5 Regions of the world. ▪ To secure agreements to establish softball in the school system of at least 10 more countries in the next 5 years. ▪ To have a pool of coaching, player development, officiating and administrative instructors from around the world with the capacity to conduct clinics and seminars in every continent. ▪ To have permanent development staff in Europe and Asia/Oceania within the next 5 years. ▪ To have at least 150 national softball federations established within the next 5 years. ▪ To have a strong and vibrant African Continental Softball Federation within the next 3 years. ▪ To have established at least 3 additional Regional Training Centres within the next 5 years. ▪ To increase the number of countries competing in international competitions to at least 75 within the next 5 years. ▪ To have softball be, and be seen as, an agent of change for peace, the development of opportunities for women, and a substantial contributor to social and physical development within our member nations. This is an ongoing effort. <p><u>Challenges:</u></p> <ul style="list-style-type: none"> ▪ While financial uncertainty is likely to impact on sponsorship revenue, we will seek to create new and innovative opportunities, through new media and other channels, for existing and new sponsors. ▪ A place on the Olympic programme is key to unlocking national funding for our national federations. Our programme for the inclusion of Women's fast pitch softball in the Olympic Games is geared towards achieving inclusion and overcoming this challenge. ▪ Softball is established in some of the most volatile and impoverished regions of the world. Along with other International Federations we - our national federations and athletes - are vulnerable to economic hardship and political change which can lead to set backs in the development of our sport. ▪ Funding is a major challenge in building governance, financial and operational infrastructure in territories around the world. This is a challenge which can be more effectively met by a sport with Olympic status and consequent funding.

Follow-up from the last report of the Olympic Programme Commission - full text

The ISF states that it took the following actions following the Olympic Programme Commission Report to the 117th IOC Session:

The report of the Olympic Programme Commission led to a re-evaluation of many aspects of our sport and its mission. As a result of that process, softball emerged with a fresh focus towards an achievable ambition to become the most inclusive sport on the planet.

That is based on recognition that, in many respects, softball is the perfect 21st century sport. It can be played by anybody, at any time and anywhere. As the popularity of women's softball clearly demonstrates, gender is no barrier to playing and enjoying softball. Neither is race, religion, social status or age. Our sport can be fiercely competitive at the elite level or simply played for fun.

Today softball is played by more than 8.5 million people worldwide, 60 percent of whom are women.

Developing cohesiveness among female players is particularly important to the ISF. Playing softball can make a huge difference to the lives of women worldwide, both in terms of health and well-being and socially.

The ISF is a committed partner of Generations for Peace, an initiative which aims - among other objectives - to provide opportunities for women from otherwise restrictive backgrounds, to enjoy the liberation, social contact and sense of achievement and belonging which come with playing softball at any level.

World Squash Federation

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1. OLYMPIC PROPOSAL

1.1. Technical information

Discipline proposed for inclusion in the Olympic Games: Squash

Events proposed for inclusion in the Olympic Games: 2

Men	Women
Singles	Singles

Competition format:

- 6 days of competition
- 32 draw, first-round knockout
- Day 1 - 8 men's and 8 women's first round matches
- Day 2 - 8 men's and 8 women's first round matches
- Day 3 - 8 men's and 8 women's second round matches
- Day 4 - 4 men's and 4 women's quarter-final matches
- Day 5 - 2 men's and 2 women's semi-final matches
- Day 6 - men's and women's bronze medal play-offs and men's and women's final matches

Athlete quota:

Men	Women
32	32

Foreseen qualification system

Each NOC would be allowed a maximum of two athletes in each competition (men and women). For each gender, the WSF proposes that:

- 18 athletes are selected by reference to world rankings
- 1 athlete is selected by the host NOC
- 10 athletes are selected by reference to regional championships
- 3 athletes are selected by the Tripartite Commission

International and national officials

The number of international and national officials required to run the competitions at the Olympic Games would be:

International	National
16	6

Other discipline(s)/event(s) which may be proposed for inclusion in future Olympic Games:

- None

Sport presentation

Description of the way the event is/would be presented at the following competitions:

Major Competitions:

- All-glass courts
- Court to be used for entertainment between matches
- Light used to enhance the court visually and eliminate shadows
- Professional announcers
- Colour commentary which can be listened to by those spectators who rent headphones
- Large TV screens to show scores and ultra-slow-motion replays
- On-court electronic sensors which light up and sound when hit
- Statistical data service, including facts and figures about the game in progress and players' immediate playing histories
- The WSF is currently experimenting with new technology including Hawkeye® and Virtual Spectators Squash Trac®

Olympic Games: Same as major competitions as listed above (where appropriate)

1.2. Venue and equipment

Competition/warm-up/training venue requirements:

Competition venue	
Number of venues	1
Type of venue(s)	An arena with 2 glass courts
Capacity of competition venue(s) required	3,000 - 5,000 spectators
Average cost of infrastructure(s) needed	USD 505,700 - including glass courts and all necessary lighting and flooring
Possibility of sharing the venue(s) with other sports	Yes (badminton as well as several other sports in indoor and outdoor clusters)
Technical requirements	Electricity, heating/air conditioning, large TV screens, sports information technology systems
Warm-up venue	
Number of venues	2
Type of venue(s) needed	Competition court and warm-up room
Training venue	
Number of venues	1
Type of venue(s) needed	Squash court
Possibility of sharing the venue(s) with other sports	Would use local squash clubs in host city
Technical requirements	None

Sports equipment

Sports equipment required to run the competition:

Equipment	Match balls
Quantity	192
Total average cost	USD 768

Personal equipment

The cost of personal equipment a person needs to:

- Compete at an elite level: USD 210 - 425 (squash racket, ball, clothing and shoes)
- Get involved in the sport: USD 175 - 310 (squash racket, ball, eye guard, clothing and shoes)

1.3. Value

Rationale/reasoning of proposal

The WSF states that squash is a genuine, global, well established stand-alone sport with few variations and disciplines. At the same time it is a new sport that would showcase the evolution of the Olympic Games. Surveys indicate that squash is one of the healthiest sports in the world. It is 'clean' and abides fully with the WADA Code. The knock-out format would provide an intense programme, maximising excitement for media and spectators. Squash would also showcase the host city in a special way as it can be played in a variety of locations.

Squash is inexpensive to stage at the Olympic Games and would add only 64 athletes to the athlete roster. Competing for an Olympic medal would be the crowning achievement for any squash athlete. The WSF would like to see an opportunity for athletes from nations without a strong heritage to win medals and attract greater Olympic audiences from their own countries. Being included in the Olympic Programme would help the WSF to attract government and state funding and greater levels of commercial sponsorship. These additional resources would be used to develop squash and spread the values of the Olympic Movement to new markets.

Added value for the Olympic Games

The WSF states that squash would bring a new audience to the Olympic Games while also showcasing the world's best exponents of the sport. It would also bring to the Olympic Family a new core of athletes that embody Olympic ideals and values. Squash would add to the entertainment of the televising of the Olympic Games and showcase the host city in a unique way, as it can be played just about anywhere. Squash has furthermore been voted among the world's healthiest sport and contributes to modern societal ideals by being completely neutral to issues of gender, colour, race and religious belief.

Squash would add value at minimum cost in terms of athlete accommodation and sporting infrastructure. It would leave no footprint as courts are easy to erect and dismantle. Furthermore, the athletes would use local squash clubs as training facilities. However, it would leave a legacy as the WSF would give the two Olympic Games glass courts glass to the host city after the competition, for use in the promotion of squash throughout the host country.

Impact of inclusion on the sport and Federation

The WSF states that inclusion in the Olympic Programme would provide a chance to leverage the cachet that accompanies being a sport on the Olympic Programme: opening new markets for squash; increasing the levels of commercial sponsorship; allowing for greater levels of government funding for grassroots and player development; and possibly increasing the number of WSF member federations. Showcasing the sport at the Olympics would imply an opportunity to do good in the community by promoting the health benefits of squash and increase participation around the world. It would stimulate more high quality events, which would increase the number of access points for people to enjoy squash all over the world. Inclusion in the Olympic Games would also help the WSF to become more professional and result-oriented.

1.4. Appeal of the sport

Appeal to client groups

The WSF states the following regarding the appeal of the sport for the following client groups:

<p>Young people</p>	<p>Squash is easy to watch, understand and access. Young people today crave near-instant reward for their endeavours, and squash addresses this with a short learning curve and an intense duration of competition that produces a result in a relatively short time. However, squash also includes layers of subtlety and strategy that enriches the experience for the more advanced viewer and player. Squash teaches life skills. Both players share the same court space, which means that in competition, they have to co-exist and co-operate. This unique feature of our game teaches valuable lessons of friendship and friendly rivalry.</p>
<p>General public</p>	<p>Viewers like squash because it is a sport they can understand, with true values of transparent competition and where the winner is clearly the best player and the fitness and skill of the competitors combine to make the contest. Participants like squash because they can access the sport easily and quickly learn the game, while it is at the same time challenging in terms of both skill and fitness. As players progress with the game, they require simple competition to add interest and value. Squash maintains a tradition of "ladders" and internal leagues throughout private and public clubs. Squash fits modern people's lifestyle and delivers significant health benefits in as little as half an hour.</p>
<p>Press</p>	<p>The WSF has an excellent relationship with the media on both the Men's and women's professional tours. Players are happy to give their time to be interviewed and profiled for the world's squash press. A very large number of websites are devoted to squash. The accessibility of squash means that on top of the stories related to the professional tours, there are also local community stories to be reported on.</p>
<p>Television</p>	<p>Squash is easy to film and the WSF has worked with TV producers to develop a formula that presents squash to a consistently high standard. The WSF now uses a white ball that shows up well on camera and has standardised camera positions to offer the best coverage. Cameramen require no special skill or training. The WSF is also considering a number of initiatives suggested by television companies to make the sport even more TV-friendly.</p>
<p>Sponsors</p>	<p>Squash offers a wide range of sponsorship opportunities for companies to sponsor players individually, tournaments, tours, etc. Televised elite tournaments offer great value for money if brand awareness is an objective. A corporate sponsor's box of hospitality area at a tournament offers the chance for sponsors to bring clients, etc.</p> <p>Squash players are intelligent, articulate and have the best interests of the game at heart, making them particularly sponsor-friendly. Most top players are happy to engage in events in order to publicise the game and provide corporate business-to-business opportunities. Every player gives time to their sponsors, tournament sponsors or corporate partners of the WSF and player organisations.</p>

Increasing the appeal of the sport

The WSF states the following regarding the steps it has taken to increase the appeal of the sport for the following client groups:

Young people	The WSF has relaxed its dress code for competition; as long as certain standards of modesty and respect for religious beliefs are maintained, anything goes. Squash has been quick to make its wide range of content available through new media channels. The sport's professional organisations broadcast major tournaments live on the Internet. The sport is currently undertaking a major review of how it might better distribute content through electronic, mobile and traditional channels.
General public	Based on audience research, the WSF undertook a review and consultation process that resulted in the adoption of point-a-rally (PAR) scoring across the elite game. PAR scoring was adopted as the official scoring system across the sport with effect from 1 April 2009. Squash has pioneered new materials in the construction of courts to facilitate the 360-degree viewing experience using one-way glass. Many tournaments offer spectators the chance to listen to commentary on the matches, piped through special headsets to spectators seated in the tournament venue. Squash players are anxious to promote their sport in the best possible light, and are happy to conduct community "grassroots" clinics and events around tournaments.
Press	Squash has introduced clear two-way glass low down on the front wall of tournament courts, specifically for photographers to capture the action from a dramatic angle. Squash photography has improved dramatically as a result. At tournaments, players expect to give their time to the media for interviews just as they expect to spend time with fans.
Television	<p>The Professional Squash Association (PSA) and the Women's International Squash Players' Association (WISPA) are currently working together on a new proposal for the Tours from 2010 whereby rights management is simplified and the quality of TV broadcast distribution is improved.</p> <p>Squash uses a mix of remotely controlled (and very small, unobtrusive) cameras and manned cameras either roving around the court, or fixed. The WSF is considering additional new technologies including:</p> <ul style="list-style-type: none">▪ Virtual Spectator Squash Trac®, whereby a player wears a very light tracking device, which can be followed by a remote camera▪ Television Match Officials, to aid referees but also to increase audience involvement▪ Hawkeye® technology, which aids the referees/umpires in making difficult decisions and also tracks player movement and stroke-play▪ Camera positions are being tried and tested regularly
Sponsors	All of the above listed innovations also benefit sponsors. Particularly camera position experimentation which has given rise to a number of new high-visibility logo placements that generate maximum sponsor awareness as glass court technology allows for logo placement on the walls of the court. The WSF also continues to work on hospitality in order to offer sponsors the best experience for them and their guests.

1.5. Participation of best athletes in the Olympic Games

The WSF states that participation in the Olympic Games would be the absolute highlight of any squash player's career. The world's top squash players have universally pledged their support for the WSF's bid for squash to become an Olympic sport. They have signed a declaration stating that "An Olympic Gold Medal would be the ultimate prize in squash". A Memorandum of Understanding has also been signed by representatives from the WSF, the PSA and the WISPA, declaring that players will compete in the Olympic Games if selected, and that the Olympic Games squash competition would qualify for world championship ranking points in Olympic years, ensuring that the Olympic Games would be the most important tournament in the calendar. The declaration also states that the Olympic Games and the necessary qualification tournaments would be protected in the PSA and WISPA Tour Calendars, ensuring that there will be no substantial tournaments with conflicting dates in the calendar.

2. HISTORY AND TRADITION

Establishment

Year of establishment of the WSF: 1967

Date of IOC recognition: 1998

Disciplines

Disciplines managed by the WSF:

- Singles
- Teams
- Doubles
- Juniors

World Championships

Year of first men's world championships: 1967

Year of first women's world championships: 1976

Number of men's world championships held to date: 29

Number of women's world championships held to date: 25

Frequency of world championships: Annually (men & women)

Other multi-sport games

	Number of times on the programme	Year of most recent inclusion
World Games	2	2005
All-Africa Games	1	2003
Pan-American Games	4	2007
Asian Games	3	2006
Commonwealth Games	3	2006
Universiade	0	Not applicable

3. UNIVERSALITY

3.1. Member national federations

The WSF has 138 member national federations corresponding to NOCs:

	NF 2008	% NOCs in continent	NF 2005
Africa	22	42%	17
America	32	76%	28
Asia	29	66%	28
Europe	45	92%	38
Oceania	10	59%	7
Total	138	67%	118

3.2. Active member national federations

Percentage of national federations that organised national championships within the last year (corresponding to the number of national federations affiliated to the IF):

Africa	91%
America	100%
Asia	90%
Europe	87%
Oceania	50%
Total	88%

Average percentage of national federations that took part in qualifying events for the last two world championships (corresponding to the number of national federations affiliated to the IF):

	Men	Women
Africa	11%	5%
America	17%	14%
Asia	10%	10%
Europe	26%	21%
Oceania	20%	20%
Worldwide	18%	14%

Percentage of national federations that took part in qualifying events for the World Games (corresponding to the number of national federations affiliated to the IF):

	Men	Women
Africa	9%	9%
America	13%	9%
Asia	24%	21%
Europe	11%	16%
Oceania	10%	10%
Worldwide	14%	14%

Average percentage of national federations that took part in the last and previous editions of the junior world championships (corresponding to the number of national federations affiliated to the IF):

	Men	Women
Africa	11%	14%
America	16%	17%
Asia	19%	17%
Europe	24%	18%
Oceania	20%	20%
Worldwide	19%	17%

Percentage of national federations that took part in the last WSF continental championships (corresponding to the number of national federations affiliated to the IF):

	NF (2008)	NF (2005)
Africa	41%	35%
America	38%	33%
Asia	41%	36%
Europe	64%	57%
Oceania	48%	87%

3.3. Global spread of excellence

Total number of medals awarded at the WSF world championship over the last 10 years: 28 (14 gold, 14 silver and 0 bronze)

	Number of countries that won medals	% compared to the affiliated NFs	Continental distribution of medals won
Africa	1	5%	10%
America	2	6%	20%
Asia	1	3%	10%
Europe	4	9%	40%
Oceania	2	20%	20%
Total	10	7%	100%

4. POPULARITY

4.1. Ticket sales and attendance

World championships:

	Tickets for sale	Tickets sold	Total attendance (including non-paying spectators)
Last (men & women combined)	10,980	9,658	8,950
Previous (women)	Not applicable (free)	0	2,400
Previous (men)	8,822	8,161	7,546

4.2. Media accreditation requests

Number of media accreditation requested and granted at the last two world championships:

	Last (men & women combined)	Previous (men)	Previous (women)
Requested	56	49	52
Granted	56	49	52

4.3. Television coverage

World championships

Number of territories where the last two world championships were broadcast:

Last (men & women combined)	Previous (women)	Previous (men)
118	89	99

Number of territories that paid for TV rights for the last two world championships:

- The WSF does not sell TV rights to the world championships. Instead, the WSF produces and distributes highlight programmes of the world championships to broadcasters.

4.4. Press coverage

World championships

Number of articles published during the last two world championships: No records kept

4.5. New media

- Average number of unique visits to the WSF's official website per day: 1,230
- Average number of page views of the WSF's official website per day: 3,683
- Average daily number of visits to the WSF's official website during the last world championship: 5,920

The WSF states that it has launched the first squash website in 1994, and has since consistently encouraged international, national and local websites. Each major member nation has an active website and there are a large number of worldwide independent sites that receive significant traffic. Squash has been streaming

matches from top competitions since 2002 on a website, which has 30,000 regular subscribers. There are new streaming initiatives for launch in 2009 aimed at increasing this number.

A full results and news service is provided daily free of charge by the WSF, PSA and WISPA, and is sent via email to journalists, websites, national federations and a variety of other subscribers. One-hour highlight programmes are distributed to broadcasters on all continents in addition to domestic coverage of the events and provision of VNR releases to international news services. The WSF is currently beta-testing the distribution of video and audio programming directly to PCs. News alerts, live score updates, match reports and results will soon be delivered directly to mobile phones (the launch is scheduled for 2009).

4.6. Major sponsors

Benefits that the WSF received from its five major sponsors from 2005 to 2008 (maximum five sponsors):

	Cash	VIK	Discounts	Services	Other
ASB Babinsky	X	X			
Cathay Pacific	X	X		X	
Dunlop Slazenger	X	X			
India Cement	X			X	
Pakistan International Airlines		X		X	

5. TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

5.1. Judging/refereeing

Judging has a low impact on the result of a squash match.

Summary of information provided by the WSF with respect to the steps taken to train, certify, select and evaluate judges and referees:

Training

National federations train referees to club and national level using a standard competency-based training and assessment (CBTA) procedure, available from the WSF and held on the website. Referees are mentored and assessed by more experienced referees as part of their training. To ensure that the more experienced referees discharge these responsibilities, they must produce evidence of how they have actively contributed to the development of referees in their own countries or regions if seeking promotion to international level. National level referees may be nominated by the national federation to become regional referees. Regional assessors then mentor candidates to ensure that the required standards are met and maintained during their careers.

Certification

The WSF currently has 7 certified World Referees, 13 International Referees, 2 Senior Assessors and 9 Assessors. These are based across the 5 WSF regions. World and International Referees are certified, recertified and decertified by a Review Board that meets annually (see Evaluation below). Regional Referees are reviewed similarly at a Regional level.

All referees and potential referees have access to a comprehensive Policies & Procedures manual as well the different levels of CBTA criteria held on the WSF website. All World Referees are invited to become Assessors once they have been trained and assessed by one of the Senior Assessors. World Referees can continue as Assessors after retiring as active World Referees.

Selection

Organising Committees of world championships are obliged, as a condition of being awarded an event, to use WSF accredited referees. These referees are assigned by the WSF International Referee Coordinator. For other major PSA and WISPA tour events, national federations or event promoters may request the services of WSF accredited referees. These assignments are made by the International Referee Coordinator, who distributes assignments in an equitable manner amongst all WSF Accredited Referees.

Evaluation

National federations are invited, annually, to submit referee candidate nominations to the WSF review board. Candidates must have refereed a minimum of 15 matches at the correct level within the last three years, as verified by an official of his or her national federation and recorded on an activity card. The review board includes current competing athletes. Candidates must submit evidence of natural or corrected 20/20 vision and good hearing verified by a qualified medical practitioner or optician and audiologist (required to be renewed every four years).

Existing world and international referees must be re-nominated by their national federations at the expiration of their appointed terms in the same manner as above. Initial appointments for world and international referees are for one-year terms and re-appointments are normally for three-year terms but, if circumstances dictate, an international referee may be re-appointed only for a one-year term. The Director of the Referees Committee may demand a review of any international referee at any time. WSF referees and assessors reaching the age of 60 must re-apply annually to the WSF to retain their World Referee, International Referee or Assessor status.

5.2. Fairness, transparency and objectivity of results

The WSF provided the following information regarding the steps taken by the Federation to ensure fairness, transparency and objectivity of results in the sport:

There is no judging in squash, and referees are only present to ensure fair play and adherence to the rules. The WSF invests significant resources in selecting, training and evaluating referees to ensure that athletes and all involved in squash competitions believe in their objectivity. To avoid conflict of interest, referees are not allowed to officiate at matches involving athletes from their own country.

5.3. Non-discrimination, fair play and solidarity

The WSF provided the following information regarding measures taken by the Federation to ensure non-discrimination, fair play and solidarity in the sport:

Respect and inclusion are core values of the WSF, as evidenced by a thriving Women's Tour, benchmark female representation on the WSF Executive Board, tour events in conflict areas and players from countries with significant racial and cultural differences playing side-by-side. Also, the World Deaf Squash Association is a WSF Affiliate and the WSF supported the World Deaf Squash Championships in 2005. Fair play is key to the essence of squash, and it is enshrined in its rules. Every year the WSF provides free squash balls, refereeing materials and a wide range of other benefits to a range of national federations in Africa, Latin America, Asia, Central & Eastern Europe and the Pacific Islands of Oceania.

6. ATHLETE WELFARE

6.1. Anti-doping

The WSF has confirmed in writing that it has adopted the World Anti-Doping Code.

Doping controls

Statistical details on doping controls conducted by the Federation:

	Total number of tests	Total number of out-of-competition tests	Number of tests which resulted in Anti-Doping Rule violations
2003	331	0	1 (0.3%)
2004	374	Not available	Not available
2006	39	0	0
2007	18	0	0
2008	38	8	0

6.2. Monitoring athletes' health

The WSF has a Medical Commission which is represented within the Federation's Executive Committee. The WSF publishes leaflets or brochures explaining health issues related to the sport. The WSF monitors athletes' health at world championships and does monitor athletes' health at a national level through some national federations.

Monitoring athletes' health - other

The WSF states that its Medical Committee has initiated research into sports injuries that can affect squash players. Meanwhile, the WSF Technical Committee sets standards for court construction, rackets and balls; assists with new product development and through its accreditation scheme ensures that quality and safety of construction is maintained across all categories of equipment. The squash court specification addresses issues of safety, particularly in respect to floors and glass walls. With help from the WSF, the PSA has recently initiated a series of standard tests to measure and mandate levels of grip on squash court floors.

The racket specification now requires the racket head to have a protective strip in place so that there are no rough edges that would cut an opponent if hit. Eye guards must be used by all players under 19 years of age and this is checked by referees at all tournaments.

The WSF Technical Director at every world championship reports on any major injuries that occur at the event and information that may prevent the injury recurring at future events is shared with the game's stakeholders. He or she also checks that court floors are swept before matches as necessary to avoid dust or sweat increasing the risk of injury through slipping. He or she also checks to ensure that there are fluids for the athletes.

7. DEVELOPMENT

7.1. Development of the Federation

Strategic planning

The WSF states that it has a strategic planning process in place.

Main achievements

Information provided by the WSF with respect to its main achievements over the past three years:

The WSF established a development fund in 2005, doubling the funds available to the Development and Coaching Committee, which supports coaching courses and coach development programmes in many countries. The funds have also been used to help development in the small islands of Oceania, to produce a strategic plan for squash in Kenya and to assist countries from South America to attend the WSF Coaching and Development Conference held in Canada in 2007. The WSF has experienced record numbers of participation at recent Refereeing and Coaching Conferences and the WSF membership has increased from 128 national federations in 2006 to 147 in 2008.

The WSF world junior championships are now held annually, with a record breaking participation in world and regional championships. Due to the high level of interest, the WSF has also established an African junior championship. In the USA there are a growing number of collegiate league programmes, and a number of urban squash programmes for young people. The junior circuit in Europe is also expanding.

Squash has been on the programme of all major multi-sport games, with the exception of the Olympic Games. Squash is also included in many sub-regional games. In recent years, a host of new countries have won medals for the first time. The WSF has also witnessed a growth in the number of athletes playing squash full time, the number of events held worldwide and the prize money available to be won.

Main priorities

Summary of the information provided by the WSF with respect to the priorities in its strategic plan (full text provided in the annex):

Athletes	The WSF will continue to work closely with the PSA and the WISPA to help make their professional tours grow with more national tournaments in all regions. The PSA and WISPA are also being encouraged to work closely to plan their tours to reduce the cost of competing internationally and thus allow more athletes the opportunity to compete and to earn ranking points. The WSF will also make it easier for young athletes to move onto the world Tours through initiatives such as WISPA's "Rising Stars" programme which thus far has been responsible for the launch of several notable careers.
Coaches	The WSF "Coaching the Coaches" programmes in newly emerging squash countries has had a high impact on talent development, the general growth of the game and the institution of positive playing experiences for new players at grassroots level. The WSF will increase the number of coaches alongside the number of players and ensure that coaching methods for squash are integrated into national coach education programmes
Anti-doping/medical	The WSF is committed to keep squash free from doping and is a strong advocate of doping controls.
Promotion of women	Major efforts continue in order to increase the number of women in squash administration as well as those playing both competitively and recreationally. The WSF will continue to support the annual WISPA Promotional Tours that focus the media on women in squash. The WSF will also continue to use Nicol David (World #1) as a female role model, particularly in Asia, for as long as she is comfortable with the role.
Sport administration	The WSF works hard to sustain effective and efficient governance of the sport of squash and is always trying to make better use of volunteers in committees, commissions and panels. The WSF also focuses on improving the already productive relationships between elite athletes, clubs and federations.
Communication/marketing	The WSF recognises this as an area of great potential for growth and seeks to raise the profile of squash and put forward the best case possible to achieve squash's inclusion in the Olympic Games. The WSF is improving communication

	with stakeholders in the new digital age. The message is that squash is fun, easy to play, healthy and can be non-competitive.
Young people	The WSF aims to keep up with growing demand for tournaments and encourage the move towards a more active society for future sporting generations through the use of new media. Mini-Squash and other initiatives will be used to encourage more and more young people to try squash as a competitive sport, excellent for fitness, easy to play to a reasonable standard, time efficient, cheap and most of all, fun.
Development	The WSF will use its income to direct funds towards assisting development in countries where only a very small proportion of the population have had the opportunity to see or play squash. The WSF will continue to train coaches and referees, to advise on administration and help to build new facilities.

Strategic milestones

Summary of the information provided by the WSF with respect to the major milestones and challenges of its strategic plan (full text provided in the annex):

	Major milestones and challenges
Next year	<ul style="list-style-type: none"> ▪ Management and finance: Establish funding for Olympics Operational Plan; develop roles and responsibilities for each WSF committee and its members; develop policy & procedures manual for the WSF Head Office; improve communication between WSF Athletes' Commission and Executive Committee; and reduce budgeted deficit. ▪ Marketing and media: Continue progressing project to re-launch the WSF world championships; engage with at least one sponsor; revitalise the World Squash News media service; Monitor the re-launch of the WSF website and maximise information and resources available on the site; publish Instant Update on monthly basis; and Promote World Squash Day 2009. ▪ Championships: Ensure all WSF world championships are conducted with a degree of excellence that is expected and in line with the re-launch initiative; assist organising committees with preparing and promoting events; evaluate feasibility of staging the WSF World Cup in 2010; launch updated version of the WSF World Championship Regulations and introduce the World Junior Ranking System. ▪ Development and coaching: Communicate best practices and MNF resources via the WSF website; monitor the outcome of the 2008 World International Doubles Championships; develop a dissemination plan for England Squash's 'Mini Squash' programme as an official WSF resource; conduct the 9th WSF Coaching & Development Conference; and progress the 2nd WSF CEO Conference. ▪ Olympics and major games: Executive Olympic Operational Plan to obtain squash's inclusion in the Programme of the 2016 Olympic Games; and lobby for inclusion in All-African Games 2011, Pan-American Games 2011 and Mediterranean Games 2013. ▪ Technical: Ensure compliance with specifications for courts, rackets and other equipment; provide feedback to technical queries in a timely manner; promote WSF Accreditation and Ball Approval Schemes with a view to increasing WSF revenue and resolve issue with ASB regarding acceptance of their glass floor. ▪ Anti-Doping & medical: Continue to enforce WSF Anti-Doping Code; invest at least 1/3 of IOC's contribution to "fight against doping" and conduct "out-of-competition" tests by end 2008 to ensure compliance with the WADA Code. ▪ Referees, rules & disciplinary: Increase number of World/International referees to 25; implement the '3-referee-system' at unassigned world team championships; monitor impact of new scoring system: continue to monitor disciplinary incidents at WSF events and recommend actions; review WSF Code of Conduct; and update Disciplinary Procedures.
Mid-/long-term	<p>The strategic plan for 2006-2009 states that the WSF's vision is squash as an Olympic sport with thriving competitions and a growing player base in every WSF region. The WSF's mission is to build squash's visibility and profile via world championships and major games and provide aid to its members in grass roots development.</p> <p>The WSF's objectives for the next three years:</p> <ul style="list-style-type: none"> ▪ Raise the profile of squash ▪ Become an Olympic sport ▪ Improve visual coverage with more imaginative use of on-screen graphics and statistics ▪ Establish a single portal for web-streaming

- Offer greater support to major tournaments with in-house event management expertise
- Further develop and embed strategic partnerships
- Promote squash as the world's healthiest sport
- Inspire future generations to play squash and become more active in society
- Increase the number of countries with functional national administrations
- Make the sport grow in larger and developing countries
- Ensure junior players have access to trans-national competition
- Ensure development resources are accessible via the web
- Increase the development fund so that WSF experienced coaches and referees are able to visit developing squash countries to give seminars and training courses, and to spread best practices

Follow-up from last report of the Olympic Programme Commission

The WSF states the following regarding the actions taken by the Federation following the Olympic Programme Commission Report to the 117th IOC Session (full text provided in the annex):

The WSF has worked hard to improve TV coverage through the use of central overhead cameras, slow motion and high definition pictures and has encouraged film and TV producers to experiment with new technologies. To ensure ball visibility, the WSF has experimented with different ball coatings and court colours, to ensure that the ball can be clearly followed. The WSF has found a range of solutions for televised tournaments. Squash is now featured regularly on TV in more than 125 territories across all continents.

The WSF has made significant advances in the use of new media with web streaming gaining in volume and popularity. Membership recruitment in all regions has increased member federations from 125 to 147. A unified scoring system has been officially endorsed to remove differences between tournaments run by PSA, WISPA and the WSF. A unified system of 3 referees is now in use across all major tournaments ensuring clear and accurate scoring.

7.2. Development of the sport

Main development programmes

Summary of the three main development programmes run by the WSF over the past five years:

- **Coaching and development programme:** The WSF has established a Development Fund, used to encourage coaching in Asia, Central & Eastern Europe and in newly developing squash national federations. The WSF also organises a biennial Coaching Conference, focusing on new technologies available for athlete development, sports science, coaching techniques, player development, etc. The WSF has furthermore encouraged the European Squash Federation to establish a pilot system of Coaching Diplomas.
- **Refereeing programme:** In order to respond to a lack of referees from continental Europe, the WSF has established a European Refereeing Standard, including courses and formalised appointment of referees at European team championships with associated assessment and mentoring. The WSF Referees Committee has introduced a worldwide Competency Based Training and Assessment Programme for the appointment of WSF Referees. The WSF also organises biennial Refereeing Conferences, in which senior referees come together to discuss trends in officiating, new technologies and rules, referee development models, training and assessment tools, etc.
- **Management Programme:** The WSF organises a biennial CEO Conference, educating managers and administrators of national federations and allowing them to exchange best practices and resources. The WSF has also established an area of their website which contains examples of best practices which can be accessed by managers and administrators worldwide.

Youth development

Summary of the WSF's main development programmes specifically aimed at young people:

- **Junior Championships:** The organisation and promotion of the WSF junior world championships, and other regional and national junior championships.
- **Annual World Squash Day:** Administered centrally by the WSF and locally by national federations, encourages the participation of juniors in squash. In 2009 this was renamed Squash 2016 Day and featured squash-related activities by an estimated 300,000 people in 48 cities worldwide.
- **UrbanSquash and City Squash:** Two initiatives run by the US National Federation to encourage city children to try squash.
- **Mini Squash:** A WSF initiative based on making or acquiring demountable and portable mini-courts that allow children aged 5 - 12 years to try the game.

8. GOVERNANCE

8.1. Status of Federation

The WSF has provided written confirmation that it is a non-profit organisation and that the Federation recognises the Court of Arbitration for Sport's jurisdiction and accepts the Code of Sports-related Arbitration.

8.2. Structure/composition of decision-making bodies

Board members

The WSF Board currently has 13 members. Members of the WSF Board are elected for a period of two years and may serve a maximum of 3 terms. The continental breakdown of the members is presented below.

Africa	1
America	2
Asia	3
Europe	5
Oceania	2
TOTAL	13

Organisational structure

Number of full-time equivalent (FTE) staff employed by the Federation:

	1995	2000	2005	Currently
Number of FTE staff	2	3	3.5	3.5*

**Chief Executive to be appointed.*

8.3. Gender equity

In the sport

Average percentage of member national federations (corresponding to the number of national federations affiliated to the IF) that took part in qualifying events for the last world championships:

	2008
Men	18%
Women	14%

The WSF states the following regarding initiatives taken to increase gender equity in the sport:

- At present there is already a reasonable gender balance in squash, both playing and administering the sport.
- The WSF constitution states that the Management Committee, which includes the President and three Vice Presidents, must include at least one person of each gender.
- The European and Pan-American Squash Federations run U19, U17 and U15 Mixed Team Events consisting of two boys and one girl in each team.

In the IF governing bodies

Composition of the WSF Executive Board:

2005		At present	
Men	Women	Men	Women
3	2	9	4

The WSF Executive Board has a female membership of 30.8%, which is an absolute decrease of 9.2% from 2005.

8.4. Athlete representation

The WSF states that it has an Athletes' Commission, whose members are elected by their peers and appointed by the Federation. The Chairman of the Athletes' Commission sits on the WSF Executive Board and has voting rights. Athletes are represented on all WSF Committees, the Anti-Doping Commission and the Ethics Panel. In addition, the professional player organisations (PSA and WISPA) are separately represented on the Executive Board, are affiliate members of the WSF and have full voting rights at the annual general meeting.

8.5. Finance

- The share of the WSF's total income generated by marketing and broadcasting from 2004 to 2007: 46%
- The share of the WSF's total expenditures allocated to development from 2004 to 2007: 2%

8.6. Environment

The WSF response indicates a basic understanding of the issues and opportunities, but most importantly recognition of the need to take further action and the intention to do so.

The impact of the sport stems primarily from the location and construction of new venues, the operations of those venues during and between events, the use of energy, water and materials and disposal of waste.

The initiative of the WSF to use portable glass courts that use daylight and natural ventilation is truly progressive. Similarly, WSF office practices and travel policies demonstrate leadership in sustainable practices.

8.7. Ethics

The WSF states that:

- Copies of the WSF's Constitution/Statutes and Regulations/By-laws can be found on the Federation's website.
- Copies of the WSF's annual reports and audited financial statements for 2006/2007 can be found on the Federation's website.
- The majority of the members of the WSF Executive Committee/Board are elected by the membership.
- The WSF has an independent Appeals Commission/Panel and an Ethics Panel.

9. ANNEX

Value

Reasoning of proposal - full text:

The WSF states the following regarding the reasoning behind its choice of events for inclusion in the Olympic Programme:

Individual knock-out events are the mainstay of the men's and women's professional tours.

Because the Olympic Games are the pinnacle of competitive sport, we propose to include the format most often experienced by the best players in the world and exactly the same as used in the world championships. The knock-out format will provide an intense, athletic programme that maximises excitement for media and spectators alike.

Rationale of proposal - full text:

The WSF states the following regarding its rationale for proposing squash for inclusion in the Olympic Programme:

Squash fulfils the requirement of the IOC to review the sports in the Olympic Programme to ensure the mix continues to be relevant and meets the expectations of future sporting generations.

The inclusion of squash in the Olympic Programme would mean a great boost for the development of our sport in all continents of the world.

10 reasons to support the inclusion of squash in the Olympic Programme

1. Squash is a genuine, global, well established stand-alone sport with few variations and disciplines;
2. Surveys indicate that squash is one of the healthiest sports in the world. It is 'clean' and abides fully with WADA code;
3. Competing for an Olympic medal would be the crowning achievement for any squash athlete;
4. The Olympic Games would provide the sport's biggest stage on which to showcase the best players in the world, who have pledged that they will be there;
5. Squash is inexpensive to stage at the Olympic Games and would add only 64 athletes to the athlete roster;
6. Squash is a new sport that will showcase the evolution of the Olympic Programme;
7. The WSF would like to see an opportunity for athletes from nations without a strong heritage, to win medals and attract greater Olympic audiences from their own countries. Being included in the Olympic Programme will help us to develop squash and spread the values of the Olympic Movement to new markets, for the good of squash and the Games as a whole;
8. Being an Olympic sport will help the WSF to attract government and state funding - and greater levels of commercial sponsorship - to use for grass roots and elite athlete development and to attract young people to the sport;
9. Squash will showcase the host city and we believe we have proven that it is well placed to do so; and
10. The Olympic Games represents the final step for a sport that has become a feature in other international multi-sport Games; the WSF and other stakeholders in the sport have worked tirelessly for this opportunity over a number of years. Now is the time, and we are ready.

Squash is universal and unique at the same time

20 million people around the world play squash. There are courts in more than 185 countries. There is a large body of athletes - serious and casual, young and old, male and female - that want to see the sport included in the greatest sporting competition on the planet.

Squash's attraction is its simplicity. It is a pure sport, transcending class and income, focusing only on a highly accessible game that is easy to play, yet has a steep learning curve for players that ascend to elite level. Squash is a short, intense workout that is absolutely relevant to today: it is contained, gladiatorial, very fast in terms of both game play and the time taken to play a match. It pits man against man, woman against woman in one of the purest sporting environments possible. There is no place to hide on a squash court.

Squash is unique in one respect: it is the only racket sport where players share the same space. Squash is essentially a battle for supremacy of that space, point by point, in a spectacle that is utterly compelling and has viewers on the edge of their seats. To those with deep knowledge of the game, the strategic contest is as involving as the athletic contest. Squash has been called "turbocharged chess" and with good reason; it is alive with opportunity to probe and retreat, to seek out and exploit an opponent's weaknesses, deprive him or her of the opportunity to exploit his or her strengths.

Despite the intense competition on court, squash is a family where most of the world's top players know and respect each other, are friends with each other, help each other, coach each other. It's a global family with members from a wide variety of nations and a very down-to-earth attitude to the sport that unites them. Included in this family are media, organisers, promoters and members of the sport's key organisations. Also included are the fans themselves, many of whom communicate directly with the sport's elite players via the internet or person to person in the form of the multitude of clinics and tutorials that our players conduct as they travel around the world. Squash players are a friendly group that respects the game and all those involved with it. This is the group that wants so much, to be a part of the Olympic Games.

Squash accurately reflects the values of the Olympic Games

Squash is - according to Forbes Magazine - the "world's healthiest sport" following a comprehensive study that examined a wide variety of sports against a number of measures including cardiovascular endurance, muscular strength and endurance, flexibility and calories burnt while participating.

We agree and would add in addition to this claim that because squash delivers physiological benefits to participants in a controlled environment in a relatively short time (most games last about 45 minutes) it is absolutely right for today's time-pressured society, particularly for young people.

As the Olympic Programme evolves to remain relevant to new viewers, to convert viewers into new subscribers to the Olympic Movement, we argue that there is a place in the Olympic Games for squash. The sport is clean and WADA-compliant; our athletes clean-cut, eloquent ambassadors for squash and - we hope - for the Olympic Movement.

If chosen as an Olympic sport, squash players will demonstrate these with passion, the values of excellence, friendship and respect. We know too, that these great athletes will also earn the respect of their peers in other Olympic sports.

The Olympic Games will help us to grow our sport

The timing of our bid for inclusion in the Olympic Programme is particularly appropriate: the five-year plan for the development of squash recently ratified by both the PSA and WISPA details greater integration of the men's and women's Tours in a strategic initiative designed to elevate the penetration and coverage of our great sport. We are focused on expansion, attracting participants and spectators from all walks of life irrespective of colour, creed, sex or athletic ability.

Men's and women's Tours will henceforth be planned together with the specific objective of presenting the men's and women's games at elite level, side by side to the widest possible audience. Our Tour planning schedules allow for the seamless integration of world championships for men and women, boys and girls, singles and doubles (though it should be noted that our application for inclusion in the Olympic Games is only for men's and women's singles competition). We welcome the opportunity to integrate the Olympic Games into our Tour schedules as the undisputed highlight of any Olympic year.

An Olympic medal will be the highest honour for which squash's top athletes will definitely compete

There is no question that the highlight of any squash player's career would be an appearance in the Olympic Games. All of the top players in both the men's and women's game have pledged their support to the Olympics and have promised that - if selected - they would attend. None of them had to think about it very hard; the squash family is totally committed to the Olympic Games.

PSA and WISPA athletes are modest heroes, giving of themselves, both on and off the court. For them, an Olympic medal is a vibrant dream, one that each and every one of them will work tirelessly to realise.

The Olympic Games squash tournament will offer the very highest level of competition. For squash players it is important to have the opportunity to accept the Olympic challenge and play at this level, to join top athletes from other sports in the Olympic family. For our grass roots players it is also important to see their heroes welcomed and accepted as equals by their peers in other sports.

Squash is inexpensive to stage at the Olympic Games

Because our courts are easy to erect and dismantle, minimal infrastructure will be necessary on-site. Squash takes up minimal space relative to the value it brings, and leaves no footprint behind. Portable glass courts already exist and will be provided to the Olympic Games for free. No further purchase is necessary.

The WSF has also been in touch with squash clubs in each candidate city and made arrangements that - if selected - each city would be happy to provide training facilities for our athletes to use in preparation for the Olympic Games. This again saves money and facilitates squash's participation in the Games, as well as offering our sport the chance to forge greater links with the community in each candidate city.

Televising the sport is also easy. World class coverage can be achieved with either six or seven TV cameras, only two of which need to be manned. Coverage in HD is helpful but not essential to achieving an involving televisual experience. Squash utilises a number of modern technologies to follow fast-moving players and a fast-moving ball: players are tracked automatically using Virtual Spectator Squash Trac®; we use cameras of different focal lengths to cover both front and back of the court; our glass courts allow cameras to get in close, without disturbing match play

Squash can help grow the Olympic Games in new markets

Squash is unusual in that it contains many supreme athletes from countries that do not have a long history of Olympic involvement. At the time of writing, the World Number Ones for men and women are Egyptian and Malaysian respectively. These athletes are - quite rightly - National heroes in their home countries. Were they to be Olympic athletes, their popularity would open up their countries to greater levels of Olympic Games viewing and involvement, allowing other Olympic sports perhaps to grow in those countries too.

This doesn't just hold true in non-traditional Olympic markets. There are millions of squash fans everywhere who would become Olympic Games loyalists overnight, were squash to be included. If we follow our National heroes - which we do - then a quick glance at squash's top 25 men and women at time of writing reveals a spread of 16 nations represented. Put another way, if we assume a team of two competing for each nation, then a 32-draw Olympic squash tournament if held today, would attract 14 of the top 20 men and 16 of the top 20 women. Squash is an effective vehicle for promoting Olympic Games interest in Egypt, Malaysia, Pakistan, India, Ireland, New Zealand, Mexico, Hong Kong, Colombia and many other smaller and emerging markets. It is also a sport played by a wide variety of ethnic and religious groups.

Being an Olympic sport will promote greater levels of government funding for squash

Recognising the popularity and value of our sport, many governments offer funding for the development of squash at levels that are equal to - or only slightly less than - many Olympic sports. We are grateful for this and seek always to deliver value; we recognise that money for sporting development is always scarce.

However it is likely that were it to become an Olympic sport itself, squash could attract greater levels of funding from national governments. The WSF - through its Development Fund - is prepared and well organised enough to make sure that this money is well spent on athlete development, training facilities to promote squash at the elite level and - most importantly - on youth development and grass roots programmes that add value to local communities everywhere.

We are already seeing the development of a number of grass roots initiatives. Our City Squash and UrbanSquash campaigns in the United States for example, aim to use squash to energise children from under-privileged backgrounds, combating obesity and child crime by motivating children to adopt a healthy, sporting lifestyle. Similar initiatives exist in countries all over the world.

At the professional level, greater levels of funding would enable National Federations to hold tournaments of an ever-higher standard, to attract sponsors and corporate investment into the sport, and the virtuous circle of investment could begin.

Some of these funds would be invested in the fundamentals of the sport itself. The WSF recognises that public tastes are forever changing and that we must take steps to ensure that our sport retains its values and appeal but adapts to maintain its relevance in today's society. With this in mind the WSF has recently conducted a strategic review of ideas to make the sport more entertaining; everything from the rules of the game to the mandating of TV camera positions and audience participation has been examined and there are some exciting initiatives due to be announced very soon.

Showcase the sport; showcase the city

International squash is a spectacle. It is played on portable glass courts that can be placed just about anywhere. They can be viewed from any angle, and the crowd surrounds the court. Each viewing angle gives a slightly different perspective on the game: every member of the crowd has an intense individual experience. Steeply tiered, up to 5000 spectators can easily view each match.

In the past few years, the WSF and the professional player organisations have taken squash to a variety of interesting venues that have not only provided great spectacle, developing the image and media value of the sport, but critically for us, they have brought the game to the people rather than asked the people to come to the game. New spectators, non-squash-playing fans, have multiplied.

It would be an honour for squash to showcase whichever city is chosen to host the Games. We have already hosted events adjacent to the Palacio Real in Madrid and in the Museum of Natural History in Chicago. We would love to see courts in Shibuya or on Sugar Loaf Mountain.

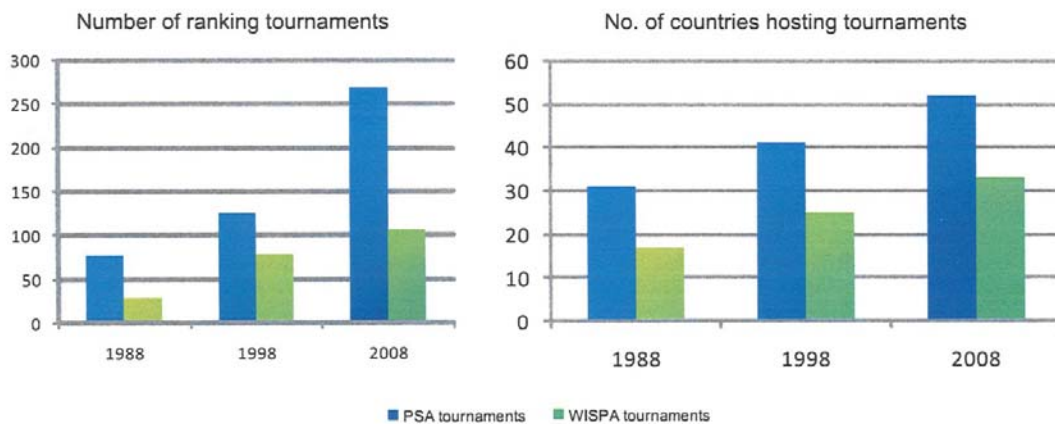
All in all it would be easy for squash - and a great honour for the sport - to showcase the host city alongside our great game.

A sport whose time has come

The inclusion of squash in the Olympic Programme remains the next logical step in the development of squash on a global level. Following years of growth and successful development of the professional Tours for men and women, and having successfully added value to all other major multi-sport Games, we would like to elevate competition further by adding a new competition to sit at the pinnacle of the sport: The Olympic Games. Critically, the sport is ready and prepared for this. It will not be an opportunity wasted.

Squash has experienced steady growth over the past ten years, driven by the fact that it is increasingly relevant to today's and, we hope, tomorrow's lifestyles and by the efforts of the WSF and its member Federations to make the sport more economical and accessible. The number of courts has multiplied rapidly: there are now courts in more than 185 countries and the average cost of a game of squash in developed countries is now less than \$4.

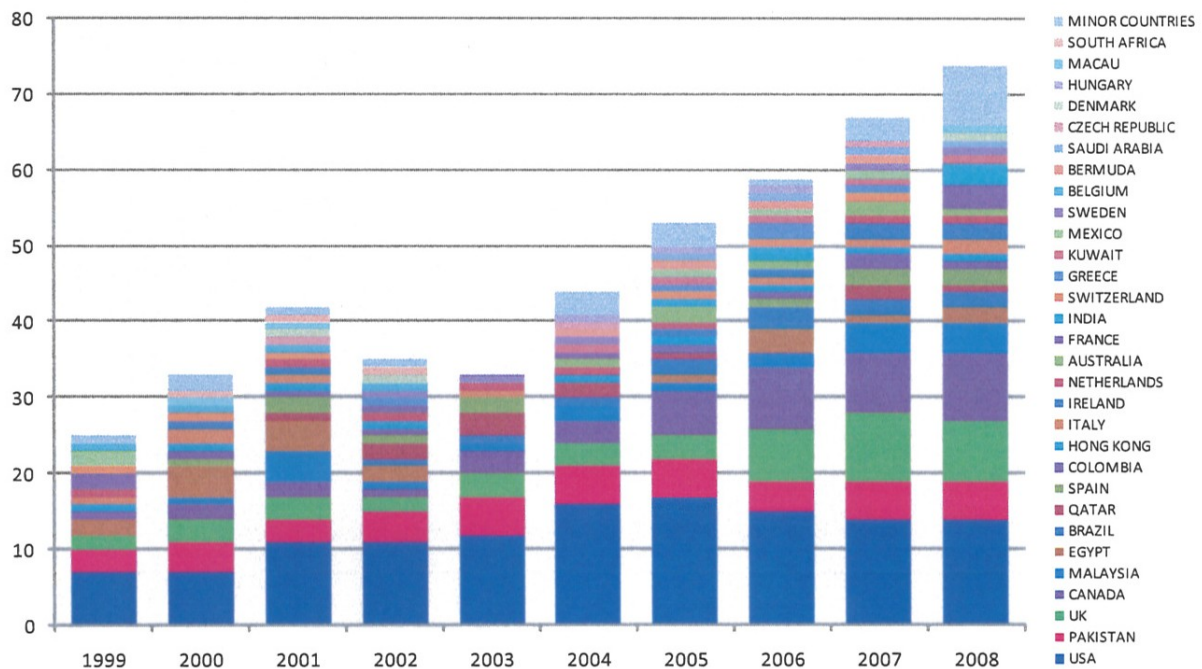
This is reflected in a rapid increase in the number of competitive events worldwide. While this growth is gratifying in itself, it is more interesting to note that it is not being driven by growth in only one or two mature markets but by an increasing spread of markets. The number of countries hosting squash tournaments has increased alongside the number of tournaments held, showing that our growth is driven by increased distribution of the sport worldwide.



When we look at this in more detail, to establish which countries are driving our growth, we find that squash is not only increasing its penetration in developed countries - being played by more people in the USA, Western Europe and Asia - it is also increasing its distribution into the less well developed markets of Eastern Europe, the Middle East, Africa, Asia and South America.

It is this general rise in the popularity and geographic distribution of our game that has enabled squash to contribute to other major global and regional multi-sport Games and is one reason why the WSF feels it warrants a place in the Olympic Games.

Geographical distribution of tournaments \$10K/1 - star and above



More importantly, being an Olympic sport will give squash the gravitas and added credibility it needs in order to consolidate this growth, to capitalise on its popularity and embed in these new markets the ideals of the Olympic Movement.

Now is the time. And we are ready.

Added value for the Olympic Games - full text:

The WSF states the following regarding the added value squash would bring to the Olympic Games:

The squash community firmly believes that the sport can - and should - make a valid contribution to the Olympic Movement that is at the very least, equal to the value that it would derive from being a part of it.

10 ways in which squash would add value to the Olympic Programme

1. Squash would bring a new audience to the Olympic Games;
2. Squash in the Olympic Games would showcase the world's best exponents of the sport;
3. Squash would bring to the Olympic Family a new core of athletes that embody Olympic ideals and values;
4. Squash would showcase the host city;
5. Squash adds to the entertainment of the televising of the Olympic Games;
6. Squash leaves no footprint but legacy. We would give our two Olympic Games glass courts to the host city after the competition, for use in the promotion of squash throughout the host country;
7. Squash adds value at minimum cost in terms of athlete accommodation and sporting infrastructure;
8. Squash contributes to modern societal ideals by being completely neutral to issues of gender, colour, race and religious belief;
9. Squash has been voted the world's healthiest sport; and
10. We want squash to play a role in communicating the ideals of the Olympic Games to the world.

Squash would bring a new audience to the Olympic Games

Squash is played by 20 million people all over the world. Although for many, squash is not their exclusive sporting interest, it is fair to say that adding squash to the Olympic programme will greatly enhance the

interest shown by squash players the world over, in the Olympic Games and the Olympic Movement.

20 million people is a sizeable audience in world terms and given the distribution of squash and the player demographic, the vast majority of these will own televisions capable of receiving Olympic Games broadcasts.

This audience will embrace the ideals of the Olympic Movement if squash is included because it will ratify the fact that squash embraces these ideals too. Fair play; athleticism; universality and the participation of the very best athletes are all accepted values of squash and squash tournaments everywhere.

Showcase the world's best

In keeping with the Olympic objective of showcasing the best athletes in the world, the WSF guarantees that the best squash players in the world will compete in the Olympics if squash is elected to the Olympic Programme.

All of the top players in both the men's and women's game have pledged their support to the Olympic Games and have promised that - if selected - they will attend. None of them had to think about it very hard; the squash family is totally committed to the Olympic Games.

PSA and WISPA athletes are ambassadors not only for our sport but also for Sport in general. They are modest heroes, giving of themselves, both on and off the court. For them, an Olympic medal is a vibrant dream, one that each and every one of them will work tirelessly to realise.

For squash players it is important to have the opportunity to accept the challenge of the Olympic Games and play at this level, to join top athletes from other sports in the Olympic family. For our grass roots players it is also important to see their heroes welcomed and accepted as equals by their peers in other sports.

Squash would add a new core of Olympians true to the Olympic ideal

Squash players are true athletes. The demands of the game mean that today's top players need to be able to sprint very fast for a few paces at a time, and keep it up for an hour or more. They need to be able to reach deep into the corners yet return quickly to the centre of the court after each shot. They must change direction in a heartbeat and demonstrate uncanny levels of dexterity, racket in hand. Our sport is ballet, it is chess; a strategic duel played out at frantic pace, both artisans, combatants, seeking dominance over the same piece of real estate.

Squash players are friends, and they are friendly. They are approachable, always ready to sign an autograph, lend a coaching hand, smile for a photograph or contribute to a conversation. They train tirelessly and for long periods, but they never seem too tired to help.

All have a deep understanding of what it will mean to be an Olympic athlete. All will take such responsibility seriously and represent the Olympic Games positively in all that they do. None will let us, or the Olympic Movement, down.

Squash can showcase the Olympic Games host city

International squash is a spectacle. It is played on portable glass courts that can be placed just about anywhere. They can be viewed from any angle, and the crowd surrounds the court. Each viewing angle gives a slightly different perspective on the game: every member of the crowd has an intense individual experience. Steeply tiered, up to 5000 spectators can easily view each match.

In the past few years, the WSF and the professional player organisations have taken squash to a variety of interesting venues that have not only provided great spectacle, developing the image and media value of the sport, but critically for us, they have brought the game to the people rather than asked the people to come to the game. New spectators, non-squash-playing fans, have multiplied.

It would be an honour for squash to showcase whichever city is chosen to host the Games. We have already hosted events adjacent to the Palacio Real in Madrid and in the Museum of Natural History in Chicago. We would love to see courts in Shibuya or on Sugar Loaf Mountain.

All in all it would be easy for squash - and a great honour for the sport - to showcase the host city alongside our great game.

Squash adds entertainment value

Televising the sport is also easy. World class coverage can be achieved with six or seven TV cameras, only two of which need to be manned. Coverage in HD is helpful but not essential to achieving an involving televisual experience. Squash utilises a number of modern technologies to follow fast-moving players and a fast-moving ball: players are tracked automatically using Virtual Spectator Squash Trac®; we use cameras of different focal lengths to cover both front and back of the court; our glass courts allow cameras to get in close, without disturbing match play.

Squash leaves no footprint but legacy

Squash can be staged at minimal cost and disruption to normal life in each host city. Because our courts are easy to erect and dismantle, minimal infrastructure would be necessary on-site. Squash takes up minimal space relative to the value it brings, and leaves no environmental footprint behind. Portable glass courts already exist. No further purchase is necessary.

The WSF has been in touch with squash clubs in each candidate city and made arrangements that - if selected - each city would be happy to provide training facilities for our athletes to use in preparation for the Olympic Games. This again saves money and facilitates squash's participation in the Games, as well as offering our sport the chance to forge greater links with the community in each candidate city.

This gives us the chance to leave a positive legacy in the heart of the host city's squash communities, which they can use to spread the message of squash as an Olympic sport.

Squash can add value at minimum cost

In addition to the cost advantages of using existing portable courts and existing squash facilities in host cities, the WSF has also taken steps to examine the most cost-effective way of including elite squash competition in the Olympic Games.

Our proposal includes only men's and women's singles 32-draw competitions, adding only 64 athletes in total to the Olympic roster. Our athletes typically travel alone, without the entourage of coaches, psychologists, physiotherapists, doctors and analysts that characterise other sports.

Two competitions means only two sets of medals and it also means a fairly short time will be needed for actual competition: six days' competition plus a further three days' set-up and de-rig.

Squash contributes to modern societal ideals

Our sport is gender-neutral and is accessible to all ages, colours and beliefs. Everyone can play, with minimal price of entry: all you need is a racket and ball, and to rent a squash court (average cost: less than \$4).

You can get started instantly, as long as you can hit the ball with the racket in the direction of the front wall. From there, beginners can look forward to a steep and ever-increasing learning curve that rewards as equally as it challenges. Squash is a sport that is easy to play, but where achieving greatness must be the result of hours of training on fitness and technique. It is enthralling, exciting, absorbing, rewarding.

Squash promotes diversity; our sport is not dominated by a single nationality or group of nationalities. In the latest PSA and WISPA rankings (February 2009) the top 25 men represent 11 countries and the top 25 women represent 12 countries. If the draws of 32 were defined as proposed in Question 7, we would expect at least 30 countries to be represented by squash players at the Olympic Games.

Squash is "the world healthiest sport"

Squash was voted by Forbes Magazine as the world's healthiest sport, in recognition of the fact that it provides a thoroughly modern and potentially competitive, effective workout in minimal time and space. This makes it ideal for urban lifestyles, as a positive force against recent increases in child obesity and other metabolic health issues. Squash is a great way to combat these trends for the good of mankind and children in particular.

The Olympic Games represents all that is pure about sport, and all the world's major participation sports are represented.

Adding squash to the Olympic Programme - as one of the most widely played sports in the world - supports this ideal and reinforces the notion that the Olympic Movement represents the sporting landscape.

Squash is clean and fully WADA-compliant. The fight against doping in our sport is not neglected, but we are fortunate that the values of fair play and respect, for both the sport and one's opponent, rule the squash player's psyche. Incidents of squash athletes testing positive for banned substances are extraordinarily rare.

By all these means squash contributes positively to the values of the Olympic Games.

Impact of inclusion on sport and Federation - full text:

The WSF states the following regarding the impact that the inclusion of Squash in the Olympic Games would have on their Federation and the sport:

The inclusion of squash into the Olympic Programme would benefit all stakeholders: players, fans and the WSF. Specifically from the point of view of the WSF, the designation "Olympic Sport" carries with it a cachet that would allow the Federation to develop the sport at a significantly increased pace and scale.

10 ways in which squash and the WSF would be affected by the sport's inclusion in the Olympic Programme

1. A chance for the WSF to leverage the cachet that accompanies the phrase "Olympic Sport";
2. The WSF could open new markets for the sport;
3. The WSF could increase its number of member Federations;
4. Greater levels of government funding for grass roots and player development;
5. Tournaments of an ever-higher standard for the benefit of live fans and those accessing the sport on TV and on line;
6. Greater levels of commercial sponsorship;
7. The opportunity to do good in the community by promoting the health benefits of squash;
8. More high quality events, which would increase the number of access points for people to enjoy squash all over the world;
9. Greater levels of participation; and to
10. Help the WSF itself become more professional.

Olympic Games inclusion would help the WSF to open new markets for squash

Although squash is one of the most universal sports, being so widely available and accessible, there are still some areas of the globe where we could improve our distribution. Russia and Eastern Europe, some parts of Africa, Central and South America can all be developed better on the basis of squash being an Olympic sport.

We would hope to combine this with planned development of the professional Tour schedule for men and women, whereby we take the Tour into new markets to expand the appeal of, and broaden support for, squash in general. This is one of the great things about squash: the WSF works closely with the sport's professional organisations for the betterment of the game. All parties pull together to develop the sport behind a shared vision of success that includes inclusion in the Olympic Games.

The Olympic Games would increase the number of National Federations

As a function of expansion into new markets, the WSF seeks to expand its membership through the addition of new National Federations. This has the advantage of bestowing structure on the management of the game for the good of players and fans alike. It is also the mechanism through which competitions are organised, which is critical to the development of the sport and the maintenance of squash's reputation for fairness and transparency.

Olympic squash would attract greater levels of government funding

Recognising the popularity and value of our sport, many governments offer funding for the development of squash at levels that are equal to - or only slightly less than - many Olympic sports. We are grateful for this and seek always to deliver value; we recognise that money for sporting development is always scarce.

However it is likely that were it to become an Olympic sport itself, squash could attract greater levels of funding from national governments. The WSF - through its Development Fund - is prepared and well organised enough to make sure that this money is well spent on athlete development, training facilities to promote squash at the elite level and - most importantly - on youth development and grass roots programmes that add value to local communities everywhere.

We are already seeing the development of a number of grass roots initiatives. Our City Squash and UrbanSquash campaigns in the United States for example, aim to use squash to energise children from under-privileged backgrounds, combating obesity and child crime by motivating children to adopt a healthy, sporting lifestyle. Similar initiatives exist in countries all over the world.

At the professional level, greater levels of funding would enable National Federations to hold tournaments of an ever-higher standard, to attract sponsors and corporate investment into the sport, and the virtuous circle of investment could begin.

Some of these funds would be invested in the fundamentals of the sport itself. The WSF recognises that public tastes are forever changing and that we must take steps to ensure that our sport retains its values and appeal but adapts to maintain its relevance in today's society. With this in mind the WSF has recently conducted a strategic review of ideas to make the sport more entertaining; everything from the rules of the game to the mandating of TV camera positions and audience participation has been examined. There are some exciting initiatives due to be announced very soon.

As an Olympic sport, squash would attract greater levels of sponsorship

Raising sponsorship income from corporations is difficult without a certain amount of latent awareness and popularity; sponsorship income is therefore a direct function of exposure on television, through live events and via other media.

Squash is a highly visible sport and has benefited from a number of professional event promoters who raise the standard of events and event promotion year after year. These efforts have been complemented by a vast increase in the amount of television coverage enjoyed by the sport. Combined, these two factors have meant that squash has attracted reasonable amounts of sponsorship income over the years.

Were squash to be an Olympic sport, however, TV coverage would increase exponentially on the back of renewed levels of interest and popularity (we are confident that once exposed to our sport, Olympic Games audiences will crave more outside of the Olympic forum).

With greater coverage would come greater levels of income, which would increase the quality and number of our events and allow further expansion across channels and across geographies. Increased media exposure can only be good for the game, and doing good for the game is the WSF's primary objective.

Leveraging this increased income though, is another matter and the role of the WSF in this process is clear: we will support and assist member Federations in obtaining sponsorship and media exposure. This is one of the ways in which the WSF contributes value back to member Federations who would be encouraged to spend increased funds on facilities and coaching development.

As an Olympic sport, squash would attract greater levels of participation

Olympic sports have higher profiles than non-Olympic sports and profile is a driver of participation. The more people that see squash, the more people will be motivated to try it. Having channelled increased revenue from the above two sources into grass roots development programmes; the WSF is ready to take advantage of the probable increased demand for squash.

It is a key WSF mission to take this time-, energy- and cost-efficient form of exercise to as many people as possible and there is no doubt that the Olympic Games can help us achieve this.

The inclusion of squash in the Olympic Games will help the WSF to become more professional

We are intensely proud of the way in which we have developed our sport over the past few decades, but we are not complacent. We recognise that we can always get better and it is a defining quality of all at the WSF that we are never fully satisfied with what we can't improve.

Operating under the increased scrutiny of Olympic Games inclusion will benefit us, forcing us to be more results-oriented, responsible to the greater number of interested parties and stakeholders in our great sport.

We welcome this challenge and are prepared to do whatever it takes to deliver consistent value to our stakeholders, hoping that we may soon include the Olympic Games among their number.

Appeal of the sport

Appeal to client groups - full text:

Young people	<p>Squash is very relevant to today's youth, being easy to watch and understand and access, and producing a result in a short period of time. The game also includes layers of subtlety and strategy that enrich the experience for the more advanced viewer and player.</p> <p>Squash is easy to learn - Anyone who can hit a ball with a racket can play. A competitive game with rallies can be experienced by anyone with a reasonable eye for a ball and some hand-eye co-ordination, after only a very short time.</p> <p>Squash is easy to be inspired by - Young people today crave near-instant reward for their endeavours. Squash addresses this with a short learning curve and a short, intense duration of competition.</p> <p>Squash teaches life skills - There is no doubt after a game who is the winner; the winner is always the best player. These essential life values are well demonstrated by the pure sport of squash. Furthermore, the fact that both players share the same court space means that in competition, they have to co-exist. This unique feature of our game teaches valuable lessons of friendship and friendly rivalry.</p>
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<p>General public</p>	<p>As viewer, the general public can access squash via three broad groups of media: live, through attendance at an event; television, through broadcasts transmitted live or delayed, or edited into highlights programmes; and over the internet where most tournaments above a certain standard are broadcast live.</p> <p>As participants, the general public can access municipal or private courts in 185 countries. Membership is not usually required; most courts are for hire for a very small hourly or session-based fee.</p> <p>Squash represents pure athletic endeavour - Viewers like a sport they can understand, where sport's true values of transparent competition are well demonstrated, where the winner is clearly the best player and the fitness and skill of the competitors combine to make the contest.</p> <p>Participants like a sport that they can access easily, play to a standard easily, but which challenges them in terms of both skill and fitness as they progress.</p> <p>Squash fulfils these criteria for both viewers and participants.</p> <p>Squash provides clear competitive structures - Viewers like to be able to place the competition they observe into a competitive context. Squash's clear division of international, regional and national competitions allow viewers to do this easily. It should be, for example, that a four star tournament in Finland is about the same standard as a four star tournament in Saudi Arabia or Indonesia or anywhere else. The WSF administers standardisation of competitive practices through its control of refereeing and rulemaking, applied through its National Federation members.</p> <p>Participants, as they progress with the game, require simple competition to add interest and value. Squash maintains a tradition of "ladders" and internal leagues throughout private and public clubs, and municipal venues the world over, where players can find their own competitive levels and enjoy matches against similarly skilled peers, or try to improve their skills and ascend the ladders or leagues in search of more rigorous competition.</p> <p>Squash fits people's lifestyle - Busy people require exercise that can be conducted quickly with maximum return on the time invested. Squash burns up to 1500 calories per hour in a competitive, fun environment that delivers significant health benefits in as little as half an hour.</p> <p>You can burn enough energy to compensate for eating two average hamburgers in only half an hour (we do not recommend eating hamburgers though).</p> <p>This means that more people can play squash, more people can get healthy, and that squash makes a greater contribution to the health of the general public, when measured in calories per hour, than most other forms of activity. This is particularly so in urban environments where it can be difficult to find competitive exercise facilities.</p>
<p>Press</p>	<p>The media are part of the squash family too.</p> <p>On both the men's and women's professional tours, we have excellent relationships with the media. Journalists and photographers know players by name and players are happy to give their time to be interviewed and profiled for the world's squash press.</p> <p>We also have a very large number of websites devoted to squash and these also supply journalists to the Tours.</p> <p>Away from the professional game, the accessibility of squash means that there are always local community stories to be reported on; squash is included in many local media whenever an event is on. Very often the elite game meets the grass roots game; many top class squash players still compete for their clubs or local teams whenever professional commitments allow.</p>

<p style="text-align: center;">Television</p>	<p>Squash is easy to film well, because the dimensions of the court are relatively small, the court is static and well lit, and the glass walls mean that it is easy to get cameras close to the action without disturbing the players or the view of the spectators.</p> <p>We have worked hard with television providers in recent years to develop a formula that presents squash in the best possible light, to a consistently high standard. We play now with a white ball that shows up well on camera and have standardised camera positions to offer the best coverage. Six cameras show the sport off well; adding a seventh (overhead) completes it.</p> <p>No special skill is required to film squash, through there are several experienced camera crews and directors with whom promoters work to television events. As members of the squash family, they are afforded every courtesy and have been open about receiving suggestions from the WSF as to how coverage might be improved. The WSF in turn is considering a number of initiatives suggested by television companies as to changes we might have to make to the sport in order to make it even more TV-friendly.</p> <p>All of these suggestions are under careful consideration.</p>
<p style="text-align: center;">Sponsors</p>	<p>Squash players are intelligent, articulate and have the best interests of the game at heart. This makes them particularly sponsor-friendly. Every player gives time to sponsors of themselves, of the tournament, or to the corporate partners of the WSF and player organisations.</p> <p>Players attract corporate investment - We have many examples of players and their attitude being responsible for sponsors signing or re-signing with squash. Most notably Cathay Pacific renewed its 24-year agreement with the Hong Kong Open citing the willingness of players to engage with it corporate partners as a primary reason for obtaining value from the sponsorship.</p> <p>On-event sponsor opportunities - Most squash events offer opportunities for commercial engagement on a local, national or international level. Televised elite tournaments in particular offer great value for money if brand awareness is an objective. Furthermore, many sponsors use their relationships with squash, with players and with tournaments to build their business. A corporate sponsor's box of hospitality area at a tournament offers the chance for sponsors to bring clients, prospects, suppliers, or others with whom they have commercial relationships, to enjoy squash and also to discuss business.</p> <p>It is likely (though hard to prove for confidentiality reasons) that many contracts have been secured or enhanced in this way.</p> <p>Off-event opportunities, exhibitions, etc - Hospitality opportunities are not limited to tournaments. Most top players are happy to engage in exhibition matches and events in order to publicise the game, introduce new players and provide corporate business-to-business opportunities.</p> <p>Away from the court, squash players make fine corporate ambassadors: they are clean-cut, eloquent, aware individuals that set fine examples for young people in particular to follow.</p> <p>Player sponsorship; tournament sponsorship; organisational partnering - squash offers a wide range of sponsorship opportunities for companies to sponsor players individually, tournaments, legs of the professional Tours or even Tours in their entirety. The three primary squash organisations also offer opportunities to partner on an organisational basis with the WSF, PSA and WISPA for the provision of, for example, official equipment and so on.</p>

Increasing the appeal of the sport - full text:

The WSF states the following regarding the steps it has taken to increase the appeal of the sport for the following client groups:

<p>Young people</p>	<p>Young people progress quickly in their attitudes an adoption of new ideas. Squash has harnessed this creative power in a number of new ideas to make the sport more appealing to young people.</p> <p>Relaxation of dress codes - squash recognises that strict adherence to dress codes can put some young people off the game and so in recent years has greatly relaxed its rules concerning appropriate clothing. We have imposed certain criteria regarding safety of players and equipment (concerning mostly footwear and eye protection) but beyond that, as long as certain standards of modesty and respect for religious beliefs are maintained, anything goes. The result has been some colourful additions to courts all over the world.</p> <p>Use of new media - One of the defining characteristics of young people in the 21st Century is that they tend to access information in different ways to previous generations. Electronic and mobile media dominate and squash has been quick to make its wide range of content available through channels that young people use to view it.</p> <p>There is a vast range of squash sites on the internet, based in all countries but having global reach. The sport's professional organisations broadcast major tournaments live on the internet; and its dedicated website is particularly popular. The sport is currently undertaking a major review of how it might better distribute content through electronic, mobile and traditional channels and we expect 2009-10 to herald some major new initiatives.</p>
<p>General public</p>	<p>Unified Scoring System - Our audience research a few years ago identified that many squash fans felt that the way in which the game was scored - with points being won only by the player serving - was potentially holding back the development of the game because it tended to make each game longer and slower. This was particularly true where players were evenly matches and could swap serves several times without advancing the score.</p> <p>The WSF undertook a review and consultation process that resulted in the adoption of point-a-rally (PAR) scoring across the elite game. This system has already been very successful in sharpening the viewer - and the player - experience. PAR scoring will be adopted as the official scoring system across the sport with effect from 1st April 2009.</p> <p>Increased use of all-glass courts - squash has pioneered new materials in the construction of courts to facilitate the 360-degree viewing experience. One-way glass means that most major tournaments can be viewed from very close by, with spectators' seats often only a couple of meters from the action. This gives a very intimate viewing experience and allows spectators to truly appreciate the athleticism and speed of the modern game.</p> <p>Closed loop radio commentary and big screen TV - Many tournaments offer spectators the chance to listen to commentary on the matches via closed loop radio, whereby the television commentary - and interviews, colour commentary, etc. is piped through special headsets to spectators seated in the tournament venue. Coupled with live simultaneous coverage and slow-motion replays on large format TV screens around the venue, this gives a complete presentation of each match.</p> <p>Linking the elite game to the grass roots game - Because squash players are so anxious to promote their sport in the best possible light, they are happy to conduct community "grass roots" clinics and events around tournaments. So if a player is knocked out of a tournament, or arrives early, he or she will often visit schools and clubs to promote the sport, and in some cases where facilities are available (for example the Tournament of Champions in New York) will actually invite local schools and community groups to try out squash on the show court being used for the tournament. This is a fantastic opportunity for young people to try the game in a world class facility, coached by the finest players in the world.</p>

Press	<p>Making the sport photographer-friendly - squash has introduced clear two-way glass low down on the front wall of tournament courts, specifically for photographers to capture the action from a dramatic angle. Although it is possible to take photographs through the one-way glass, better results are obtainable if the glass is clear with the result that the quality of squash photography has improved dramatically.</p> <p>Bringing players to the media - At tournaments, players expect to give their time to the media for interviews just as they expect to spend time with fans. As yet it has not been necessary to mandate certain "media time" as with other sports, but the WSF is keeping a close eye on the situation and should the media demand more time with players - as may happen if squash becomes part of the Olympic Programme - then we are happy to consult media and players to recommend appropriate solutions within the squash family environment.</p>
Television	<p>Live coverage - TV shares a feed, generally, with the internet live broadcasts, meaning that TV doesn't miss a thing when it comes to generating highlights programmes, which are widely distributed. The PSA and WISPA are currently working together on a new proposal for the Tours from 2010 whereby rights management is simplified and the quality of TV broadcast distribution is improved, meaning that more people can follow squash and access it at home.</p> <p>Broadcast innovation - One of the best things about televising squash is that the cameras can get very close to the action without disturbing the players or the viewing lines of the spectators. Squash uses a mix of remotely controlled (and very small, unobtrusive) cameras and manned cameras either roving around the court, or fixed.</p> <p>There are a number of new technologies currently being tested, as follows:</p> <ol style="list-style-type: none"> 1. Virtual Spectator Squash Trac®, whereby a player wears a very light tracking device, which can be followed by a fast-moving, fast-focusing remote camera. The player is thus always in shot, and always in focus. 2. Television Match Officials are used in other sports in cases of difficult refereeing decisions and squash is considering whether to implement this technology not only to aid referees but also to increase audience involvement. 3. Hawkeye® technology, pioneered in cricket and now used by tennis, not only aids the referees/umpires in making difficult decisions but also tracks player movement and stroke-play. This analysis enriches the viewing experience and heightens interest in player battles. 4. Camera positions are always being tried and tested; the clear glass panels at the front of the court (see above) are used for TV cameras too, meaning that the flight of a fast-moving ball heading straight for the lens can give very exciting results.
Sponsors	<p>All of the above innovations benefit sponsors too, both directly and by increasing interest in the game, the players and the tournaments being sponsored.</p> <p>Specifically, camera position experimentation has given rise to a number of new high-visibility logo placements that generate maximum sponsor awareness. Furthermore, glass court technology allows for logo placement on the walls of the court without disrupting players and even the floor of the court - in view of the most amount of time - has been used.</p> <p>(Note: we are fully aware of the view of the IOC regarding logo placement and the courts we provide for the Olympic Games would be clean and without logos).</p> <p>Hospitality boxes are improving all the time and tournament promoters have become highly sensitive to giving sponsors the best possible experience for them and their guests.</p>

Development of the Federation

Main priorities - full text

Information provided by the WSF with respect to the priorities in its strategic plan:

Athletes	<p>The WSF will continue to work closely with the PSA and WISPA to help grow their professional Tours with more National Open tournaments in all regions. The PSA and WISPA are also being encouraged to work closely to plan their Tours to reduce the cost of competing internationally and thus allow more athletes the opportunity to compete and to earn ranking points. The first evidence of this approach will be seen with the launch of the 2010 Tours.</p> <p>We will also encourage and make it easier for young athletes to move onto the world Tours through initiatives such as WISPA's Rising Stars programme which thus far has been responsible for the launch of several notable careers.</p>
Coaches	<p>The WSF "Coaching the Coaches" programmes in newly emerging squash countries has a high impact on talent development, the general growth of the game and the institution of positive playing experiences for new players at grass roots level.</p> <p>We must increase the number of coaches alongside the number of players and ensure that coaching methods for squash are integrated into national coach education programmes.</p>
Anti-doping/medical	<p>The WSF is a passionate advocate of dope testing and we preach the message that a so far virtually dope-free sport should remain so. We recognise that it is critical that squash remains WADA compliant in all regards.</p>
Promotion of women	<p>Gender participation is not an issue with squash. There is a good gender balance at elite level (37% of professionals are women), at recreational level (we estimate that 40% of participants are women) and in the sport's administration (31% of the WSF Executive Committee are women).</p> <p>Our constitution has for many years demanded at least one person of each gender on the Management Committee. There are women on all WSF committees</p> <p>Major efforts continue in order to increase the number of women in squash administration as well as those playing both competitively and recreationally. We will continue to support the annual WISPA Promotional Tours that do so much to focus the media on women in squash. And we will continue to use Nicol David (World #1) as a female role model, particularly in Asia, for as long as she is comfortable with the role.</p>
Sport administration	<p>The WSF works hard to sustain effective and efficient governance of the sport of squash. We are always trying to make better use of volunteers in committees, commissions and panels. We also focus on improving the already productive relationships between elite athletes, clubs and federations.</p>
Communication/marketing	<p>The WSF recognises this as an area of great potential for growth.</p> <p>We seek to raise the profile of the sport and put forward the best case possible to achieve squash's inclusion in the Olympic Games.</p> <p>We are improving communication with stakeholders in the new digital age.</p> <p>We try to promote the message that squash is one of the healthiest sports on the planet (it was voted the world's healthiest sport by Forbes magazine in a technical survey that included measures of cardiovascular endurance, muscular strength and endurance, flexibility and calories burnt). Our message is that squash is fun, easy to play, healthy and can be non-competitive.</p>
Young people	<p>With the growing popularity of the sport (our inclusion in major games, growing international Tours), there has been a significant surge in participation and interest among juniors. We need to keep up with growing demand for tournaments and to encourage the move towards a more active society for future sporting generations through the use of new media. Mini-squash and other initiatives must be used to encourage more and more young people to try squash as a supremely competitive sport, excellent for fitness, easy to play to a reasonable standard, very time efficient, cheap to play and most of all, great fun.</p>
Development	<p>We will use our income to direct funds towards assisting development in</p>

countries where only a very small proportion of the population will have had the opportunity to see or play squash.

We will continue to train coaches and referees, to advise on administration and help to build new facilities.

Strategic milestones - full text

Information provided by the WSF with respect to the major milestones and challenges of its strategic plan:

Major milestones and challenges	
Next year	<ol style="list-style-type: none"> 1. <u>Management & finance</u> <ol style="list-style-type: none"> a) Establish funding for the Olympic Operational Plan b) Develop roles & responsibilities for each WSF Committee and its members c) Develop a Policy & Procedures Manual for WSF Head Office d) Improve Communication between WSF Athletes Commission and Executive Committee e) Plan to reduce the budgeted deficit 2. <u>Marketing & media</u> <ol style="list-style-type: none"> a) Continue progressing the project to Re-launch the WSF World Championships <ul style="list-style-type: none"> • Organise TV output for the Women's World Open and World Team Championships in 2008 • Increase coverage of press releases in the sports media in 2008 vs. 2007 • Award World Championships for Phase 2 of the initiative (2009/2010) b) Sponsorship <ul style="list-style-type: none"> • Engage with at least one new sponsor c) Revitalise the World Squash News (WSN) media service via a new media strategy to increase the sport's media output and profile <ul style="list-style-type: none"> • Provide daily results and news coverage of all WSF World Championships, Regional Championships and Major Games • Strengthen media output at the build-up stage including the promotion of World Championships, Regional Championships and Major Games • Expand network of international media receiving WSN • Provide more news from MNFs (e.g. National Championships, development projects) • Measure media output available on the Internet d) Monitor the re-launch of the WSF website to ensure it is delivering on project objectives e) WSF Communications <ul style="list-style-type: none"> • Maximise information and resources available on the WSF website. All information updated on a regular basis. This includes Calendars and Contact information for the Member Nations. • Continue publishing the Instant Update on a monthly basis f) Promote World Squash Day 2009 (14th March) 3. <u>Championships</u> <ol style="list-style-type: none"> a) WSF World Championships - ensure all events are conducted with the degree of excellence that is expected and in line with the re-launch initiative by <ul style="list-style-type: none"> • Review meetings between the WSF and the Organising Committees to track progress • Technical Directors to ensure all WSF Rules & Regulations and Tender Requirements are complied with • WSF Head Office and TDs to respond to any queries from hosts MNFs in a timely manner • Ensure WSF Board representation at all World Championships b) Major Games <ul style="list-style-type: none"> • Assist the Sydney Organising Committee promote the World Masters Games 2009 • Assist the Kaohsiung Organising Committee in preparing and promoting the World Games 2009 • Assist the Commonwealth Games Federation in the planning of Delhi 2010 • Ensure Doubles is planned for the Commonwealth Games Glasgow 2014 c) Evaluate the feasibility of staging the WSF World Cup in 2010 d) Launch the updated version of the WSF World Championship Regulations e) Launch the World Junior Ranking System 4. <u>Development & coaching</u> <ol style="list-style-type: none"> a) Disseminate best practices and MNF resources via the WSF website b) Monitor the outcome of the 2008 World International Doubles Championships that will be played in India using the new width and rules approved at the 2007 AGM c) Develop a dissemination plan for England Squash's 'Mini Squash' programme as an official WSF resource

	<p>d) Conduct the 9th WSF Coaching & Development Conference e) Progress the 2nd WSF CEO Conference</p> <p>5. <u>Olympics & major games</u> a) Execute the Olympic Operational Plan to obtain squash's inclusion in the programme of the 2016 Olympic Games at the IOC Session in October 2009 b) Lobby for inclusion in the All-Africa Games 2011 c) Lobby for inclusion in the Pan American Games 2011 (Guadalajara, Mexico) d) Lobby for inclusion in the Mediterranean Games 2013 (Volos, Greece)</p> <p>6. <u>Technical</u> a) Ensure compliance with specifications for courts, rackets and other equipment b) Provide feedback to technical queries in a timely manner c) Promote the WSF Accreditation and Ball Approval Schemes with a view to increasing WSF revenue on a continuous basis d) Resolve the issue with ASB regarding their Glass Floor</p> <p>7. <u>Anti-Doping & medical</u> a) Anti-Doping: <ul style="list-style-type: none"> • Continue to enforce the World Squash Anti-Doping Code • Invest at least 1/3 of the IOCs contribution to Recognised Federations in the "fight against doping" • Conduct "out of competition" anti-doping tests by end of 2008 to ensure compliance with the WADA Code. b) Medical: <ul style="list-style-type: none"> • Continue investigating the feasibility of identifying the health benefits and risks of playing Squash </p> <p>8. <u>Referees, rules & disciplinary</u> a) Referees & rules: <ul style="list-style-type: none"> • Increase the number of World/International referees to 25 • Complete assessments at 15 events • Assign two assessors at events in Asia and Europe and one in Pan America to help increase the number of World/International referees • Implement the '3-ref-system' on unassigned World Team Championships • Train WSF assessors in line with the new CBTA requirements • Monitor the impact of the new scoring system (PAR-11) if approved at the 2008 AGM b) Disciplinary & appeals: <ul style="list-style-type: none"> • Continue to monitor any discipline incidents at WSF events and recommend actions • Review WSF Code of Conduct and update Disciplinary Procedures </p>
Mid-/long-term	<p><u>Vision</u> Squash is an Olympic sport with thriving competitions and a growing player base in every WSF Region.</p> <p><u>Goals</u> <ul style="list-style-type: none"> • Raise the profile of the sport • Develop Squash in every WSF Region • Put our best case forward to achieve Olympic inclusion at the 2009 IOC Session • Sustain effective and efficient governance of the sport. </p> <p><u>WSF mission</u> To build Squash's visibility and profile via World Championships and Major Games and provide aid to its members in grass roots development.</p> <p><u>Overall strategies</u> <ul style="list-style-type: none"> • Manage Squash as a global brand with all organisations helping to build and nurture it • Become externally focused - reach out to new audiences, media outlets and world sport influencers. </p> <p><u>Division of roles</u> <ul style="list-style-type: none"> • Profile - This is a complex, continuous project. Strategically, we have decided to focus on raising the profile of key events. Therefore, WSF will work on raising the profile of the WSF World Championships • Development - With assistance from Regional Federations, Member National Federations should lead local development. WSF shall have a role of coordination, facilitation and monitoring. The PSA and WISPA also have a role in Development </p>

- Olympics - WSF should continue to lead this initiative with assistance from Regional Federations, Member National Federations, the PSA and WISPA
- Governance - WSF/PSA/WISPA should co-lead these activities with Regional Federations and Member National Federations assisting in enforcing the systems.

Objectives for the intermediate term (three years)

- Raise the profile of squash
- Become an Olympic sport
- Improve visual coverage with greater and more imaginative use of on-screen graphics and statistics (i.e. Implement the initiatives described elsewhere in this document)
- Establish a single portal for web-streaming
- Offer greater support to major tournaments with in-house event management expertise
- Further develop and embed strategic partnerships that will raise the profile of squash
- Further develop squash as a brand inextricably linked to a healthy lifestyle
- Inspire future generations to play squash and become more active in society
- Increase the number of countries with functioning national administrations
- Grow the sport in larger developing countries
- Ensure junior players have access to trans-national competition
- Ensure development resources are accessible via the web
- Increase the Development Fund so that WSF experienced coaches and referees are able to visit developing squash countries to give seminars and training courses, and to spread best practice.

Follow-up from last report of the Olympic Programme Commission - full text

The WSF states that it took the following actions following the Olympic Programme Commission Report to the 117th IOC Session:

The WSF has worked hard to improve TV coverage through the use of central overhead cameras, slow motion and high definition pictures. We have encouraged film and television producers to experiment with new technologies such as Hawkeye® and Virtual Spectator Squash Trac® and fully anticipate using these to enhance coverage in the near future.

Ball visibility is no longer an issue. We have experimented with ball coatings and court colours and have found a range of solutions such that at all televised tournaments, the ball is clearly followed throughout. Squash is now featured regularly on TV in more than 125 territories across all continents.

We have made significant advances in the use of new media with web streaming gaining in volume and popularity. The last two World Championships each reached audiences in over 75 territories whilst the PSA dedicated website features men's and women's Tour events with over 30,000 paid subscribers.

Membership recruitment in all regions has increased member Federations from 125 to 147.

A unified scoring system has been officially endorsed to remove differences between tournaments run by PSA, WISPA and the WSF, Regional Federations and National Federations. The new scoring system is easier for both players and spectators to understand especially those that are new to the game. It has also reduced the average length of matches making the viewing experience more intense. The reduced wear and tear on athletes' bodies has improved their health and enabled them to extend their careers.

A 3-referee system has been introduced for all major events. This has reduced pressure on the central referee, removed most of the conflict between players and officials and has generally resulted in better decision making.