



INTERNATIONAL
OLYMPIC
COMMITTEE

RIO 2016 OLYMPIC GAMES INTERNATIONAL FEDERATIONS REPORT

OLYMPIC PROGRAMME COMMISSION - SEPTEMBER 2013



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METHODOLOGY

EVALUATION CRITERIA

In order to conduct its analysis, the Olympic Programme Commission used the set of 39 criteria that were approved by the IOC Session in Durban in 2011.

DATA COLLECTION

In July 2012, a questionnaire was sent in electronic format to each of the 28 International Federations on the programme of the Games of the XXXI Olympiad. In September 2012 completed questionnaires were returned to the IOC Sports Department, which then had the responsibility of verifying responses and requesting further information or clarification where necessary.

Please note that most of the 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 International Federations;
- › IOC experts' knowledge;
- › IOC-commissioned study on broadcast coverage conducted by Sponsorship Intelligence;
- › IOC-commissioned study on press coverage conducted by TNS;
- › IOC-commissioned study on digital media coverage conducted by *Digital Brand Services* and *Business & Decision*;
- › Information gathered through the IOC Olympic Studies Centre.

REPORT PREPARATION

JULY 2012	Questionnaires sent to the 28 International Federations
SEPTEMBER 2012	The 28 International Federations returned their completed questionnaires
DECEMBER 2012	Meeting of the Olympic Programme Commission
FEBRUARY – AUGUST 2013	The International Federations provided comments on their section of the report (in the interests of openness, every effort was made to include as many comments from the International Federations as possible)

REPORT FORMAT

The report is presented on an IF by IF basis, in alphabetical order by the acronym of the International Federations. Each section of the report follows the same structure: *Overview, History and Tradition, Universality, Popularity, Governance, Athletes, Development, Transparency and Fairness on the Field Of Play and Finance*.

NB: Please note that tables relating to Beijing 2008 and London 2012 Olympic Games have been removed in the Golf and Rugby sections, since these two sports were not on the programme but will be included for the 2016 and 2020 Olympic Games.

BROADCAST COVERAGE STUDY METHODOLOGY

Sponsorship Intelligence collected coverage and audience data supplied by either the rights-holding broadcaster for their programming of the London 2012 Olympic Games, or by another recognised television audience body in each territory, for the period of 25 July to 12 August.

The information within this report is based on the dedicated television coverage of London 2012 in the 70 territories listed below (pan-regional coverage is counted as one territory for the purposes of this report, whilst the Flemish and French languages communities of Belgium have been counted separately):

Argentina	Cyprus	Italy	Romania
Armenia	Czech Republic	Japan	Russia
Australia	Denmark	Kazakhstan	Serbia
Austria	Ecuador	Latvia	Singapore
Belarus	Egypt	Lithuania	Slovakia
Belgium (Flemish part)	Estonia	Macedonia	Slovenia
Belgium (French part)	Finland	Malaysia	South Africa
Bolivia	France	Mexico	South Korea
Bosnia and Herzegovina	Germany	Netherlands	Spain
Brazil	Greece	New Zealand	Sweden
Bulgaria	Honduras	Norway	Switzerland
Canada	Hong Kong	Paraguay	Thailand
Chile	Hungary	Peru	Ukraine
China	Iceland	Philippines	United Kingdom
Chinese Taipei	India	Poland	United States
Colombia	Indonesia	Portugal	Venezuela
Croatia	Israel	Puerto Rico	

Regional Broadcasters: Pan Africa, Pan Europe, Pan Latin America

Definition of terms used

Viewer Hours – Total number of hours viewed

Total maximum audience – Highest programme audiences generated by each sport at any one time in every territory

Average Minute Rating – Average number of viewers per minute broadcast for each sport

PRESS COVERAGE STUDY METHODOLOGY

The objective was to provide an evaluation of global press coverage of sports at the Summer Olympic Games in London 2012. This was compiled using quantitative data of the press coverage, i.e. the number of press articles on each sport at the London 2012 Olympic Games.

Media monitoring was conducted by TNS, which identified five leading print publications per country (five daily newspapers, one being a sport publication where available). The period of analysis started one week before the opening of the Games and ended one week after the Games were closed, i.e. from 20 July to 19 August 2012.

The scope of geographic coverage defined included the following 49 countries:

Argentina	Finland	Mexico	South Africa
Australia	France	Morocco	South Korea
Austria	Germany	Netherlands	Spain
Belgium	Greece	New Zealand	Sweden
Brazil	Guatemala	Nigeria	Thailand
Canada	Hong Kong	Norway	Turkey
Chile	Hungary	Pakistan	Ukraine
China	India	Philippines	United Kingdom
Chinese Taipei	Indonesia	Poland	United States
Croatia	Italy	Portugal	Vietnam
Czech Republic	Japan	Romania	
Denmark	Kenya	Russia	
Egypt	Malaysia	Singapore	

The selection of articles included any written press articles on the London 2012 Olympic Games linked to a sport on the programme, with no minimum or maximum length, and including the reports on competitions.

The following types of articles were not taken into consideration: state of preparation of sports facilities, general organisation of the Games, references to sports in the framework of the Opening and Closing Ceremonies, results tables and medal tables.

DIGITAL MEDIA COVERAGE STUDY METHODOLOGY

The objective was to provide a comprehensive evaluation of the popularity of each Olympic sport on the internet during the London 2012 Olympic Games. The period of analysis started one week before the opening of the Games and ended one week after the Games were closed, i.e. from 20 July to 19 August 2012.

The number of pageviews on the official website of the London 2012 Olympic Games (London2012.com) was analysed by *Digital Brand Services* during the period of analysis previously mentioned, as well as over the first half of 2012 (1 January to 30 June). The scope was worldwide geographic coverage.

The number of pageviews on the official IOC website (olympic.org) was analysed by *Business & Decision* during the period of analysis previously mentioned. The scope was also worldwide geographic coverage.

The number of video views on Youtube.com/Olympics was analysed by *Business & Decision* during the period of analysis previously mentioned. The sample of geographic coverage defined included 64 territories (with unsold Olympic Games rights in Asia and Sub-Saharan Africa for Internet & Mobile platforms).

OPERATIONAL COSTS AT THE OLYMPIC GAMES

The objective was to determine the respective operational costs (technology and TV) for each sport.

Technology requirements at competition venues

The technology requirements at competition venues, including the level of technology costs and complexity, take into account the required service levels for:

- › Timing and scoring
- › On-venue results
- › Additional IT services, including reprographics
- › General infrastructure and service level requirements for
 - telecommunications
 - audiovisual services
- › Testing of systems
- › Operations and operational support required by the various client groups during Games operations

Television production costs

TV Production costs include elements related to the following three key aspects of the OBS project at the venues.

Engineering & technical facilities

These are the facilities and systems needed for image and audio capture, processing and further transmission to the IBC. They include the provision of:

- › Outside broadcast vans equipped with cameras, lenses and other related production resources
- › Specialty camera systems such as railcams, jibs, stabilised mounts and cablecam systems
- › Infrastructure supporting the camera systems, like trusses, towers and various customised fixtures
- › Equipment for monitoring, processing and transmitting the video and audio signals to the IBC
- › Cabling infrastructure to support all the above functions

Services

The human resources and expertise required for the installation, operation and technical support of the television facilities, including:

- › Production teams with cameramen, directors and other production personnel
- › OB van, specialty and other engineering vendors' personnel
- › OBS venue management team
- › Cabling crews for rigging/de-rigging cables and performing cable termination services

Logistics

Costs related to the logistical operations for all the television production equipment and personnel as briefly described above, including freight forwarding, ground & air transportation of personnel, accommodation, food services, and uniforms.

AIBA

International Boxing Association

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OVERVIEW



EVENTS

Events at the London 2012 Olympic Games: 13



Number of AIBA competition days during the 16-day London Olympic Games schedule: 16

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	8	8	8	8	8	10	10	10	10	11	11	11	11	12	12	12	12	12	11	11	10
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3
TOTAL	8	8	8	8	8	10	10	10	10	11	11	11	11	12	12	12	12	12	11	11	13

QUOTAS

Quotas at the London 2012 Olympic Games: 286



ADDED VALUE

AIBA states that the added value brought by boxing to the Olympic Games is as follows:

The sport of boxing is one of the original sports of the modern Olympic Games. AIBA has positioned itself in the Olympic Movement as such, which has in turn increased the popularity of the sport and promoted its development around the world. Since the reform of boxing in 2007, AIBA has declared itself to be the governing body of the sport of boxing in all its forms and has launched the *AIBA Professional Boxing (APB)* programme. With the World Series of Boxing (WSB), the APB programme now receives a great deal of attention from the global boxing family, members and industry. This is particularly so for grassroots, partly because of the increased exposure of boxing. In addition, AIBA considered the debut of women's boxing at the London 2012 Olympic Games to be a great success. The International Federation believes that the Olympic programme will benefit from including women's boxing in future Olympic Games. Lastly, the boxing competitions at the London Olympic Games received great support and participation from the public, television, press and other media.

AIBA states that the added value brought by the Olympic Games to boxing is as follows:

AIBA's member national federations have regarded success at the Olympic Games as their ultimate goal. This mindset has now spread to individual boxers, coaches and boxing clubs around the world; boxing is now practised with the aim of achieving an Olympic dream. Thanks to its inclusion on the Olympic programme, boxing can thus continue its growth worldwide and AIBA can successfully attract more and more boxers into its programmes from other non-AIBA organisations, while keeping its AIBA boxers.

HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the AIBA: 1946

OLYMPIC GAMES





Year of introduction to the Olympic Games programme:

 1904	 2012
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Number of times on the programme of the Olympic Games:

 23	 1
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WORLD CHAMPIONSHIPS

	SENIOR		JUNIOR	
				
YEAR OF FIRST WORLD CHAMPIONSHIPS	1974	2001	2001	2011
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	16	7	8	1
FREQUENCY	Every two years			

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	1	2011
UNIVERSIADE	0	-
COMMONWEALTH GAMES	19	2010
ALL-AFRICA GAMES	10	2011
ASIAN GAMES	15	2010
PAN AMERICAN GAMES	16	2011
MEDITERRANEAN GAMES	16	2009

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

AIBA has 194 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	47	46	48
AMERICA	42	42	40
ASIA	43	44	43
EUROPE	46	50	50
OCEANIA	12	14	13
TOTAL	190	196	194

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of AIBA-affiliated national federations that organised national championships in 2010 and 2011:

	2010	2011	2010	2011
AFRICA	1	6	0	1
AMERICA	7	10	1	5
ASIA	8	10	1	2
EUROPE	33	33	9	11
OCEANIA	1	2	0	2
TOTAL	50	61	11	21

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
2008	49	0	46	0	51	0	83	0	9	0
2012	32	5	35	13	31	18	44	32	8	2











Number of national federations that took part in the last two AIBA World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	30	5	28	17	25	15	41	26	9	2
LAST	20	5	23	13	26	18	40	32	4	2

Number of national federations that took part in the last two AIBA Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	15	5	9	11	18	16	41	24	9	6
LAST	14	8	11	12	22	17	40	31	9	2

Number of national federations that took part in the last two AIBA Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	2	0	5	0	10	0	24	0	1	0
LAST	3	0	3	1	15	6	26	13	3	2

GLOBAL SPREAD OF EXCELLENCE



Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	2008	2012	2008	2012	2008	2012
AFRICA	1	0	0	0	2%	0%
AMERICA	3	2	0	2	23%	17%
ASIA	7	7	0	4	29%	31%
EUROPE	9	8	0	3	46%	52%
OCEANIA	0	0	0	0	0%	0%
TOTAL	20	17	0	9	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

				
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	1	0
AMERICA	5	3	3	1
ASIA	6	8	6	6
EUROPE	11	11	11	11
OCEANIA	0	0	0	0
NUMBER OF MEDALS AWARDED	44	40	40	40
NUMBER OF COUNTRIES THAT WON MEDALS	22	22	21	18
NUMBER OF CONTINENTS THAT WON MEDALS	3	3	4	3

POPULARITY

APPEAL OF THE SPORT

AIBA states that the following steps have been taken to increase the appeal of boxing, in particular for young people:

One of the main objectives of launching the *AIBA Professional Boxing* programme was to give young boxers the chance to hope and dream as well as increase involvement in the sport, especially in emerging countries. In addition, AIBA will open its main *Boxing Academy* in October 2013 and plans to select Junior boxers (aged 15-16) and Youth boxers (aged 17-18) to train to potentially become Elite boxers and future leaders of the sport.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:



	2008	2012
TICKETS AVAILABLE	183,617	202,901
TICKETS SOLD	182,117	200,914
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	2.9%	2.6%

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST	PREVIOUS	LAST
TICKETS AVAILABLE	56,000	Free entry	Free entry	Free entry
TICKETS SOLD	4,500	Free entry	Free entry	Free entry
PERCENTAGE OF TICKETS SOLD	8%	-	-	-

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	146	126
	95	253

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 301.5 million

Total maximum television audience during the London 2012 Olympic Games: 95 million

The average minute of coverage was watched by: 22 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 1,763

DIGITAL MEDIA

Internet

Number of visits to the official AIBA website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	5,660	52,434
AVERAGE DAILY NUMBER OF PAGES VIEWED	15,726	94,318

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	709,772	60,005,911

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	123,694

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	2,050,793

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	67,688
NUMBER OF TWITTER FOLLOWERS	3,520

Other social media activity

AIBA states that it is also active on Flickr.

GOVERNANCE

CODE OF ETHICS

AIBA states that it operates under a Code of Ethics that is aligned with the IOC Code of Ethics. Further details provided below:

The AIBA Code of Ethics is based on the rules and principles of the IOC Code of Ethics. All persons subject to the AIBA Code of Ethics must observe strict ethical principles and standards. Key principles of the IOC Code of Ethics such as dignity, integrity and good governance are emphasised in the AIBA Code of Ethics. The rules on integrity set out in the AIBA Code of Ethics aim to prevent undue influence, bribery and corruption. The AIBA Code of Ethics' rules in relation to conflicts of interest are modelled closely on the IOC "Rules Concerning Conflicts of Interest Affecting the Behaviour of Olympic Parties". Furthermore, the AIBA Ethics Commission actively safeguards all the ethical principles set out in the AIBA Code of Ethics and those enshrined in the Olympic Charter.

INTERNAL DISPUTE-RESOLUTION MECHANISM

AIBA states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT




AIBA states that it does not use the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation. On 23 September 2011, the AIBA Executive Committee unanimously approved an amendment to the AIBA Statutes that recognised the jurisdiction of the CAS only in relation to any dispute covered by Rule 59 of the Olympic Charter. Each Confederation and National Federation is obliged to recognise the jurisdiction of the CAS only in relation to any dispute covered by Rule 59 of the Olympic Charter. AIBA, National Federations, Confederations, boxers and officials must comply with the decisions passed by the CAS in relation to disputes covered by Rule 59 of the Olympic Charter. This decision was ratified by the 2011 AIBA Extraordinary Congress.

Number of CAS cases in which the AIBA was involved:

2009	2010	2011
6	4	5

BOARD MEMBERS AND GENDER EQUITY

The AIBA Board currently has 26 members. The gender breakdown of members is presented below:

			% OF 
2008	27	3	10%
2012	26	0	0%

COMPETITION FIXING

AIBA states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

AIBA has set out rules and procedures in a Referees' & Judges' (R&Js) management system, which is designed to prevent any possible competition fixing. All R&Js must sign the Code of Conduct and as a result could receive a life ban or a severe penalty if they were to be involved in a match-fixing scheme. R&Js do not know what match they will be assigned to until 10 minutes before the competition starts. All R&Js stay in a completely secured area of the venue during the competition and are not allowed any contact with outside members for the duration of the competitions. In the future, five-star R&Js will be full time employees of AIBA and will monitor any movement of R&Js during competitions.

ATHLETES

BEST ATHLETES

AIBA states that the best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The AIBA states that it has an Athletes' Commission whose members are appointed by the Federation.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD		
COMMISSIONS	X	X
TECHNICAL BODIES		

HEALTH

Medical Commission

AIBA states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

AIBA states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the initiatives taken is presented below:

AIBA organises an annual medical control in which each boxer must pass a medical examination to assess his/her fitness to box. This is compulsory before entering any competition. At the general weigh-in one day before any competition, a general medical examination is also conducted to assess competitors' fitness to box. Lastly, at the daily weigh-in every morning of a competition day, a medical examination is also conducted to assess competitors' fitness to box throughout the competition. An injury may result in the boxer being disqualified.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY AIBA	% CONDUCTED BY AIBA
2006	N/A	N/A	-
2007	N/A	N/A	-
2010	114	35	31%
2011	127	40	31%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	87
2010	3
2011	18

AIBA states that it has not introduced an athlete biological passport and that it does not plan to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

AIBA states that it has programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. A short description is presented below:

One of the cornerstones of the *AIBA Boxing Academy* programme is the *Post-Boxing Career Development Programme*. This *Career Development Programme* will be provided to young people, elite boxers, women boxers, coaches and national federation leaders. The programme includes computer and IT skills, communication, marketing and public relations. The *Boxing Academy* will be funded solely by AIBA with revenue-sharing from the Boxing Marketing Arm, AIBA's own marketing agency.

ENTOURAGE

AIBA states that it does not have an Entourage Commission or entourage-related initiatives, and that it does not monitor the athletes' entourage. However, AIBA does have a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

AIBA states that it has a multi-year strategic planning process in place.

Financial distribution system

AIBA states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

AIBA states that the following are the IF's key strategic priorities:

- › To combine the Technical and Competition Rules into one unified set of rules for all Elite Men, and upgrade the rules related to Referees and Judges
- › To successfully launch the *AIBA Professional Boxing Programme* in 2013
- › To place more emphasis on promoting women's boxing globally and encourage more countries to develop a women's boxing programme
- › To consult professional experts in order to enhance the governance structure of AIBA, the WSB and APB, including the AIBA-owned Boxing Marketing Arm
- › To develop more international cooperation projects and to create a young leaders' programme to maximise the *Boxing Academy*, in addition to training boxers and coaches

DEVELOPMENT OF THE SPORT

Main development programmes

AIBA states that it runs development programmes, including the following:

- › AIBA selects boxers and coaches from emerging countries and covers the full cost of sending them to an AIBA training camp for two to three weeks prior to major world championships
- › A grant programme is managed by the Foundation for Better Boxing to assist national federations with the development of boxers and coaches and to provide boxing equipment for emerging countries
- › AIBA has developed the five-star R&J system, with five-star referees and judges hired as full-time employees in order to add transparency and quality in competitions. These five-star R&Js will be assigned to major competitions at all levels. AIBA plans to increase the number of five-star referees gradually, starting in 2013
- › With the new rule that only three-star coaches can be the ringside second starting in 2013, AIBA has developed intensive training programmes and an evaluation system with the aim of producing better quality coaches

Youth development programmes

AIBA states that it runs youth development programmes, including the following:

- › Youth World Championships held every two years
- › Junior World Championships held every two years
- › Development of Junior and Youth boxers through its *Boxing Academy*

Women and Sport Commission or initiatives

AIBA states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › AIBA has its own Women's Commission with a total of 16 members. The Women's Commission has developed its promotional plan to enhance the *Women's Boxing Programme*. Before the 2012 London Olympic Games and with guidance from the Women's Commission, AIBA developed brochures and a video to promote women's boxing. The Women's Commission also made recommendations to include women members on the AIBA Executive Board and requested AIBA's assistance to include more women members in each national federation. Finally, AIBA is also currently working to develop more women R&Js and coaches.

Sport for All Commission or initiatives

AIBA states that it does not have a Sport for All Commission or Sport for All initiatives.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	<ul style="list-style-type: none"> › AIBA has tightly secured the field of play for boxing with barriers and security personnel in order to prevent the intrusion of: Local Organising Committee (LOC), outside staff, other boxers and coaches or spectators › The areas for ring seconds are also designed in such a way that coaches (seconds) cannot move around ringside and disturb the performances in the ring › AIBA has specifically defined the lighting system for TV broadcasting › AIBA has set strict rules for TV cameramen and photographer positions
SPORTS EQUIPMENT	<ul style="list-style-type: none"> › Since 2010, all boxing rings must be produced by AIBA licensed ring manufacturers only, in line with specific AIBA guidelines › AIBA has also decided to make gloves and headguards in various sizes by maintaining the overall weight
COMPETITION CLOTHING	<ul style="list-style-type: none"> › For men boxers, AIBA does not allow the back of a boxer's vest to be tied › For women boxers, AIBA has offered the option of wearing either pant-style or skirt-style uniforms › AIBA rules clearly stipulate that only red and blue uniforms are allowed. An AIBA equipment manager monitors uniform compliance at the venue in terms of branding and colour

ENVIRONMENT

AIBA states that it does not have environmental policies or guidelines.

Evaluation criteria

AIBA states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit. However, AIBA states that it will review this issue and consult environmental experts in order to determine whether it is necessary to develop this type of kit in the future.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

AIBA states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

AIBA states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

AIBA states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

Within AIBA, the jury of appeal roles are fulfilled by the Supervisor, Judges' Evaluator and Referees' Evaluator. In the event of an appeal, after the competition, a team leader must use an AIBA protest form and submit it to the Supervisor

along with a USD 500 fee. The Supervisor has the right to accept or reject the appeal. If the appeal is accepted, three jury members, including the Supervisor, review the video of the bout and make a final decision. The decision is submitted immediately to the Supervisor, who immediately informs both team leaders about his/her decision.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

AIBA has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › From March 2013, AIBA changed its scoring system to a 10 Point Must System for all AIBA competitions including WSB and AIBA Pro Boxing. The new scoring system requires a good balance of qualities for all Judges officiating in the same bout and the same competition. In the interests of transparency, this system randomly selects via the computer just three Judges out of five just before the bout begins; no one knows whose scores have been accepted until the end of the bout.
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › All R&Js stay completely separate from all AIBA and team officials through the use of an exclusive R&J lounge. One Referee and five Judges are selected no more than 5 minutes prior to the start of each bout by the designated R&J Draw Commission without knowing the nationalities of the boxers. Therefore, the assignment of R&Js is completed in the middle of the second round of the previous bout.
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › AIBA holds regular seminars and workshops for all participating R&Js at all major competitions. AIBA develops R&J certified instructors to train R&Js at different levels with the aid of comprehensive manuals. The AIBA HQ receives all examination and evaluation results, which serve as a reference for future assignments to each competition, in consultation with the AIBA R&J Commission.
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › AIBA adopted a new rule to designate two new positions for Referees' and Judges' Evaluators on the Field of Play, to assess performances during the bout and present the results to the Supervisor. The Supervisor uses these results to select the best officials for the semi-finals and finals. The Supervisor also sends the results of R&J evaluations to the AIBA HQ for possible promotions or demotions of the R&Js' star level status. These evaluations will also be used in selections for future competitions.
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › AIBA has four different "Star" levels in the R&J Certification System: <ul style="list-style-type: none"> - 1-Star: only for National and Continental low-level competitions - 2-Star: for officiating in National, Continental high-level and APB National Ranking Competitions - 3-Star: for officiating in National, Continental high-level, WSB and APB World Ranking Competitions - <i>There is no 4-Star level</i> - 5-Star: independent R&Js contracted exclusively by AIBA to perform both R&J and R&J Instructor assignments

FINANCE

TRANSPARENCY

AIBA states that it uses acknowledged accounting standards

AIBA states that it does not publish the accounts on its website

AIBA states that the accounts are verified by an independent auditor

MAIN SPONSORS

Benefits received by AIBA from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
ACER	x	x			
SAT					
SAMSUNG	x	x			
KOREAN AIR		x			

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 6,000.

The sport can take place in either an exhibition/convention centre hall or an indoor arena.

No venue sharing is possible due to the competition format.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: Medium

Level of technology complexity at Olympic venues: Considerable

Television production costs

Television production for boxing cost EUR 84,948 per day of competition at the London 2012 Olympic Games. There were 83.2 hours of production in total, with an average cost/hour of EUR 16,336.

BWF




Badminton World Federation

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OVERVIEW




EVENTS

Events at the London 2012 Olympic Games: 5

		
2	2	1



Number of BWF competition days during the 16-day London Olympic Games schedule: 9

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	2	2	2
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	2	2	2
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1
TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	5	5	5	5	5

QUOTAS

Quotas at the London 2012 Olympic Games: 172*

	
86	86

* Quotas include 2 men's and 2 women's tripartite places, and 2 host country places that could have been granted to either gender

ADDED VALUE

The BWF states that the added value brought by badminton to the Olympic Games is as follows:

Badminton has a “wow factor” for spectators and fans, as it is physically spectacular, dynamic, technically demanding, has an extreme pace and a high impact. With an average match length of 30 minutes it was possible to present three ticketed sessions per day, and this has delivered full spectator audiences at the last two editions of the Olympic Games.

With 172 participants and equal numbers of men and women on the programme, badminton is a sport where gender equality is front and centre. Badminton is one of the few Olympic sports where men and women compete as a team on the same field of play.

Badminton also enhances global representation as the 51 National Olympic Committees (NOCs) represented at the London 2012 Olympic Games and 50 at the Beijing 2008 Olympic Games came from every region of the world, reflecting the balance between top quality and universality. The BWF globally has 179 member national associations, of which 162 correspond to NOCs. Moreover, membership numbers are on the rise and badminton has a leading position within sports in Asia. Finally, badminton is logistically compact with a relatively small venue footprint. Moreover, it is not logistically complex to host in a single indoor venue.

The BWF states that the added value brought by the Olympic Games to badminton is as follows:

The Olympic Games are the pinnacle event for badminton. Qualification for the quadrennial competition and podium finishes at the Olympic Games are the main goals for players in the global elite badminton system. Significant increases in participation in the tournament circuit during the Olympic Games qualification period were registered. The Olympic Games also bring huge media coverage to badminton. Its status in the Olympic Games programme, as well as its global television and new media reach, brings significant value in broadcasting badminton. It strengthens the broadcast value

that badminton has with its major events coverage across 165 countries in between Olympic Games. Furthermore, the Olympic Games are essential for funding badminton. As an Olympic sport, immense value is delivered to the sport globally through NOC and government funding for badminton, from both a performance and a participation perspective.

A large part of the BWF's Olympic Games funding is directed towards badminton development programmes in four strategic priority areas: *Shuttle Time Schools Badminton* (now in 47 countries), coach education, player development, as well as membership and continental confederation development.

HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the BWF: 1934

OLYMPIC GAMES



Year of introduction to the Olympic Games programme:



Number of times on the programme of the Olympic Games:



WORLD CHAMPIONSHIPS

	SENIOR 	JUNIOR 
YEAR OF FIRST WORLD CHAMPIONSHIPS	1977	1992
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	19	13
FREQUENCY	Every year*	Every year

* Except years in which the Olympic Games are held

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	2	2011
COMMONWEALTH GAMES	12	2010
ALL-AFRICA GAMES	3	2011
ASIAN GAMES	13	2010
PAN AMERICAN GAMES	5	2011
MEDITERRANEAN GAMES	0	-

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

The BWF has 162 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	29	30	36
AMERICA	25	28	31
ASIA	38	38	40
EUROPE	43	45	45
OCEANIA	6	7	10
TOTAL	142	148	162

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of BWF-affiliated national federations that organised national championships in 2010 and 2011:

	2010	2011
AFRICA	15	15
AMERICA	19	19
ASIA	31	31
EUROPE	47	47
OCEANIA	8	5
TOTAL	120	117

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
2008	9	10	8	8	20	18	30	32	3	4
2012	12	12	14	14	27	27	36	36	4	4











Number of national federations that took part in the last two BWF World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	3	3	4	4	13	13	28	28	2	2
LAST	2	2	6	6	12	12	28	28	2	2

Number of national federations that took part in the last two BWF Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	11	11	16	16	21	21	34	34	5	5
LAST	10	10	12	12	22	22	34	34	5	5




Number of national federations that took part in the last two BWF Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	4	4	11	11	11	11	12	12	0	0
LAST	1	1	4	4	13	13	11	11	1	1

GLOBAL SPREAD OF EXCELLENCE




Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS						DISTRIBUTION OF MEDALS WON	
							2008	2012
	2008	2012	2008	2012	2008	2012	2008	2012
AFRICA	0	0	0	0	0	0	0%	0%
AMERICA	0	0	0	0	0	0	0%	0%
ASIA	4	3	3	3	3	1	100%	80%
EUROPE	0	1	0	1	0	1	0%	20%
OCEANIA	0	0	0	0	0	0	0%	0%
TOTAL	4	4	3	4	3	2	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

						
	PREVIOUS	LAST	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0	0	0
AMERICA	0	0	0	0	0	0
ASIA	4	4	4	2	2	3
EUROPE	1	1	1	1	1	0
OCEANIA	0	0	0	0	0	0
NUMBER OF MEDALS AWARDED	8	8	8	8	4	4
NUMBER OF COUNTRIES THAT WON MEDALS	5	5	5	3	3	3
NUMBER OF CONTINENTS THAT WON MEDALS	2	2	2	2	2	1

POPULARITY

APPEAL OF THE SPORT

The BWF states that the following steps have been taken to increase the appeal of badminton, in particular for young people:

The BWF launched the *Shuttle Time Schools Badminton Programme*. It is a mass participation programme that targets teachers, providing them with the skills, knowledge and confidence to plan and deliver fun badminton lessons to children from five to 15 years of age. The goal is to make badminton a natural part of a child's upbringing and part of the sporting culture in each country, eventually increasing overall participation and achieving long-term sustainable growth.

Steps were also taken to increase media exposure around the world. Badminton was successfully brought to nearly 150 countries, with more than 3,000 live broadcast hours annually and 7,000 broadcast hours in total per year. Moreover,

greater focus was put on new media communication platforms to expose young people to the sport of badminton using Facebook, Twitter and Weibo. The goal is for communication to be more youth-oriented, using online media and focusing on badminton's star athletes. The new badminton broadband platform has been very successful: 15 million views and more than 35,000 subscribers in the channel's first year.

An innovative "mix-mix" doubles event will be featured on the programme of the 2014 Youth Olympic Games in Nanjing. Each pair is made up of players from a different country, strengthening gender equality and friendships across national borders.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:

	2008	2012
TICKETS AVAILABLE	77,861	113,017
TICKETS SOLD	77,195	111,729
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	1.2%	1.4%

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST
TICKETS AVAILABLE	30,000	45,000
TICKETS SOLD	18,600	14,091
PERCENTAGE OF TICKETS SOLD	62%	31%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	255	218

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 562 million

Total maximum television audience during the London 2012 Olympic Games: 99 million

The average minute of coverage was watched by: 29 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 1,427

DIGITAL MEDIA

Internet

Number of visits to the official BWF website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	6,202	21,820
AVERAGE DAILY NUMBER OF PAGES VIEWED	46,320	86,802

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	570,712	34,582,710

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	215,780

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	3,289,592

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	58,357
NUMBER OF TWITTER FOLLOWERS	11,309

Other social media activity

The BWF's YouTube channel, BadmintonWorld.TV has more than 350 hours of live broadcasts with nearly 15 million views and 35,000 subscribers in its first year. The BWF has also launched social media platforms and has 53,000 followers on Weibo, added to its 58,000 followers on Facebook and 11,000 followers on Twitter. Through these platforms the BWF maintains interactive communication with badminton fans, supplying them with news and live results and updates from BWF tournaments and current badminton stars. The BWF also enjoys feedback from the badminton community. The social media universe is rapidly growing and some badminton athletes have created considerable exposure for themselves through these tools.

GOVERNANCE

CODE OF ETHICS

The BWF states that it operates under a Code of Ethics which is aligned with the IOC Code of Ethics. Further details provided below:

The BWF Code of Ethics covers a wide range of principles, regulations, codes of conduct and guidelines governing the way individuals and defined groups (players, coaches, technical officials, other entourage, committees, commissions and council) operate within and across the BWF. All of these different regulations and codes are closely linked to the BWF's judicial procedures in order to ensure that all rules can be applied in a fair and efficient way.

The BWF has set up an Ethics Working Group responsible for reviewing the framework of ethical principles enshrined in the BWF Constitution and the various codes, procedures and guidelines governing the conduct of judicial and other bodies of the Federation including the Council, Disciplinary Committee and Appeals Committee, to ensure that they are always in line with the IOC Code of Ethics and the Olympic Charter. Furthermore, the Ethics Working Group will advise the BWF Council on any new ethical matters that may arise from time to time.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The BWF states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The BWF states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which the BWF has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES	x	
DOPING DISPUTES	x	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY	x	
DISCIPLINARY DISPUTES		x
DISPUTES BETWEEN IF BODIES		x
MEMBERSHIP DISPUTES	x	
DISPUTES OF A PROPRIETARY NATURE		x
CONTRACTUAL DISPUTES		x
CORRUPTION DISPUTES		x
ETHICAL DISPUTES		x
ELECTION DISPUTES		x

Number of CAS cases in which the BWF was involved:

2009	2010	2011
0	0	0

BOARD MEMBERS AND GENDER EQUITY

The BWF Board currently has 26 members. The gender breakdown of the members is presented below:

			% OF 
2008	20	4	17%
2012	20	6	23%

COMPETITION FIXING

The BWF states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

The BWF has adopted a revised and enhanced player, players' entourage and technical officials' declaration on match fixing and the integrity of matches, to ensure a solid framework to combat any kind of match fixing or attempts to gain advantage in unethical ways.

The rules cover conduct contrary to the integrity of the game, such as offering bribes or other payments with the intent to influence any player or the result of a match. Breaches of such codes may lead to an offending player, coach or team official being fined, banned from entering an arena, or even being banned from the sport for a period of time.

The BWF has also set up procedures to monitor matches by videotaping selected matches, paying special attention to referees in matches with heightened interest, and reviewing statistical material to monitor certain trends.

ATHLETES

BEST ATHLETES

The BWF states that the best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The BWF states that it has an Athletes' Commission whose members are elected by their peers.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD	x	x
COMMISSIONS	x	x
TECHNICAL BODIES	x	x

HEALTH

Medical Commission

The IF states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The BWF states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

Player injuries and illnesses are monitored and recorded during competitions and annual statistics on the nature, frequency and treatment of injuries are gathered. The BWF Medical Commission is implementing a more comprehensive system that captures a greater level of detail. Furthermore, the referee and event managers conduct audits of venues, for both front and back of house. Steps are taken to mitigate any risks to players and officials that are identified. Field of play areas and egresses to these areas are signed off by the referee after safety checks on technical equipment (including nets and posts, court mats, run-off areas, entrances and exit points and storage areas for player equipment at court side).

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE BWF	% CONDUCTED BY THE BWF
2006	29	0	0%
2007	43	0	0%
2010	1,250	48	4%
2011	1,177	66	6%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	1
2010	1
2011	0

The BWF states that it has not introduced the athlete biological passport and that it does not plan to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The BWF states that it has programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. A short description is presented below:

The BWF Player Career and Entourage Policy guides programme and resource development for future career pathways. The policy considers the player as the central actor in a performance system. A holistic approach is adopted and applied to player training, education and development under the motto “lifelong learning for players”. Two BWF Committees are responsible for overseeing the development of guidelines and educational material to support players’ career choices and to educate entourage members, as key and influential people in players’ lives.

Amongst the programmes for players is a special *Coaching Education Programme* that offers a quicker route through the curriculum based on the athlete’s experience as a top player. Initial discussions with Adecco have taken place to build on current IOC Athlete Career Programme experience.

ENTOURAGE

The BWF states that it has an Entourage Commission or entourage-related initiatives, and that it monitors the athletes’ entourage. The BWF also has a sanction system in place for athletes’ entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The BWF states that it has a multi-year strategic planning process in place.

Financial distribution system

The BWF states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The BWF states that the following are the IF's key strategic priorities:

- › To provide leadership in good governance and effective day-to-day management of badminton
- › To maintain the highest standards of transparency and accountability
- › To regulate badminton worldwide: the game, officiating, anti-doping and anti-betting
- › To build 'brand badminton' and market the sport to maximise exposure
- › To deliver world-class events, showcase badminton to a global audience and inspire people to join an increasing fan base
- › To provide needs-based, structured and sustainable development programmes that prioritise: school badminton, coach education, player development and membership development
- › To increase participation in para-badminton, improve elite player pathways and secure inclusion in the 2020 Paralympic Games

DEVELOPMENT OF THE SPORT

Main development programmes

The BWF states that it runs development programmes, including the following:

- › *Shuttle Time Schools Badminton* encompasses the development and implementation of programmes for schools and school teachers. Badminton is a safe and low impact sport for children. Boys and girls play and compete together. Training has been undertaken in 47 countries on all five continents with 700,000 school children trying badminton for the first time in the first two years of implementation in 2012-2013. The programme is linked to the BWF equipment programme, which provides implementation support.
- › The *Coach Education Programme* was set up to develop and implement a coaching framework and level one and two coaching resources for coaches and tutors. The BWF Coach Level 1 curriculum and content is now being regularly used for Olympic Solidarity National Technical courses.
- › The *Membership Toolkit* is a programme that supports new BWF members and re-activates or re-energises existing members. It also helps with the development of structures and helps administrative personnel to create sustainable growth.

Youth development programmes

The BWF states that it runs youth development programmes, including the following:

- › A Youth World Ranking System (WR) was initiated by the BWF in 2012. It has already significantly increased the number of youth tournaments players can enter. The WR will be part of the qualification system for the 2014 YOG.
- › BWF financial support for youth teams helps athletes from less developed badminton nations to travel to World Junior Championships. The BWF has also initiated a training camp concept, whereby expert coaches from the host nation run coaching clinics for players at the championships.
- › The BWF is also working with member associations and continental confederations to set up *Junior Training Programmes*, primarily for less-developed badminton countries.

Women and Sport Commission or initiatives

The BWF states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › The BWF Women in Badminton Commission (WIB) was established in 2009. The WIB Commission guides the Council on policy development with regard to women and badminton, and undertakes a range of initiatives annually. These have included organising an annual Women's Forum in conjunction with the BWF AGM and Members' Forum, providing grants to continental bodies to establish a WIB Committee, paying for a representative from each of the five continental WIB Committees to attend annual forums and providing grant funding for training and development activities for WIB regionally, on submission of a training plan. All of the activities seek to increase the involvement of women in badminton and raise awareness of the importance of having more women actively involved in the governance and management structure at all levels. Furthermore, the BWF is seeking to be represented and actively involved in meetings, conferences and seminars about women in sport to support building awareness about this area.

Sport for All Commission or initiatives

The BWF states that it has a Sport for All Commission or Sport for All initiatives, including the following:

- › The Development and Sport for All Committee oversees regional and local development projects and initiatives annually. Sport for All initiatives include schools badminton, schemes to engage vulnerable youth in three developing nations and para-badminton.
- › *Shuttle Time* programmes, which are targeted at schools, deliver safe and fun badminton experiences and physical and social benefits for boys and girls aged 5 to 15 years old.
- › BWF has worked with the most vulnerable youth in Columbia, Timor Leste and Haiti. Working in collaboration with Peace and Sport, the BWF has trained youth leaders to provide structured badminton activities and competition experiences for the most vulnerable young people. Sport as a human right, access to physical activity and using badminton as a vehicle for change are the key underpinning principles.
- › BWF has integrated para-badminton into its activities and invested significantly in providing structured training and competition experiences for people with a disability.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

<p>VENUES (SAFETY AND PERFORMANCE)</p>	<ul style="list-style-type: none"> › The BWF undertakes site visits to current and potential badminton venues and assesses them against a range of measures. These include: <ul style="list-style-type: none"> - lighting, ventilation, etc. - height of the hall - size of the field of play to accommodate the number of badminton courts required - number of spectator seats (the minimum for a major BWF event is 4,000) - sprung wooden floor either in situ in the venue or to be laid (helps to prevent player injuries in a dynamic sport that involves jumping, etc.) - catering capacity in venue for players, volunteers and spectators - backstage areas including all necessary rooms, warm-up courts, practice hall, medical rooms, changing rooms, media facilities, etc. › BWF representatives produce a written report including photographs of the venue, and rate its capability and suitability for hosting the level of event under discussion
<p>SPORTS EQUIPMENT</p>	<ul style="list-style-type: none"> › The BWF has implemented an Equipment Approval Scheme under which key badminton equipment is reviewed according to standard minimum requirements. The Equipment Approval Scheme ensures monitoring and quality control of equipment for badminton › The BWF is constantly in communication with key equipment manufacturers about new technical developments to be monitored, supporting gradual innovation and minimum quality standards › The BWF has started its own Research and Development initiatives to enhance the development of badminton equipment, aiming at creating both a long-term socio-economic impact and improved sustainable environmental effects
<p>COMPETITION CLOTHING</p>	<ul style="list-style-type: none"> › Competition clothing does not influence the game in any significant way, so no monitoring system is in place in terms of technical clothing development › The BWF is trying to motivate equipment manufacturers to produce fashion-oriented clothing to enhance the presentation of the game at the highest level, while at the same time ensuring wide accessibility to badminton by making sure that clothing is adapted to the many different cultures and customs › The BWF regularly reviews regulations to allow for positive developments in clothing with a view to creating a better presentation of the sport

ENVIRONMENT

The BWF states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

The BWF Administration Committee oversees the implementation of the Environment Policy. It promotes environmental responsibility in the planning and staging of events, raises awareness on environmental issues throughout the badminton community, oversees the development of publications or guidelines on environmental sustainability for the sport, event management and its environmental impact. The BWF Administration Committee also promotes general awareness of environmental issues in the sport, encourages research that promotes the use of more sustainable materials for badminton equipment and liaises with external institutions such as public authorities, environmental organisations and other sporting bodies. Finally, it monitors and evaluates the application of the BWF's environmental policies and guidelines.

Evaluation criteria

The BWF states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit. However, the BWF's environmental efforts and strategies are included in the BWF Environmental Policy and in the BWF strategic plan 2012-2016, which has been developed using common strategic development tools and structures and includes goals, key performance indicators and a clear division of responsibilities.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The BWF states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The BWF states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The BWF states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

Certain offences connected to the actual rules of the game on court cannot be appealed against. When the on-court umpire has made a ruling, a mechanism is in place for players to call the referee, who can then assess the situation and potentially make changes. Disqualification of a player cannot be decided by the umpire alone. The referee assesses the situation through dialogue with both the umpire and the players, and can then approve a disqualification. Offences resulting in yellow cards and disqualification from a match automatically lead to the player being fined. After the competition, the automatic fine can be appealed to the Disciplinary Committee, which has the power to reduce or remove the fine, but can also impose harsher sanctions against the appealing player. Such decisions can be appealed to the BWF Appeals Committee.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The BWF has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › Annual referee courses strive to ensure good practice and consistency of decisions across the BWF referee workforce. Good performance as noted in regular assessments of BWF-accredited referees leads to BWF-certified status › Education and training programmes for line judges in member associations have helped ensure impartial line judging at international competitions
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › The referees are responsible for overseeing the whole tournament and are not directly in charge of the individual matches (which are controlled by the umpire), except in special circumstances › A high-quality refereeing education system exists for the referees to be able to handle any unforeseen situation and to ensure that the rules are followed and the integrity of the game is protected
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › The BWF has a training and education programme with two levels of referee (certified and accredited) and umpire (certified and accredited). Refresher courses are also conducted annually › Assessor panels conduct practical assessments of umpires and referees in competition › Appointments and selections for all BWF World Championships, Superseries and Grand Prix events are made by the BWF
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › Performance of accredited and certified umpires and referees is assessed on a regular basis during competitions by Assessor Panel members. Training courses are held annually › Records of their performance during events are kept by national federations, continental federations and the BWF. The system is mirrored at the continental level
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › There are two levels of international standard referees and umpires: BWF certified referees and BWF accredited referees; BWF certified umpires and BWF accredited umpires › The level of the event is matched with the skill level and experience of the referee. Umpires are nominated by continental confederations for Grand Prix, Superseries and World Championship events and require BWF approval

FINANCE

TRANSPARENCY

The BWF states that it uses acknowledged accounting standards.

The BWF states that it publishes the accounts on its website.

The BWF states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the BWF from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
YONEX & CO.	x	x	x	x	x
OSIM	x	x	x	x	x
VICTOR	x	x	x	x	x
DOUBLESTAR	x	x	x	x	x
YONEX SUNRISE	x	x	x	x	x

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 5,000.

The sport can take place in either an exhibition/convention centre hall or an indoor arena.

Venue can be shared with other indoor sports/disciplines such as rhythmic gymnastics or taekwondo.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: Medium

Level of technology complexity at Olympic venues: Medium

Television production costs

Television production for badminton cost EUR 188,749 per day of competition at the London 2012 Olympic Games. There were 181.6 hours of production in total, with an average cost/hour of EUR 9,354.

FEI

Fédération Équestre Internationale

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OVERVIEW

DISCIPLINES, EVENTS

Disciplines at the London 2012 Olympic Games: 3

- › Jumping
- › Dressage
- › Eventing



Events at the London 2012 Olympic Games: 6

JUMPING	DRESSAGE	EVENTING
2	2	2

Number of FEI competition days during the 16-day London Olympic Games schedule: 12

- › Jumping: 4
- › Dressage: 4
- › Eventing: 4

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	5	6	6	6	6	4	2	2	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	2	4	3	6	6	6	6	6	6	6	6	6	6	6	6	6
TOTAL	5	6	6	6	6	6	6	5	6	6	6	6	6	6	6	6	6	6	6	6	6

QUOTAS

Quotas at the London 2012 Olympic Games: 200*

	TOTAL
JUMPING	75
DRESSAGE	50
EVENTING	75

* All 200 qualifications could have been granted to either gender.

ADDED VALUE

The FEI states that the added value brought by equestrian sport to the Olympic Games is as follows:

Equestrian is a sport that featured in the ancient Olympic Games in the form of chariot racing and has been on the Olympic programme for 100 years. It is a historical sport brought into the 21st century, combining tradition and modernity. Equestrian is the only Olympic sport to feature individual men and women competing against one another. Equestrian sport is enjoying an unprecedented growth rate, with the number of international events having tripled in 10 years: from 1,200 events in 2002 to 3,200 in 2012. The extent of its popularity was seen at the London 2012 Olympic Games, where

demand exceeded ticket supply. Equestrian is a nature-based sport, which helps bring nature back into the urbanised landscape. It is a sport that rewards experience, determination and talent and has no age barriers. At the London 2012 Olympic Games, the ages of the riders ranged from 18 to 71 and the horses from nine to 20. It is a multi-faceted sport represented by three distinct disciplines: jumping, dressage and eventing. Finally, it is a sport that has the welfare of the horse at the heart of its activities and has worked hard to ensure clean and fair competition.

The FEI states that the added value brought by the Olympic Games to equestrian sport is as follows:

The Olympic Games raise standards within equestrian sport by using the best technological developments to improve the quality of events, such as the footing and the raised platform at the London 2012 Olympic Games. Zip wire cameras were introduced above the arena in London, while transport and heat humidity research was undertaken in Hong Kong. The Olympic Games provide the athletes with the ultimate prize of an Olympic medal, an unparalleled honour in equestrian sport. The Olympic Games provide great visibility and media coverage of equestrian sport and therefore help develop the community around the world. The FEI also has a wealth of real-life stories and human diversity to offer through the depth of athletes and their backgrounds. Being a part of the Olympic Movement motivates all those involved in the sport to strive for better results, whether it be in the field, in the judges' box, the veterinary services, or with respect to universality, professionalism, global appeal, etc. Finally, the Olympic Games provide equestrian sport with new fans and opportunities to promote and share equestrian values with new audiences.

HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the FEI: 1921

OLYMPIC GAMES

Year of introduction to the Olympic Games programme:

	
1900	1952

Number of times on the programme of the Olympic Games:

JUMPING	24
DRESSAGE	23
EVENTING	23

WORLD CHAMPIONSHIPS

a) Jumping

	SENIOR	JUNIOR*
YEAR OF FIRST WORLD CHAMPIONSHIPS	1953	1996
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	20	16
FREQUENCY	Every four years	Every year

* The FEI International Children's Classics Jumping Final is used as the equivalent to the FEI Junior World Championships.

b) Dressage

	SENIOR	JUNIOR
YEAR OF FIRST WORLD CHAMPIONSHIPS	1966	-
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	12	-
FREQUENCY	Every four years	-

c) Eventing

	SENIOR	JUNIOR
YEAR OF FIRST WORLD CHAMPIONSHIPS	1966	-
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	12	-
FREQUENCY	Every four years	-

OTHER MULTISPORT GAMES

Jumping / Dressage / Eventing

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	1	2010
COMMONWEALTH GAMES	0	-
ALL-AFRICA GAMES	1	2007
ASIAN GAMES	7	2010
PAN AMERICAN GAMES	16	2011
MEDITERRANEAN GAMES	7	2009

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS


The FEI has 132 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	19	19	19
AMERICA	34	31	30
ASIA	32	34	34
EUROPE	46	47	47
OCEANIA	3	2	2
TOTAL	134	133	132

ACTIVE MEMBER NATIONAL FEDERATIONS

a) Jumping

Number of FEI-affiliated national federations that organised national championships in 2010 and 2011:

		
	2010	2011
AFRICA	6	7
AMERICA	16	16
ASIA	15	16
EUROPE	26	28
OCEANIA	2	2
TOTAL	65	69

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
2008	0	4	4	40	2
2012	4	16	17	41	2

Number of national federations that took part in the last two FEI World Championships:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
PREVIOUS	1	8	6	22	2
LAST	1	10	8	19	2

Number of national federations that took part in the last two FEI Continental Championships:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
PREVIOUS	0	17	0	23	0
LAST	0	18	0	25	0


Number of national federations that took part in the last two FEI Junior World Championships*:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
PREVIOUS	1	9	12	5	1
LAST	2	9	5	3	1

* The FEI International Children's Classics Jumping Final is used as the equivalent to the FEI Junior World Championships.

b) Dressage

Number of FEI-affiliated national federations that organised national championships in 2010 and 2011:

		
	2010	2011
AFRICA	5	5
AMERICA	13	13
ASIA	10	11
EUROPE	26	27
OCEANIA	1	1
TOTAL	55	57

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
2008	0	9	3	32	2
2012	2	9	3	29	2

Number of national federations that took part in the last two FEI World Championships:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
PREVIOUS	1	5	1	24	1
LAST	0	5	1	17	1

Number of national federations that took part in the last two FEI Continental Championships:


	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
PREVIOUS	0	11	0	19	0
LAST	0	14	0	21	0

Number of national federations that took part in the last two FEI Junior World Championships:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
PREVIOUS	The FEI does not organise Junior Dressage World Championships.				
LAST					

c) Eventing

Number of FEI-affiliated national federations that organised national championships in 2010 and 2011:

		
	2010	2011
AFRICA	2	2
AMERICA	9	9
ASIA	6	6
EUROPE	20	28
OCEANIA	2	2
TOTAL	39	47

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
2008	1	9	2	22	2
2012	1	7	3	21	2

Number of national federations that took part in the last two FEI World Championships:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
PREVIOUS	0	5	1	15	2
LAST	1	4	1	13	2

Number of national federations that took part in the last two FEI Continental Championships:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
PREVIOUS	0	7	0	17	0
LAST	0	13	0	14	0

Number of national federations that took part in the last two FEI Continental Championships:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
PREVIOUS	The FEI does not organise				
LAST	Junior Eventing World Championships				

GLOBAL SPREAD OF EXCELLENCE

Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

a) Jumping

	NUMBER OF NOCS THAT WON MEDALS		DISTRIBUTION OF MEDALS WON	
	2008	2012	2008	2012
AFRICA	0	0	0%	0%
AMERICA	2	0	67%	0%
ASIA	0	1	0%	17%
EUROPE	2	4	33%	83%
OCEANIA	0	0	0%	0%
TOTAL	4	5	100%	100%

b) Dressage

	NUMBER OF NOCS THAT WON MEDALS		DISTRIBUTION OF MEDALS WON	
	2008	2012	2008	2012
AFRICA	0	0	0%	0%
AMERICA	0	0	0%	0%
ASIA	0	0	0%	0%
EUROPE	3	3	100%	100%
OCEANIA	0	0	0%	0%
TOTAL	3	3	100%	100%

c) Eventing

	NUMBER OF NOCS THAT WON MEDALS		DISTRIBUTION OF MEDALS WON	
	2008	2012	2008	2012
AFRICA	0	0	0%	0%
AMERICA	1	0	17%	0%
ASIA	0	0	0%	0%
EUROPE	2	3	66%	83%
OCEANIA	1	1	17%	17%
TOTAL	4	4	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

a) Jumping

	PREVIOUS	LAST
AFRICA	0	0
AMERICA	1	1
ASIA	0	0
EUROPE	3	3
OCEANIA	0	0
NUMBER OF MEDALS AWARDED	6	6
NUMBER OF COUNTRIES THAT WON MEDALS	4	5
NUMBER OF CONTINENTS THAT WON MEDALS	2	2

b) Dressage

	PREVIOUS	LAST
AFRICA	0	0
AMERICA	1	1
ASIA	0	0
EUROPE	3	3
OCEANIA	0	0
NUMBER OF MEDALS AWARDED	9	9
NUMBER OF COUNTRIES THAT WON MEDALS	4	4
NUMBER OF CONTINENTS THAT WON MEDALS	2	2

c) Eventing

	PREVIOUS	LAST
AFRICA	0	0
AMERICA	1	1
ASIA	0	0
EUROPE	2	2
OCEANIA	1	1
NUMBER OF MEDALS AWARDED	6	6
NUMBER OF COUNTRIES THAT WON MEDALS	4	4
NUMBER OF CONTINENTS THAT WON MEDALS	3	3

POPULARITY

APPEAL OF THE SPORT

The FEI states that the following steps have been taken to increase the appeal of equestrian sport, in particular for young people:

The FEI focuses on corporate communication tools including social media with Twitter and Facebook. Following the success of the FEI Year of Youth, the FEI has maintained its focus by showcasing young riders in all projects. The FEI is reviewing its photographic style and content with a view to presenting a more contemporary and “reporting” style. The FEI Awards have also garnered interest and support from a wider sporting audience and various celebrity supporters. Recently, the FEI also launched a unique pictogram competition, an innovative project that created a huge global interest and buzz.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:

	2008*
TICKETS AVAILABLE	195,840
TICKETS SOLD	195,494
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	3.1%

* Jumping, dressage and eventing combined

a) Jumping

	2012
TICKETS AVAILABLE	77,138
TICKETS SOLD	76,769
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	1%

b) Dressage

	2012
TICKETS AVAILABLE	77,227
TICKETS SOLD	76,655
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	1%

c) Eventing

	2012
TICKETS AVAILABLE	105,563
TICKETS SOLD	105,266
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	1.3%

Tickets available and sold during the last two World Championships:

	PREVIOUS*	LAST*
TICKETS AVAILABLE	421,000	430,000
TICKETS SOLD	419,999	420,000
PERCENTAGE OF TICKETS SOLD	100%	98%

* Jumping, dressage and eventing combined

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

PREVIOUS	LAST
1,059	1,227

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 181 million

Total maximum television audience during the London 2012 Olympic Games: 44 million

The average minute of coverage was watched by: 23.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 1,199

DIGITAL MEDIA

Internet

Number of visits to the official FEI website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	1,908	7,943
AVERAGE DAILY NUMBER OF PAGES VIEWED	10,597	24,467

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	1,107,265	35,530,899

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	259,948

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	73,589

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	50,000
NUMBER OF TWITTER FOLLOWERS	8,000

Other social media activity

In 2012, the FEI actively embraced social media using creative imagery and comments, and encouraging active discussion on Facebook and Twitter. The equestrian community has proven to be passionate social media followers, allowing the FEI to reach out and communicate with them in a new and immediate manner. The FEI Facebook and Twitter pages have become valued and vital communication platforms that continue to thrive and flourish. Furthermore, the FEI is introducing new social media tools and campaigns to maintain the interest and expand the reach of this community, while looking for new relevant social media platforms around the world. The recent Olympic Games caused a huge upsurge of interest through imaginative, relevant, instant messaging and photo messaging by athletes, fans and volunteers.

GOVERNANCE

CODE OF ETHICS

The FEI states that it operates under a Code of Ethics that is aligned with the IOC Code of Ethics. Further details provided below:

The FEI Code of Ethics has been incorporated into the FEI General Regulations.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The FEI states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The FEI states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which the FEI has used the CAS:

	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES	x	
DOPING DISPUTES	x	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY	x	
DISCIPLINARY DISPUTES		x
DISPUTES BETWEEN IF BODIES		x
MEMBERSHIP DISPUTES		x
DISPUTES OF A PROPRIETARY NATURE		x
CONTRACTUAL DISPUTES		x
CORRUPTION DISPUTES		x
ETHICAL DISPUTES		x
ELECTION DISPUTES		x

Number of CAS cases in which the FEI was involved:

2009	2010	2011
1	2	2

BOARD MEMBERS AND GENDER EQUITY

The FEI Board currently has 6 members. The gender breakdown of the members is presented below:

			% OF 
2008	4	1	20%
2012	4	2	33%

COMPETITION FIXING

The FEI states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

The FEI General Regulations and the FEI Code of Ethics also cover the issue of competition fixing. In addition, the FEI has an independent Equestrian Community Integrity Unit that closely monitors and investigates potential issues or concerns.

ATHLETES

BEST ATHLETES

The FEI states that its best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The FEI states that it has an Athletes' Commission whose members are both appointed by the Federation and elected by their peers.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD	x	x
COMMISSIONS	x	x
TECHNICAL BODIES	x	x

HEALTH

Medical Commission

The FEI states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The FEI states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

Organising committees must provide medical coverage (ambulances where possible) for human athletes. Athletes can be excluded from further participation if they are deemed unfit because of serious injury or a health condition. The use of helmets is mandatory when riding on the show grounds. There are specific requirements with respect to tack, equipment, athlete / horse qualifications and course design. Event reports include information on medical coverage and accidents. There is a comprehensive recording system for falls in Eventing. As far as equine athletes are concerned, all horses undergo an examination on arrival and before competing. They may not compete if they are unfit. Only FEI-registered vets may treat horses at events. There is a no-needle policy. The use of legitimate medications is monitored. The stables are monitored at night and a vet is available 24 hours a day. Incidents are reported to the FEI. The FEI Equine Anti-Doping system parallels WADA's.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE FEI	% CONDUCTED BY THE FEI
2006	0	0	0%
2007	0	0	0%
2010	-	23	-
2011	-	39	-

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	3
2010	13
2011	23

The FEI states that it has not introduced an athlete biological passport and that it does not plan to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The FEI states that it has programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. A short description is presented below:

The FEI prepared a programme for on-line education which was presented in 2013 during the FEI Sports Forum that took place in Lausanne.

ENTOURAGE

The FEI states that it has an Entourage Commission or entourage-related initiatives, and that it monitors the athletes' entourage. The FEI also has a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The FEI states that it has a multi-year strategic planning process in place.

Financial distribution system

The FEI states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The FEI states that the following are the IF's key strategic priorities:

- › To develop the sport with the national federations and athletes as well as respecting good governance and strong values celebrating the horse and horsemanship
- › To facilitate exchanges via a national-federation-driven FEI database entry system
- › To build on the work of the *Clean Sport Initiative* and the Equestrian Community Integrity Unit established in 2011 to ensure fair play
- › To continue to monitor corruption, identify offenders and conflicts of interest, as well as safeguard horse welfare
- › To generate and diversify revenue and to enable FEI Solidarity to create its own foundation that can sustain the growth of equestrian sport
- › To ensure the free movement of horses and the classification of horses as athletes under civil and national law throughout the world
- › To help develop the sport and make it more universal

DEVELOPMENT OF THE SPORT

Main development programmes

The FEI states that it runs development programmes, including the following:

- › *FEI Solidarity* is the FEI development programme launched in 2011 to promote and develop equestrian sport. It is based upon the Olympic Solidarity model and principles. The *FEI Solidarity* programme seeks to engage national federations by creating, supporting and expanding projects and programmes from grassroots to elite level throughout the global FEI family. *FEI Solidarity* will focus its practical assistance on the four components of the sport: the athlete, the coach, the national federation and the promotion of the sport's global values, with a view to making the sport more universal.

Youth development programmes

The FEI states that it runs youth development programmes, including the following:

- › The FEI currently has “performance” oriented competitions for Youth in the three Olympic disciplines (jumping, dressage and eventing) with three different age groups leading up to Continental Championships: Children (12 to 14), Juniors (14 to 18) and Young Riders (18 to 21). The FEI International Children's Classics in jumping (12-14) with a World Final (equivalent to a World Championship) using borrowed horses is also a “performance” oriented competition held by the FEI.
- › The FEI also has “participation” oriented competitions in jumping and dressage, open to riders from developing countries. These series are currently being reviewed in order to introduce a new format in 2014. These include the FEI World Jumping Challenge (14 to 18, 18 to 21 and 21+) with Regional Finals and a World Final using borrowed horses, and the FEI World Dressage Challenge (12 to 14, 14 to 18 and 18+) with Regional Finals and a World Final using borrowed horses. *FEI Solidarity* also finances projects linked to pony club programmes for children.

Women and Sport Commission or initiatives

The FEI states that it does not have a Women and Sport Commission or Women and Sport initiatives.

Sport for All Commission or initiatives

The FEI states that it does not have a Sport for All Commission or Sport for All initiatives.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	<ul style="list-style-type: none"> › The FEI has been working on a programme which includes criteria to scientifically assess the footing of its arenas. This work began at the London 2012 Olympic Games and will continue to be developed and monitored › The FEI closely monitors fence building techniques such as frangible devices and other techniques used at venues
SPORTS EQUIPMENT	<ul style="list-style-type: none"> › The FEI monitors the technical evolution of sports equipment (i.e. safety cups, boots, frangible fence devices and other related technical equipment). A range of different equipment is used within the seven disciplines governed by the FEI, according to the specificities of the discipline › The FEI systematically collects feedback from competitions through its own officials, in order to find out what type of new equipment is being used › FEI stewards check horse equipment in the warm-up and competition arena, as well as in the horse boxes within the stable area
COMPETITION CLOTHING	<ul style="list-style-type: none"> › The FEI is currently evaluating airbag jackets (body protectors) and is in the midst of creating a programme to certify competition clothing used at FEI events

ENVIRONMENT

The FEI states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

The FEI was one of the first international sports federations to establish a Code of Conduct for the environment. Equestrian sport is the only Olympic sport which is performed in union with an outstanding ambassador of nature and the animal world: the horse. This means equestrian sport is fully invested in the conservation of the environment. The FEI focuses the attention of all riders on the dangers threatening the environment today. In order to help contribute towards the long-term preservation of the environment, the FEI provides recommendations to the equestrian family (the FEI, NFs, organisers, riders, owners, breeders, etc.) through the FEI Code of Conduct on Environment & Sustainable Development. These guidelines may be found on the FEI website.

Evaluation criteria

The FEI states that it uses evaluation criteria such as the Sustainable Sport & Event Toolkit.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The FEI states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The FEI states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The FEI states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

An appeal may be lodged by any person or body with a legitimate interest against any decision made by any person or body authorised under the FEI Rules, provided it is admissible. Appeals to the Appeal Committee must be in writing, signed and accompanied by supporting evidence in writing or by the presence of witness(es) and must be lodged no later than one hour after the decision of the Ground Jury. Before reaching a decision on any appeal, the relevant body must examine the available evidence, whether written or oral, hear all the parties concerned where appropriate and take into account all relevant material, in every case trying to reach a fair and equitable decision. The use of all technical assistance available including, but not limited to, official video recordings, is permitted.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The FEI has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › All the technical equipment (such as timing devices, frangible pins, etc.) used to assess the competition must meet very strict criteria and are checked by independent labs appointed by the FEI. The same applies to the sport technical equipment
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › Dressage alone is based on an appreciation of the riders/horses. At the Olympic Games, the judges' panel consists of seven judges, reducing the influence of individual marks, plus a supervisory panel consisting of three experienced judges, who observe the judging and have the possibility to correct results
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › The FEI operates a multi-level education and certification system for all FEI judges. Courses, examinations and course materials are standardised. Course Directors are trained and apply the same standards in examinations › For specific events such as major championships and Olympic Games, judges are appointed by the FEI
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › Judges are evaluated at courses by several different types of examinations. The FEI has up to four different levels of international qualification › Performance by judges at events during the year is monitored and evaluated annually › Seminars are also organised yearly
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › The FEI has several levels of certification for judges with established curricula › There is a very well established timeline and strict criteria for the promotion of judges › Furthermore, certification is withdrawn if criteria are not fulfilled

FINANCE

TRANSPARENCY

The FEI states that it uses acknowledged accounting standards.

The FEI states that it publishes the accounts on its website.

The FEI states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the FEI from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
ROLEX	x				
HSBC	x				
ALLTECH	x				
REEM ACRA	x				
MEYDAN	x				

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 12,000.

The sport can take place in an equestrian venue but a temporary stadium can also be built.

Venue can be shared with modern pentathlon equestrian and modern pentathlon shoot & run.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: High

Level of technology complexity at Olympic venues: Very High

Television production costs

Television production for equestrian cost EUR 330,717 per day of competition at the London 2012 Olympic Games. There were 62.3 hours of production in total, with an average cost/hour of EUR 63,702.

FIBA

International Basketball Federation

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OVERVIEW



EVENTS

Events at the London 2012 Olympic Games: 2

	
1	1

Number of FIBA competition days during the 16-day London Olympic Games schedule: 16

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1
TOTAL	0	0	0	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2

QUOTAS

Quotas at the London 2012 Olympic Games: 288

	
144	144

ADDED VALUE

FIBA states that the added value brought by basketball to the Olympic Games is as follows:

Basketball is among the most popular indoor sports in the world. Furthermore, some of the world's most famous players regularly participate in the basketball tournament at the Olympic Games. Basketball is both popular in big population markets such as China and attractive in financial markets such as the United States. As such, basketball has contributed to the success of the Olympic Games since 1992, while FIBA continues to be mindful and respectful of the Olympic ideals.

FIBA states that the added value brought by the Olympic Games to basketball is as follows:

The Olympic Games provide a great stage for a top-level basketball competition and thus provide additional exposure for basketball. Moreover, the Olympic Games are fully included in FIBA's four-year competition cycle. Finally, the Olympic Games help FIBA to build relationships with the IOC, National Olympic Committees (NOCs) and national federations. This is very important for the development of basketball.


HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of FIBA: 1932

OLYMPIC GAMES





Year of introduction to the Olympic Games programme:

	
1936	1976

Number of times on the programme of the Olympic Games:

	
18	10

WORLD CHAMPIONSHIPS

	SENIOR		JUNIOR	
				
YEAR OF FIRST WORLD CHAMPIONSHIPS	1950	1953	1979	1985
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	16	16	10	9
FREQUENCY	Every four years		Every two years	

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	26	2011
COMMONWEALTH GAMES	1	2006
ALL-AFRICA GAMES	10	2011
ASIAN GAMES	16	2010
PAN AMERICAN GAMES	16	2011
MEDITERRANEAN GAMES	16	2009

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

FIBA has 205 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	53	53	53
AMERICA	42	42	42
ASIA	43	44	44
EUROPE	48	49	49
OCEANIA	15	17	17
TOTAL	201	205	205

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of FIBA-affiliated national federations that organised national championships in 2010 and 2011:

	2010	2011	2010	2011
AFRICA	53	53	43	44
AMERICA	44	44	38	38
ASIA	44	44	36	37
EUROPE	48	48	48	48
OCEANIA	21	21	11	13
TOTAL	210	210	176	180

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
2008	38	23	39	25	37	28	50	47	14	8
2012	42	27	38	24	39	28	48	45	12	6











Number of national federations that took part in the last two FIBA World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	3	2	6	5	4	3	9	5	2	1
LAST	3	2	5	4	4	3	10	6	2	1

Number of national federations that took part in the last two FIBA Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	16	12	10	8	16	12	16	16	2	2
LAST	16	12	10	10	16	12	24	16	2	2



Number of national federations that took part in the last two FIBA Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	2	2	4	4	3	4	5	5	2	1
LAST	2	2	4	5	3	3	6	5	1	1

GLOBAL SPREAD OF EXCELLENCE



Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
					2008	2012
	2008	2012	2008	2012		
AFRICA	0	0	0	0	0%	0%
AMERICA	2	1	1	1	50%	33%
ASIA	0	0	0	0	0%	0%
EUROPE	1	2	1	1	33%	50%
OCEANIA	0	0	1	1	17%	17%
TOTAL	3	3	3	3	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

				
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	1	1	1	1
ASIA	0	0	0	0
EUROPE	2	2	1	2
OCEANIA	0	0	1	0
NUMBER OF MEDALS AWARDED	3	3	3	3
NUMBER OF COUNTRIES THAT WON MEDALS	3	3	3	3
NUMBER OF CONTINENTS THAT WON MEDALS	2	2	3	2

POPULARITY

APPEAL OF THE SPORT

FIBA states that the following steps have been taken to increase the appeal of basketball, in particular for young people: FIBA developed a strategy to increase the appeal of basketball for the period 2011-2018, with a road map and clear objectives. Moreover, FIBA is in the process of developing a new competition system and calendar for the period 2017-2030. Since 2009, FIBA has introduced 3x3 basketball, as well as digital and social media platforms with dedicated staff supporting participation. In addition, U17 World Championships for men and women have been created. FIBA also regularly organises *Basketball Without Borders* camps for young talents, together with the NBA.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:

	2008	2012
TICKETS AVAILABLE	429,850	465,385
TICKETS SOLD	426,081	462,433
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	6.7%	5.9%

Tickets available and sold during the last two World Championships:

	PREVIOUS	↑	LAST	PREVIOUS	↑	LAST
TICKETS AVAILABLE	224,000		291,000	150,000		169,000
TICKETS SOLD	160,000		216,000	90,000		124,000
PERCENTAGE OF TICKETS SOLD	71%		74%	60%		73%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
👤	1,600	2,000
👤	200	300

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 803.5 million

Total maximum television audience during the London 2012 Olympic Games: 121.5 million

The average minute of coverage was watched by: 27 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 2,206

DIGITAL MEDIA

Internet

Number of visits to the official FIBA website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	5,000	45,000
AVERAGE DAILY NUMBER OF PAGES VIEWED	10,000	120,000

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	2,230,054	67,344,576

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	320,898

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	719,583

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	325,000
NUMBER OF TWITTER FOLLOWERS	51,000

Other social media activity

FIBA states that it uses YouTube as a platform to disseminate attractive video content to its fans around the world. FIBA also uses Instagram to share photo materials with its global audience.

GOVERNANCE

CODE OF ETHICS

FIBA states that it has a Code of Ethics in force. Further details provided below:

The FIBA Code of Ethics and the IOC Code of Ethics aim at protecting the same principles and tackle some of the same problems: conflicts of interest, acceptance of gifts, betting, doping, unethical conduct, etc. It is difficult, however, to compare the FIBA Code of Ethics with the IOC Code of Ethics in view of the fact that the IOC Code of Ethics contains specific rules in relation to candidate cities and International Federations seeking inclusion in the Olympic programme.

INTERNAL DISPUTE-RESOLUTION MECHANISM

FIBA states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

FIBA states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which FIBA has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES	x	
DOPING DISPUTES		x
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY		x
DISCIPLINARY DISPUTES		x
DISPUTES BETWEEN IF BODIES		x
MEMBERSHIP DISPUTES	x	
DISPUTES OF A PROPRIETARY NATURE		x
CONTRACTUAL DISPUTES		x
CORRUPTION DISPUTES		x
ETHICAL DISPUTES		x
ELECTION DISPUTES		x

Number of CAS cases in which FIBA was involved:

2009	2010	2011
2	0	1

BOARD MEMBERS AND GENDER EQUITY

The FIBA Board currently has 23 members. The gender breakdown of the members is presented below:

			% OF 
2008	16	5	24%
2012	18	5	22%

COMPETITION FIXING

FIBA states that it has set up rules and procedures to fight against competition fixing. Further details provided below: Specific references to the fight against competition fixing can be found in the FIBA Code of Ethics. Any behaviour or activity which may affect the outcome of a basketball game is forbidden. Furthermore, FIBA has actively participated in the ASOIF Legal Consultative Group on the creation of the ASOIF Model Rules on Betting and Anti-Corruption. These Model Rules will be adapted in the near future for inclusion within FIBA's Internal Regulations. Moreover, taking advantage of FIBA's relocation to new headquarters, employment contracts for FIBA staff are being adjusted to include provisions banning betting activities. Lastly, accreditations for all FIBA events are delivered only upon signature of a standard declaration that includes references to a ban on betting and match-fixing activities for anyone accredited to a FIBA event.

ATHLETES

BEST ATHLETES

FIBA states that the best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

FIBA states that it does not have an Athletes' Commission. However, in June 2013 it approved the principle of submitting a proposal to establish such a Commission to its next Congress in 2014.

Governing bodies

FIBA states that there are no active athlete members on the Executive Board, commissions or technical bodies.

HEALTH

Medical Commission

FIBA states that it has a Medical Commission but that there is no Medical Commission representative on the Executive Board.

Health, safety and security monitoring

FIBA states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

The steps taken by FIBA for athletes' health, safety and security include game filming and analysis by the Medical and Technical Commissions and the FIBA Study Centre to identify risks and critical situations; Commissioners' reports regarding injuries during various competitions; analysis of basketball equipment by the FIBA Study Centre, with a view to improving safety; regular and mandatory health checks for all FIBA competitions; and regular doping controls.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY FIBA	% CONDUCTED BY FIBA
2006	70	1	1%
2007	70	0	0%
2010	64	28	44%
2011	28	28	100%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	1
2010	10
2011	13

FIBA states that it has not introduced the athlete biological passport. Its Medical Commission has been tasked with reviewing the application of such a passport for basketball and recommending a course of action for the 2015-2018 cycle.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

FIBA states that it has programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. A short description is presented below:

While FIBA does not have an Athletes' Commission, it has developed a network that provides easy access to athletes' views on many important issues. Moreover, FIBA has created an online academy, Athletes' Handbook, Financial Handbook, Agents' Regulations and anti-doping interviews in order to regularly address athletes' issues. In addition, FIBA is in a privileged position in that former successful athletes are in official management positions and thus actively participating in shaping the future of basketball.

ENTOURAGE

FIBA states that it has an Entourage Commission or entourage-related initiatives, and that it monitors the athletes' entourage. FIBA also has a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

FIBA states that it has a multi-year strategic planning process in place.

Financial distribution system

FIBA states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

FIBA states that the following are the IF's key strategic priorities:

- › To increase the number of people who like basketball, engaged fans, recreational participants and FIBA licensed participants
- › To develop new basketball stars
- › To establish transparent roles and responsibilities within the basketball structure
- › To extend access to required resources on all levels
- › To create an efficient and skilful organisation
- › To encourage involvement and participation
- › To grow the satisfaction of stakeholders
- › To develop 3x3 competitions, started in 2007-2008
- › To review competition systems, formats and calendars for 2017 onwards, started in 2011
- › To reorganise FIBA's governance post-2014, started in 2012
- › To develop the relationship with the NBA and its new leadership

DEVELOPMENT OF THE SPORT

Main development programmes

FIBA states that it runs development programmes, including the following:

- › FIBA organised site visits to over 30 federations throughout the five FIBA zones to evaluate and develop strategic plans and long-term development programmes.
- › FIBA launched the *FIBA Academy*, an online education programme for executives at national federation level.
- › FIBA introduced 3x3 basketball as part of the development strategy.

Youth development programmes

FIBA states that it runs youth development programmes, including the following:

- › FIBA and the NBA jointly organise every year Basketball Without Borders camps for 50 elite kids from all confederations on three continents.
- › FIBA jointly runs coaching clinics on all five continents in cooperation with the World Association of Basketball Coaches. Furthermore, high level clinics are filmed and posted on FIBA's website.
- › FIBA produced *Queens of Hoops*, an educational and promotional DVD for women's basketball, with 12 of the best female players in the world and three of the best coaches in women's basketball worldwide.

Women and Sport Commission or initiatives

FIBA states that it has a Women and Sport Commission or Women and Sport initiatives. A short description of the main activities is presented below:

- › FIBA has a Women's Basketball Commission that studies issues related to women's basketball and proposes measures deemed useful to promote the development of women's basketball. Furthermore, FIBA held the first Women's Basketball Conference during its last Women's World Championship. The conference brought together more than 50 national federations and guest speakers to discuss how best to develop and promote women's basketball. FIBA was also awarded the Women in Sport Global Award by the IOC and efforts are continually being made to advance the inclusion of women in all FIBA programmes and competitions. Awarding the 2014 World Championship for Women to Turkey was also a strategic move to promote women's sport in the region.

Sport for All Commission or initiatives

FIBA states that it does not have a Sport for All Commission or Sport for All initiatives. However, many programmes aim at promoting the broadest participation of players of all ages and levels. The recent launch of an official 3x3 competition aims to provide all basketball players worldwide with an opportunity to play the game, whether in teams or individually, through an open competition network without any registration process. For this reason, 3x3 basketball is considered and tailored as a “basketball for all” project.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	<ul style="list-style-type: none"> › FIBA publishes and regularly updates the FIBA Guide to Basketball Facilities, which gives guidelines to national federations, clubs, municipalities and governments on how to build multi-purpose and dedicated basketball venues. It includes all the safety parameters that must be taken into account. The recommendations are defined in accordance with the seating capacity of the venues › FIBA runs site inspections before FIBA competitions, which include overviews of the court and changing rooms, distance to the public, sizes of backstops, padding on all edges, gaps between wooden flooring, uniformity of the floor on the entire court surface, etc. › During games, FIBA coaches Local Organising Committees (LOC) and venue managers on how the safety of players, referees and public is to be ensured. FIBA also monitors all the aforementioned aspects during competitions
SPORTS EQUIPMENT	<ul style="list-style-type: none"> › FIBA publishes its Basketball Official Rules and Basketball Equipment, which contains all the necessary requirements in terms of equipment. These rules are made available to all equipment manufacturers, national federations and LOCs › FIBA maintains a Study Centre Department which keeps records of all of the FIBA-approved equipment manufacturers that comply with FIBA approval programmes › Manufacturers must respect safety standards and compile test reports for their equipment; they must also contribute to the exchange of know-how within the industry with a view to improving equipment quality
COMPETITION CLOTHING	<ul style="list-style-type: none"> › Through its Study Centre and Technical Commission, FIBA is in regular contact with leading manufacturers of competition clothing › Manufacturers are accustomed to asking FIBA if proposed changes are in line with the FIBA Internal Regulations and Basketball Rules when modifying clothing › FIBA approves (or not) new designs and colour combinations and brings its own input, advice and requests to the industry

ENVIRONMENT

FIBA states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

FIBA bid and event manuals provide bidders and competition organisers with a number of guidelines in relation to event organisation. These guidelines (for example, transport or technology guidelines) require the competition organiser to ensure that efficient and environmentally-friendly methods will be used prior to, during and after competition. Furthermore, all bids are thoroughly reviewed by an evaluation commission which takes into consideration all proposed measures that contribute to making an event sustainable and environmentally-friendly.

Evaluation criteria

FIBA states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit (SSET). However, FIBA states that it has been made aware of the SSET platform and will further look into becoming a member of SSET.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

FIBA states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

FIBA states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

FIBA states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

A Technical Committee is formed at the beginning of each official FIBA competition. A player who believes that his or her interests have been adversely affected by a decision of an official may file a protest with the Technical Committee. The protest has to be filed by the team or the national federation involved in writing and within 20 minutes following the end of a game. The protesting party shall also pay a security deposit to FIBA. The Technical Committee is a three-member independent panel. It issues a decision after having heard all the parties involved. Decisions of the Technical Committee may be appealed before the jury of appeal, which is the second and last instance with regard to decisions taken by the Technical Committee.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

FIBA has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	› Judging rarely has an impact on the result of a basketball match
JUDGING/REFEREEING SYSTEM	› Depending on the level, international basketball games are officiated by two or three international referees
TRAINING AND SELECTION OF JUDGES	› Twice a year, referees must attend a national refresher clinic › To be considered active, each FIBA referee must attend and pass a FIBA refresher clinic every four years › Referees for major FIBA competitions are selected by FIBA › Regardless of the number of referees on the court, they may not be of the same nationality › No referee may be of the same nationality as one of the playing teams
EVALUATION OF JUDGES	› Referee performance at each game of a FIBA competition is evaluated by the FIBA referee supervisor. The supervisor meets with the referees the morning after a game to review their performance › After the competition, the supervisor provides FIBA with a summary of each referee's performance as well as concrete proposals for improvements
CERTIFICATION OF JUDGES	› Each member national federation registers its referees according to the general guidelines provided by FIBA › The best national referees attend FIBA referees' clinics to qualify for the FIBA referee license

FINANCE

TRANSPARENCY

FIBA states that it uses acknowledged accounting standards.

FIBA states that it does not publish the accounts on its website.

FIBA states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by FIBA from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
TURESPANIA	x				
PEAK	x	x		x	
TISSOT	x	x		x	
MOLTEN	x	x		x	
BWIN	x				

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 15,000 for basketball finals and 8,000 for basketball preliminaries.

The sport can take place in either an exhibition/convention centre hall or an indoor arena.

Venue for basketball finals can be shared with gymnastics, while the venue for basketball preliminaries can be shared with handball finals.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: Considerable

Level of technology complexity at Olympic venues: Considerable

Television production costs

Television production for basketball cost EUR 152,308 per day of competition at the London 2012 Olympic Games. There were 159.2 hours of production in total, with an average cost/hour of EUR 15,307.

FIE

Fédération Internationale d'Esgrime

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OVERVIEW



EVENTS

Events at the London 2012 Olympic Games: 10

	
5	5

Number of FIE competition days during the 16-day London Olympic Games schedule: 9

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	5	5
	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2	4	4	4	5	5
TOTAL	7	7	7	7	7	7	7	8	8	8	8	8	8	8	8	8	10	10	10	10	10

QUOTAS

Quotas at the London 2012 Olympic Games: 212*

	
102	102

* Overall quota includes the addition of 8 host country places that could have been granted to either gender

ADDED VALUE

The FIE states that the added value brought by fencing to the Olympic Games is as follows:

Fencing can be considered a universal human legacy whose history stretches back through the years. It is not just an art of self-protection or a sport, it is also a way of life. Through fencing, people create a dialogue which results in domination and also understanding. Furthermore, fencing is one of five sports which have always been included on the Olympic programme. While keeping the attractiveness of the “real art”, fencing combines longstanding traditions and modern technologies.

The FIE states that the added value brought by the Olympic Games to fencing is as follows:

The FIE believes that Olympism is one of the basic means of self-identification for a sport organisation. The fencing family is proud to have been an integral part of the Olympic family from the beginning. The Olympic Games are a great event which bring together people from all over the world, providing an opportunity to exchange experiences and share emotions.

HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the FIE: 1913

OLYMPIC GAMES




Year of introduction to the Olympic Games programme:

 1896	 1924
---	---

Number of times on the programme of the Olympic Games:

 27	 21
---	---

WORLD CHAMPIONSHIPS

	SENIOR		JUNIOR
			
YEAR OF FIRST WORLD CHAMPIONSHIPS	1906	1906	1953
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	83	65	60
FREQUENCY	Every year		

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	24	2011
COMMONWEALTH GAMES	9	1970
ALL-AFRICA GAMES	1	2007
ASIAN GAMES	16	2010
PAN AMERICAN GAMES	14	2011
MEDITERRANEAN GAMES	15	2009

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

The FIE has 145 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	14	23	27
AMERICA	27	27	32
ASIA	28	37	38
EUROPE	44	44	45
OCEANIA	2	2	3
TOTAL	115	133	145

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of FIE-affiliated national federations that organised national championships in 2010 and 2011:

	2010	2011
AFRICA	16	16
AMERICA	28	28
ASIA	32	32
EUROPE	43	43
OCEANIA	2	2
TOTAL	121	121

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
2008	6	3	14	10	15	12	41	34	1	2
2012	20	20	23	23	27	27	42	42	2	2











Number of national federations that took part in the last two FIE World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	13	7	21	13	20	12	39	36	1	2
LAST	14	7	21	14	23	17	39	34	1	2

Number of national federations that took part in the last two FIE Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	14	7	20	16	24	19	35	32	2	1
LAST	16	8	18	16	24	19	36	32	2	1



Number of national federations that took part in the last two FIE Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	7	6	14	12	16	12	38	32	1	1
LAST	10	5	16	12	23	12	40	38	2	1

GLOBAL SPREAD OF EXCELLENCE



Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
					2008	2012
	2008	2012	2008	2012		
AFRICA	0	1	0	0	0%	3%
AMERICA	1	1	1	1	20%	7%
ASIA	2	3	2	2	13%	33%
EUROPE	6	6	6	4	67%	57%
OCEANIA	0	0	0	0	0%	0%
TOTAL	9	11	9	7	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

				
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	1	0	1	1
ASIA	3	2	1	2
EUROPE	7	8	8	4
OCEANIA	0	0	0	0
NUMBER OF MEDALS AWARDED	36	36	36	36
NUMBER OF COUNTRIES THAT WON MEDALS	11	10	10	7
NUMBER OF CONTINENTS THAT WON MEDALS	3	2	3	3

POPULARITY

APPEAL OF THE SPORT

The FIE states that the following steps have been taken to increase the appeal of fencing, in particular for young people:

The FIE has developed new media platforms such as the IF's website, pages on Facebook, Twitter and YouTube, a digital magazine, as well as applications for iPhone and iPad. The FIE also organises training camps before the Cadet, Junior and Senior World Championships. Moreover, it pays the expenses for one athlete per federation to participate in the junior, senior and continental championships. Every year the FIE organises the Junior World Cup circuit, the Cadet World Championships (under 17) and the Junior World Championships. Finally, the FIE provides vouchers for free fencing equipment for the cadet and junior winners of World Championships (first, second and both third places at each weapon).

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:



	2008	2012
TICKETS AVAILABLE	62,300	106,392
TICKETS SOLD	61,107	105,824
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	1.0%	1.3%

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST
TICKETS AVAILABLE	30,000	15,000
TICKETS SOLD	28,000	3,400
PERCENTAGE OF TICKETS SOLD	93%	23%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	200	100
	100	50

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 201.5 million

Total maximum television audience during the London 2012 Olympic Games: 71 million

The average minute of coverage was watched by: 16.2 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 1,040

DIGITAL MEDIA

Internet

Number of visits to the official FIE website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	5,903	11,308
AVERAGE DAILY NUMBER OF PAGES VIEWED	46,139	107,484

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	518,994	19,246,761

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	87,648

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	164,832

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	13,542
NUMBER OF TWITTER FOLLOWERS	1,642

Other social media activity

The FIE has a YouTube channel with over 2,500 videos, 4,900 subscribers and 4.5 million video views. Since July 2012, the FIE has also been active on Weibo, where it has around 30,000 followers. Moreover, the FIE has recently launched the FIE mobile application, available on iPhone/iPad, which includes the FIE Twitter feed and the FIE YouTube channel. The FIE also publishes a quarterly digital magazine to be released in five languages, including Chinese and Arabic.

GOVERNANCE

CODE OF ETHICS

The FIE states that it has a Code of Ethics in force and that it has adopted the IOC Code of Ethics in its statutes. Moreover, it recognises the IOC Ethics Commission as the competent body to settle ethical issues. The FIE also has a Code of Ethics for officials.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The FIE states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The FIE states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which the FIE has used the CAS:

	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES	x	
DOPING DISPUTES		x
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY		x
DISCIPLINARY DISPUTES		x
DISPUTES BETWEEN IF BODIES		x
MEMBERSHIP DISPUTES		x
DISPUTES OF A PROPRIETARY NATURE		x
CONTRACTUAL DISPUTES		x
CORRUPTION DISPUTES		x
ETHICAL DISPUTES		x
ELECTION DISPUTES		x

Number of CAS cases in which the FIE was involved:

2009	2010	2011
0	0	0

BOARD MEMBERS AND GENDER EQUITY

The FIE Board currently has 21 members. The gender breakdown of the members is presented below:

	♂	♀	% OF ♀
2008	12	3	20%
2012	17	4	19%

COMPETITION FIXING

The FIE states that it has not set up rules or procedures to fight against competition fixing. Further details provided below: Though the FIE has carefully scrutinised competitions, results and behaviour, no trace of competition fixing has ever been found. However, as there are no guarantees that competition fixing will not happen in the future, the Executive Committee will introduce a regulation in 2014. The FIE has made contact with ASOIF and SportAccord with a view to adopting a Code of Conduct and other regulations on betting and integrity.

ATHLETES

BEST ATHLETES

The FIE states that the best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The FIE states that it has an Athletes' Commission whose members are both appointed by the Federation and elected by their peers.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD		
COMMISSIONS	x	
TECHNICAL BODIES	x	

HEALTH

Medical Commission

The FIE states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The FIE states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

The FIE provides and finances anti-doping education with the *Athletes' Awareness Programme*, held every year at World Championships. In addition, it actively encourages all fencers to use certified equipment (even for training) and carefully scrutinises all fencing equipment at competitions. The FIE has continued to revise the standards for protective clothing and blades. Moreover, the Medical Commission and the Technical Commission work together to identify safety problems and propose solutions. The FIE has launched its own injury surveillance system to identify unusual injury patterns in elite level competition. Preliminary work indicates that the rate of time-loss injury is approximately 0.27 per 1,000 AE (athlete exposures). These findings should reinforce the reality that fencing is a very safe activity for athletes of all ages.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE FIE	% CONDUCTED BY THE FIE
2006	34	0	0%
2007	40	16	40%
2010	70	27	38%
2011	31	25	80%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	2
2010	0
2011	0

The FIE states that it has not introduced the athlete biological passport but that it plans to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The FIE states that it has established a special endowment fund of USD 10 million for veterans. The annual revenue from this fund is used for veterans' programmes. In addition, the FIE has taken the first steps to set up an Athlete Career Programme, which will focus on the area of employment.

ENTOURAGE

The FIE states that it does not have an Entourage Commission or entourage-related initiatives. However, the FIE monitors the athletes' entourage and has a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The FIE states that it has a multi-year strategic planning process in place.

Financial distribution system

The FIE states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The FIE states that the following are the IF's key strategic priorities:

- › To develop fencing as a sport through keeping sporting traditions and supporting the science of fencing (physical training, mental preparation, stress and emotion management)
- › To create a worthy product for promotion in the modern media by improving competition presentation

- › To create the conditions to support the development of fencing throughout the world by increasing cooperation between federations and supporting them
- › To secure the presence of all fencing weapons in the Olympic programme

DEVELOPMENT OF THE SPORT

Main development programmes

The FIE states that it runs development programmes, including the following:

- › The FIE runs training courses, upgrading courses and refresher courses for coaches on each continent and for all three weapons. The aims are to standardise the teaching methodology and provide specialised teaching for each individual weapon.
- › International athlete training camps before the World Championships were entirely funded by the FIE. Sixty athletes from 60 different countries participated in this camp, which was aimed at showing athletes how to prepare for major competitions.
- › The FIE funds aid for equipment such as aluminium pistes and scoring devices for training and competitions (essential yet expensive equipment) worth USD 2.5 million for 130 national federations.

Youth development programmes

The FIE states that it runs youth development programmes, including the following:

- › The FIE organises training camps before the Cadet and Junior World Championships to enable young people to discover the content and structure of a modern training session. The training camps offer an intensive week of preparation to fencers who do not always have enough training partners to attain a strong international level, and lets them benefit from the advice of very experienced fencing masters.
- › Every year, the FIE organises youth competitions such as the Junior World Cup circuit, the Cadet World Championships (under 17) and the Junior World Championships.

Women and Sport Commission or initiatives

The FIE states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › The FIE aims to increase the number of initiatives to encourage more women to participate in fencing, both as fencers and in the management of the sport. It also encourages the organisation of training courses for women in various areas of sport (leadership, management, supervisory staff, training, refereeing, etc.). Furthermore, the FIE promotes equal opportunities in terms of the participation of women at all levels in the sport of fencing throughout the world.

Sport for All Commission or initiatives

The FIE states that it has a Sport for All Commission or Sport for All initiatives, including the following:

- › In 2011, the FIE signed a memorandum with Peace and Sport. The aim is to develop a concept for the world practice of fencing that can also be applicable in developing countries. Solutions have already been found for financing, equipment and training. In four years, the FIE has provided its 145 federations with relevant equipment (for athletes and for the fencing rooms), training for athletes and training for medium level coaches. In 2013, the FIE will introduce the *Fencing Day* aimed at encouraging all initiatives and activities related to fencing in a variety of contexts.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

<p>VENUES (SAFETY AND PERFORMANCE)</p>	<ul style="list-style-type: none"> › Since the 2008 Beijing Olympic Games, the FIE has generalised the use of a large raised platform for the World Championships (similar to the one used for gymnastics) which incorporates scoring devices and hanging display boards. The lighting focused on the pistes creates a black virtual curtain that highlights the sport and the athletes in a spectacular way › At the London 2012 Olympic Games, two giant screens broadcasted video-refereeing and slow motion images that repeated fencing actions continuously › For the first time at the London Olympic Games, the pistes on the floor were surrounded with lighting strips, which were used for repeating the registered hits and for other purposes such as presenting athletes
<p>SPORTS EQUIPMENT</p>	<ul style="list-style-type: none"> › The direct elimination phase of official FIE competitions (World Cup, Grand Prix and World Championships) in all three weapons takes place using wireless apparatus. The hits and the points are signalled by the light on the masks › The latest generation of touchscreen scoring devices are already widely used. These devices broadcast the results live on the display boards and have touchscreen functions that enable referees to immediately ask for medical delegates in the event of injury, or for technicians in the event of technical failure › Live video-refereeing images are accessible and visible to the public on screens
<p>COMPETITION CLOTHING</p>	<ul style="list-style-type: none"> › Competition garments are made out of a Kevlar-type material with a lining in order to ensure a total resistance of 1600N › The FIE allows the use of colours on clothing › Every federation must print their national logo on the clothes in colour › The FIE also allows the use of colour designs (flags and other logos without any aggressive characters) on the mask's mesh

ENVIRONMENT

The FIE states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

The FIE is engaged in the fight against pollution and for environmental protection through the implementation of traceability processes and the selection of materials used in athletes' equipment, approval of clothing, manufacturers of fencing material and testing laboratories, and the strict observance of local regulations regarding the use of facilities, particularly in terms of waste management.

The FIE forbids and penalises the consumption of tobacco, alcohol and drugs, which are harmful to the health and development of athletes as well as being potentially prejudicial to spectators, facilities and the environment. The FIE uses pre-existing multisport facilities whose construction and standards are in conformity with architectural and regional environmental programmes.

Evaluation criteria

The FIE states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit. However, the FIE states that it created a working group on the environment in 2012. This group is in charge of developing sustainable environmental guidelines for its activities as the global leader of an Olympic sport and in its role as a good corporate citizen. The project has received an initial budget, and an initial list of priorities has already been established. These priorities include the development of an overall policy and sustainability guidelines (i.e. waste disposal, use of digital technology, etc.) for the management of the FIE office and key FIE events (i.e. World Championships), the organisation of educational campaigns aimed at young people, with the information to be disseminated at the Junior and Cadet world and zonal championships, as well as the identification of practical examples such as tree planting.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The FIE states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The FIE states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The FIE states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

The FIE jury of appeal has been replaced by the Directoire Technique (DT). No appeal may be made against the decision of the Referee regarding a “point of fact” (strict application of the rules).

However, if the Referee is ignorant of or misunderstands a particular rule, or applies it in a manner contrary to the rules, an appeal on this matter may be lodged:

- › in individual competitions, by the athlete
- › in team competitions, by the athlete or the team captain

The DT representative and the FIE refereeing delegate will decide if there has been a refereeing mistake due to incorrect knowledge or misunderstanding or misapplication of the rules by the referee. If this is the case the decision may be modified.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The FIE has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › For conventional weapons (foil and sabre) hits are signalled by the apparatus. However, when there is signalling on both sides, the referee must decide which action has priority according to the rules of the convention. That is why the impact of refereeing is important › For epee, the impact of refereeing is minimal because for every double hit each fencer gets a point
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › The FIE introduced video as a tool in its refereeing process at the 2006 World Championships › Since 2008, video-refereeing has been used in all the disciplines at Grand Prix competitions, the team World Cup, the zonal championships and Olympic Games qualification competitions › The athletes have the right to demand a video replay once per pool qualification bout and twice per bout in the elimination phase
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › For all FIE competitions, referees are selected by the Refereeing Commission. During all competitions, grades are given to the referees. For the World Championships and the Olympic Games the best referees are selected › During competition referee assignments are drawn by a computer › Referees' training and practice takes place during seminars with the help of video technologies
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › Referees are evaluated after every international competition by the Commission member present › Evaluation is done according to criteria established on the evaluation sheet and include: observance of technical rules, application of combat sanctions, strength of personality, command of matches and athletes

CERTIFICATION OF JUDGES

- › Referees are divided into three categories: “A”, “B” and “P” (provisional)
- › A “P” license is obtained following a theoretical and practical exam. It becomes a “B” license after taking part in two competitions
- › An “A” license is awarded after two years of observation by members of the Refereeing Commission, and if the referee has demonstrated neutrality and excellence in major international competitions

FINANCE

TRANSPARENCY

The FIE states that it uses acknowledged accounting standards.

The FIE states that it publishes the accounts on its website.

The FIE states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the FIE from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
FOUND. FENCING FUTURE	x			x	
MEGAFON				x	x
TISSOT	x		x		
ALLSTAR-UHLMANN			x		

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 8,000.

The sport can take place in either an exhibition/convention centre hall or an indoor arena.

Venue can be shared with other indoor sports/disciplines such as rhythmic gymnastics or taekwondo.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: Very high

Level of technology complexity at Olympic venues: Considerable

Television production costs

Television production for fencing cost EUR 157,459 per day of competition at the London 2012 Olympic Games. There were 198.3 hours of production in total, with an average cost/hour of EUR 7,146.

FIFA

Fédération Internationale de Football Association

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OVERVIEW



EVENTS

Events at the London 2012 Olympic Games: 2

	
1	1

Number of FIFA competition days during the 16-day London Olympic Games schedule: 13

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1
TOTAL	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2

QUOTAS

Quotas at the London 2012 Olympic Games: 504

	
288	216

ADDED VALUE

FIFA states that the added value brought by football to the Olympic Games is as follows:

Football helps spread the Olympic spirit around a country hosting the Olympic Games as the sport takes place in several cities, while also significantly increasing the overall number of spectators for the Olympic Games. As such football enriches the Olympic programme and adds to the entertainment of the television coverage. Football is also the only sport to begin before the Opening Ceremony.

FIFA states that the added value brought by the Olympic Games to football is as follows:

The Olympic Games present an additional top world quality tournament for the best female players in the world and for women's football in general. The London 2012 Olympic Games increased the profile of women's football as a result of the high quality of matches played. The Olympic men's football tournament also adds an additional high quality tournament for players between the junior World Cups and the World Cup. As such, the Olympic football tournaments increase worldwide media coverage for football while also providing players with the incentive and privilege of competing for an Olympic medal. The Olympic Games provide a chance to showcase football at the biggest multisport spectacle in the world and enable football to be a part of the world family of sport.

HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the FIFA: 1904

OLYMPIC GAMES





Year of introduction to the Olympic Games programme:

 1900	 1996
---	---

Number of times on the programme of the Olympic Games:

 25	 5
---	--

WORLD CHAMPIONSHIPS

	SENIOR		JUNIOR	
				
YEAR OF FIRST WORLD CHAMPIONSHIPS	1930	1991	1977	2002
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	19	6	32	9
FREQUENCY	Every four years		Every two years	

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	22	2013
COMMONWEALTH GAMES	0	-
ALL-AFRICA GAMES	11	2011
ASIAN GAMES	16	2010
PAN AMERICAN GAMES	16	2011
MEDITERRANEAN GAMES	16	2011

UNIVERSALITY





MEMBER NATIONAL FEDERATIONS

FIFA has 198 member national federations corresponding to NOCs:











	2005	2008	2012
AFRICA	52	53	53
AMERICA	42	42	42
ASIA	43	45	44
EUROPE	48	49	48
OCEANIA	11	9	11
TOTAL	196	198	198

ACTIVE MEMBER NATIONAL FEDERATIONS











Number of FIFA-affiliated national federations that organised national championships in 2010 and 2011:

	2010		2011	
				
AFRICA	51	50	25	27
AMERICA	10	10	10	10
ASIA	30	30	24	24
EUROPE	44	44	20	22
OCEANIA	52	52	48	48
TOTAL	187	186	127	131











Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
2008	30	16	39	30	32	13	43	39	6	5
2012	35	15	34	25	35	17	42	35	7	5











Number of national federations that took part in the last two FIFA World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	5	2	8	4	5	3	14	5	0	2
LAST	6	2	8	5	3	2	13	5	2	2

Number of national federations that took part in the last two FIFA Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	15	19	24	44	12	12	16	45	10	4
LAST	16	21	24	36	16	16	16	44	11	8



Number of national federations that took part in the last two FIFA Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	5	2	8	5	4	3	6	5	1	1
LAST	4	2	9	5	4	4	6	4	1	1

GLOBAL SPREAD OF EXCELLENCE



Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
					2008	2012
	2008	2012	2008	2012		
AFRICA	1	0	0	0	17%	0%
AMERICA	2	2	2	2	67%	67%
ASIA	0	1	0	1	0%	33%
EUROPE	0	0	1	0	17%	0%
OCEANIA	0	0	0	0	0%	0%
TOTAL	3	3	3	3	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

				
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	0	0	2	1
ASIA	0	0	0	1
EUROPE	3	3	1	1
OCEANIA	0	0	0	0
NUMBER OF MEDALS AWARDED	3	3	3	3
NUMBER OF COUNTRIES THAT WON MEDALS	3	3	3	3
NUMBER OF CONTINENTS THAT WON MEDALS	1	1	2	3

POPULARITY

APPEAL OF THE SPORT

FIFA states that the following steps have been taken to increase the appeal of football, in particular for young people: FIFA organises U17 and U20 World Cups every two years for both men and women. Moreover, the futsal World Cup is held every four years and the Beach Soccer World Cup every two. The FIFA also runs a wide array of development programmes.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:


	2008	2012
TICKETS AVAILABLE	1,767,298	2,088,078
TICKETS SOLD	1,465,693	1,874,854
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	23.1%	23.8%

Tickets available and sold during the last two World Championships:

	PREVIOUS	↑	LAST	PREVIOUS	↑	LAST
TICKETS AVAILABLE	3,150,000		3,040,000	1,518,360		1,003,328
TICKETS SOLD	3,150,000		2,967,349	1,190,971		784,594
PERCENTAGE OF TICKETS SOLD	100%		98%	78%		78%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	12,200	14,700
	1,123	1,824

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 1.3 billion

Total maximum television audience during the London 2012 Olympic Games: 120 million

The average minute of coverage was watched by: 19.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 3,427

DIGITAL MEDIA

Internet

Number of visits to the official FIFA website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	4,467	93,029
AVERAGE DAILY NUMBER OF PAGES VIEWED	19,146	1,023,713

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	4,248,881	51,107,877

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	325,034

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	1,236,141

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	-
NUMBER OF TWITTER FOLLOWERS	Around 2,000,000

GOVERNANCE

CODE OF ETHICS

FIFA states that it operates under a Code of Ethics that is aligned with the IOC Code of Ethics. Further details provided below:

Following proposals made by the Task Force Ethics Committee, the FIFA Executive Committee approved a new FIFA Code of Ethics, which entered into force on 25 July 2012. The major reforms introduced in the new Code are: restructuring of the Ethics Committee, which is divided into two Chambers - an investigatory and an adjudicatory chamber, independence of the Chairman and Deputy Chairman of the Ethics Committee, and a clear and systematic reworking of the Rules of Conduct, which are divided into sub-sections.

INTERNAL DISPUTE-RESOLUTION MECHANISM

FIFA states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

FIFA states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which FIFA has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES	x	
DOPING DISPUTES		x
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY	x	
DISCIPLINARY DISPUTES	x	
DISPUTES BETWEEN IF BODIES		x
MEMBERSHIP DISPUTES		x
DISPUTES OF A PROPRIETARY NATURE		x
CONTRACTUAL DISPUTES		x
CORRUPTION DISPUTES		x
ETHICAL DISPUTES	x	
ELECTION DISPUTES		x

Number of CAS cases in which FIFA was involved:

2009	2010	2011
9	12	11

BOARD MEMBERS AND GENDER EQUITY

The FIFA Board currently has 25 members. The gender breakdown of the members is presented below:

			% OF 
2008	24	0	0%
2012	24	1	4%

COMPETITION FIXING

FIFA has put in place an *Early Warning System (EWS)* in order to identify suspected cases of match-manipulation. *EWS* is tasked with monitoring the worldwide sports betting market and using its own monitoring system to detect and prevent the influencing of FIFA matches. *EWS* further developed specific measures for the 2010 FIFA World Cup in South Africa that went beyond the monitoring and analysis standards in place since 2007. These measures included setting up a hotline on which members of the football community could leave messages if they became aware, in any way, of possible influences. Today the hotline is available 24/7. FIFA is also planning on introducing a whistle-blower policy to protect information and informers.

FIFA also launched a cooperation agreement with INTERPOL in May 2011, with a long-term investment of EUR 20 million. The fruits of this cooperation are already being seen, with workshops being held all over the world with the aim of educating and protecting players, officials and referees and also preventing match-fixing.

ATHLETES

BEST ATHLETES

FIFA states that the best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

FIFA states that it does not have an Athletes' Commission.

Governing bodies

FIFA states that athletes are not represented on the Executive Board, commissions or technical bodies.

HEALTH

Medical Commission

FIFA states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

FIFA states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

Pre-Competition Medical Assessment (PCMA) has become a mandatory requirement for participating teams at FIFA competitions. All finalists at the Olympic football tournaments conduct a PCMA of their players prior to the competition. Moreover, the FIFA Medical Assessment and Research Centre (F-MARC) gathers confidential data on injuries, which are used for scientific purposes.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE FIFA	% CONDUCTED BY THE FIFA
2006	423	127	30%
2007	506	21	4%
2010	N/A	254	-
2011	N/A	265	-

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	93
2010	105
2011	119

FIFA states that it has not introduced an athlete biological passport but that it plans to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

FIFA states that it has no programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition.

ENTOURAGE

FIFA states that it does not have an Entourage Commission or entourage-related initiatives. However, FIFA monitors the athletes' entourage and has a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

FIFA states that it has a multi-year strategic planning process in place.

Financial distribution system

FIFA states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

FIFA states that the following are the IF's key strategic priorities:

- › The mission of FIFA is "develop the game, touch the world, build a better future"
- › From this mission, FIFA can build an approach and decide on key projects that support the achievement of the mission:
 - To constantly improve the game of football and promote it globally in light of its unifying, educational, cultural and humanitarian values, particularly through youth and development programmes. Football development means investing in people and society at large

- To take world-class football action and passion at all levels to every corner of the planet through the FIFA's 198 member associations. The broad range of competitions shows the many faces of football, spearheaded by the FIFA World Cup
- To use the power of football as a tool for social and human development, by strengthening the work of dozens of initiatives around the globe to support local communities in the areas of peace building, health, social integration, education and more

DEVELOPMENT OF THE SPORT

Main development programmes

FIFA states that it runs development programmes, including the following:

- › The *Financial Assistance Programme* provides financial assistance to FIFA member associations and confederations for projects and programmes
- › The *Goal Programme* is a development programme for the benefit of member associations with specific needs. The programme is established and followed up in conjunction with the confederations. It is mainly an infrastructure programme. However, *Goal Programme* funds can also be used for youth football, training and other tailor-made development projects
- › The Education and Technical Development department promotes courses, women's football support, grassroots festivals, beach soccer, futsal and other initiatives, which can also be considered part of FIFA's main development programmes
- › The *Performance Programme* is FIFA's football management programme. It was created out of a recognised need for FIFA to provide a more holistic form of support to member associations, enabling them to improve and grow as organisations and to address all of the areas affecting the business of football management

Youth development programmes

FIFA states that it runs youth development programmes, including the following:

- › FIFA runs youth development programmes in the areas of youth coaching and support for youth leagues
- › FIFA also provides sports equipment to youth technical centres and technical assessment visits for youth structures in the member associations
- › Finally, FIFA promotes grassroots festivals, grassroots coaching courses and support to grassroots programmes in terms of sports equipment, FIFA teaching materials, technical advice, financial support and long-term planning

Women and Sport Commission or initiatives

FIFA states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › FIFA's commitment to women's football and to the participation of women and girls in football is highlighted by the fact that FIFA organises some of the biggest women's sporting events (Women's World Cup, FIFA women's youth competitions (U17 and U20 women's World Cups, Women's Olympic tournaments).
- › Moreover, FIFA *women's football development programmes* offer a tailor-made approach to develop the women's game. FIFA's member associations are able to access multifaceted support such as expertise and teaching, promotional materials, football equipment and financial assistance. The programmes on offer for 2012-2015 will strive to encourage and create competition opportunities at all levels.
- › In 2011 FIFA launched a promotional campaign entitled *Live Your Goals*. The main aim of this campaign is to focus on young girls and women who play football and also to invite those not participating to get involved.

Sport for All Commission or initiatives

FIFA states that it has a Sport for All Commission or Sport for All initiatives, including the following:

- › In 2005 FIFA was one of the first International Federations to create a department for Corporate Social Responsibility to strengthen its commitment to building a better future. The most important current programmes are: the comprehensive 2014 FIFA World Cup Sustainability Strategy, which aims to organise and implement the competition in a sustainable manner; the Football for Hope Initiative, which has promoted and supported the use of football as a tool for social development in underprivileged communities since 2005; the FIFA Anti-Discrimination campaign, which has raised awareness about discrimination in football and society since 2002; the FIFA Fair Play Campaign, which has promoted fair play and respect since 1987 with annual action days and awards; and the offsetting of all flight emissions, which represent ¾ of all the organisation’s emissions.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	<ul style="list-style-type: none"> › FIFA helps lead the way by working with industry experts to produce detailed guidelines for stadium development (Football Stadiums: Technical Recommendations and Requirements - fifth edition), lighting (Guide to Artificial Lighting for Football Pitches) and safety (FIFA Safety Regulations)
SPORTS EQUIPMENT	<ul style="list-style-type: none"> › The <i>FIFA Quality Programme</i> offers an internationally recognised and dependable industry standard for quality and reliability in the areas where it matters to football players most: the equipment, surface, technology and services used for their game › The <i>Quality Programme</i> is built on research that includes in-depth studies, surveys and analyses of players’ needs, and encompasses various aspects of safety, performance, durability, quality assurance and playing comfort. These studies have been carried out in collaboration with an outstanding research network consisting of universities, test institutes, sports organisations, standards institutes and independent consultants from all over the world › When a product is tested and the test results are compliant with all of the standards, the product can be certified by FIFA and will be awarded one of the FIFA quality labels
COMPETITION CLOTHING	<ul style="list-style-type: none"> › FIFA does not monitor the technical evolution of competition clothing or kit. However, there is a cross-divisional group that includes the Marketing, Legal and Competition Departments, which is responsible for reviewing the kit submitted by participating member associations, according to the FIFA Equipment Regulations › The group also meets regularly with major manufacturers, who highlight what they are working on for the upcoming year, including their latest technical innovations. The evaluation conducted by FIFA’s cross-divisional group is based solely on the FIFA Equipment Regulations

ENVIRONMENT

FIFA states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

FIFA has engaged with Local Organising Committees on environmental matters since 2006 to promote the development of programmes that reduce the negative impact on the environment. Moreover, in the bidding process for the 2018/2022 FIFA World Cups, all bidders had to include detailed information on how they would mitigate negative impacts on the environment. In addition, with respect to 2018, all FIFA World Cup stadiums will have to be certified with Leadership in Energy and Environmental Design (LEED) or an equivalent system.

Evaluation criteria

FIFA states that it uses evaluation criteria such as the Sustainable Sport & Event Toolkit.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

FIFA states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

FIFA states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

FIFA states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

According to articles 61 and 64 of the FIFA statutes, the Appeal Committee is one of the three judicial bodies of FIFA. The Appeal Committee is responsible for hearing appeals against decisions from the FIFA Disciplinary Committee and the FIFA Ethics Committee that are not declared final by the relevant FIFA regulations. The procedure is described in the FIFA Disciplinary Code (FDC), article 118ff.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

FIFA has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible.

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › Based on a uniform interpretation of the official Laws of the Game, referees selected for the Olympic football tournaments are of the highest quality and perform on the field of play accordingly by representing such regulations, without consideration of any impact on results
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › The referees selected for the Olympic football tournaments are candidates for the FIFA World Cup and consequently part of the FIFA assessment project to have the best referees for the FIFA World Cup
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › Referees selected for the Olympic football tournaments are appointed by the FIFA referees' committee, based on their quality as demonstrated in important international matches at FIFA level or regional or confederation level › The selected referees are also assessed and observed by qualified instructors with proven refereeing experience › Training is an official part of the judges' preparation before and during tournaments
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › Pre-Olympic phase; as mentioned above as per the selection process › Throughout the Olympic football tournaments the instructors and assessors present followed and evaluated the match performances of each referee and assistant referee live at the stadium or via match analysis on TV from FIFA headquarters › Consequently, continual personal and general debriefings on the analyses were given to all judges
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › Referees appointed for the Olympic football tournaments are of international FIFA level, being (re)qualified annually on the basis of the regulations governing the registration of international referees on FIFA lists (including a medical examination and physical fitness test)

FINANCE

TRANSPARENCY

Accounting standards

FIFA states that it uses acknowledged accounting standards

FIFA states that it publishes the accounts on its website

FIFA states that the accounts are verified by an independent auditor

MAIN SPONSORS

Benefits received by FIFA from its major sponsors from 2009 to 2012:

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
ADIDAS	x	x			
HYUNDAI	x	x			
SONY	x	x			
COCA-COLA	x	x			
EMIRATES	x	x			
VISA	x	x			

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 50,000 for football finals and 20,000 for football preliminaries.

The sport could take place in five stadiums, according to the current competition format.

Venues located in or around the host city can be shared with other sports such as rugby and athletics, but may also host the Opening and Closing Ceremonies.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: High

Level of technology complexity at Olympic venues: Medium

Television production costs

Television production for football cost EUR 468,396 per day of competition at the London 2012 Olympic Games. There were 139.1 hours of production in total, with an average cost/hour of EUR 47,143.

FIG

International Gymnastics Federation

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OVERVIEW

DISCIPLINES, EVENTS

Disciplines at the London 2012 Olympic Games: 3

- › Artistic
- › Rhythmic
- › Trampoline

Events at the London 2012 Olympic Games: 18

		
ARTISTIC	8	6
RHYTHMIC	-	2
TRAMPOLINE	1	1

Number of FIG competition days during the 16-day London Olympic Games schedule: 15



- › Artistic: 9
- › Rhythmic: 4
- › Trampoline: 2

Evolution in number of Olympic events since 1924:

		24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
ARTISTIC		9	7	11	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
ARTISTIC		0	1	0	1	1	7	7	6	6	6	6	6	6	6	6	6	6	6	6	6	6
RHYTHMIC		0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	2	2	2	2	2
TRAMPOLINE		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1
TRAMPOLINE		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1
TOTAL		9	8	11	9	9	15	15	14	14	14	14	14	14	15	15	15	16	18	18	18	18

QUOTAS

Quotas at the London 2012 Olympic Games: 324

			TOTAL
ARTISTIC	98	98	196
RHYTHMIC	-	96	96
TRAMPOLINE	16	16	32

ADDED VALUE

FIG states that the added value brought by gymnastics to the Olympic Games is as follows:

Rhythmic gymnastics brings femininity, art and music to the Olympic Games and is one of the few sports practised by women only. Trampolining is a young, modern sport that is very attractive to younger people, and it therefore draws young people to the Olympic Games.



FIG states that the added value brought by the Olympic Games to gymnastics is as follows:

The Olympic Games unite the major sports with the world’s best athletes under the Olympic spirit, thus making the Olympic Games the event that is most followed by the media and a unique opportunity to celebrate gymnastics. Being a part of the Olympic programme is thus a considerable added value for gymnastics, which has more success within the framework of the Olympic Games than at its own World Championships.



HISTORY AND TRADITION

ESTABLISHMENT



Year of establishment of FIG: 1881

OLYMPIC GAMES

Year of introduction to the Olympic Games programme:





		
ARTISTIC	1896	1928
RHYTHMIC	-	1984
TRAMPOLINE	2000	2000

Number of times on the programme of the Olympic Games:

		
ARTISTIC	26	18
RHYTHMIC	-	7
TRAMPOLINE	3	3

WORLD CHAMPIONSHIPS

a) Artistic

	SENIOR		JUNIOR	
				
YEAR OF FIRST WORLD CHAMPIONSHIPS	1903	1934	FIG does not organise Junior World Championships.	
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	43	32		
FREQUENCY	Every year*			

* Except in years in which the Olympic Games are held



b) Rhythmic

	SENIOR ♀	JUNIOR ♀
YEAR OF FIRST WORLD CHAMPIONSHIPS	1963	FIG does not organise Junior World Championships.
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	31	
FREQUENCY	Every year*	

* Except in years in which the Olympic Games are held

c) Trampoline

	SENIOR ♂♀	JUNIOR ♂♀
YEAR OF FIRST WORLD CHAMPIONSHIPS	1964	FIG does not organise Junior World Championships.
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	28	
FREQUENCY	Every year*	

* Except in years in which the Olympic Games are held

OTHER MULTISPORT GAMES

Artistic / Rhythmic / Trampoline

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	8	2009
UNIVERSIADE	26	2011
COMMONWEALTH GAMES	19	2010
ALL-AFRICA GAMES	6	2011
ASIAN GAMES	10	2010
PAN AMERICAN GAMES	16	2011
MEDITERRANEAN GAMES	16	2009

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

FIG has 135 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	21	17	20
AMERICA	26	26	27
ASIA	32	34	38
EUROPE	47	48	48
OCEANIA	3	2	2
TOTAL	129	127	135



ACTIVE MEMBER NATIONAL FEDERATIONS

a) Artistic

Number of FIG-affiliated national federations that organised national championships in 2010 and 2011:

	♂		♀	
	2010	2011	2010	2011
AFRICA	6	6	6	6
AMERICA	13	13	14	14
ASIA	16	18	16	18
EUROPE	48	48	48	48
OCEANIA	2	2	2	2
TOTAL	85	85	86	86

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
2008	5	3	12	8	17	13	40	35	2	1
2012	4	2	15	15	17	14	40	32	2	2

Number of national federations that took part in the last two FIG World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	4	1	10	7	14	6	37	28	2	2
LAST	4	2	15	15	17	14	40	32	2	2

Number of national federations that took part in the last two FIG Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA*	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	7	4	15	16	19	12	39	32	0	0
LAST	8	7	15	13	22	12	36	33	0	0

* No continental championships in the Oceanic region

Number of national federations that took part in the last two FIG Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	FIG does not organise Junior World Championships.									
LAST	FIG does not organise Junior World Championships.									



b) Rhythmic

Percentage of FIG-affiliated national federations that organised national championships in 2010 and 2011:

	2010	↑	2011
AFRICA	5		6
AMERICA	12		13
ASIA	8		8
EUROPE	43		43
OCEANIA	2		2
TOTAL	70		72

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
2008	2	13	11	45	1
2012	4	9	9	33	1

Number of national federations that took part in the last two FIG World Championships:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
PREVIOUS	3	7	11	31	1
LAST	4	9	9	33	1

Number of national federations that took part in the last two FIG Continental Championships:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA*
PREVIOUS	6	13	10	33	0
LAST	6	10	9	20	0

* No continental championships in the Oceanic region



Number of national federations that took part in the last two FIG Junior World Championships:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
PREVIOUS					
LAST	FIG does not organise Junior World Championships.				













c) Trampoline











Number of FIG-affiliated national federations that organised national championships in 2010 and 2011:

	2010 		2011 	
	2010	2011	2010	2011
AFRICA	2	2	2	2
AMERICA	8	8	9	9
ASIA	4	4	4	4
EUROPE	34	34	35	35
OCEANIA	0	0	2	2
TOTAL	48	48	52	52











Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
2008	2	1	4	4	2	2	25	19	2	2
2012	3	2	7	6	4	4	25	21	2	2

Number of national federations that took part in the last two FIG World Championships:









	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	2	1	5	5	5	3	19	13	1	1
LAST	3	2	7	6	4	4	25	21	2	2

Number of national federations that took part in the last two FIG Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA*	
										
PREVIOUS	0	0	8	7	4	4	17	14	0	0
LAST	2	2	5	5	6	3	20	15	0	0

* No continental championships in the Oceanic region

Number of national federations that took part in the last two FIG Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	FIG does not organise Junior World Championships.									
LAST										



GLOBAL SPREAD OF EXCELLENCE

Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

a) Artistic

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	♂		♀		2008	2012
	2008	2012	2008	2012		
AFRICA	0	0	0	0	0%	0%
AMERICA	1	2	1	1	24%	17%
ASIA	4	3	2	1	45%	28%
EUROPE	8	8	2	3	31%	55%
OCEANIA	0	0	0	0	0%	0%
TOTAL	13	13	5	5	100%	100%

b) Rhythmic

	NUMBER OF NOCS THAT WON MEDALS		DISTRIBUTION OF MEDALS WON	
	2008	2012	2008	2012
	AFRICA	0	0	0%
AMERICA	0	0	0%	0%
ASIA	1	0	17%	0%
EUROPE	3	3	83%	100%
OCEANIA	0	0	0%	0%
TOTAL	4	3	100%	100%

c) Trampoline

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	♂		♀		2008	2012
	2008	2012	2008	2012		
AFRICA	0	0	0	0	0%	0%
AMERICA	1	0	1	1	33%	17%
ASIA	1	1	2	1	67%	66%
EUROPE	0	1	0	0	0%	17%
OCEANIA	0	0	0	0	0%	0%
TOTAL	2	2	3	2	100%	100%



World Championships

Number of countries that won medals at the last two World Championships:

a) Artistic

	♂		♀	
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	1	4	6	5
ASIA	10	14	3	7
EUROPE	12	6	8	6
OCEANIA	1	0	1	0
NUMBER OF MEDALS AWARDED	24	24	18	18
NUMBER OF COUNTRIES THAT WON MEDALS	24	24	18	18
NUMBER OF CONTINENTS THAT WON MEDALS	4	3	4	3

b) Rhythmic

	PREVIOUS	LAST
AFRICA	0	0
AMERICA	0	0
ASIA	0	0
EUROPE	5	7
OCEANIA	0	0
NUMBER OF MEDALS AWARDED	27	27
NUMBER OF COUNTRIES THAT WON MEDALS	5	7
NUMBER OF CONTINENTS THAT WON MEDALS	1	1

c) Trampoline

	♂		♀	
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	0	0	1	1
ASIA	2	2	1	1
EUROPE	0	0	0	0
OCEANIA	0	0	0	0
NUMBER OF MEDALS AWARDED	3	3	3	3
NUMBER OF COUNTRIES THAT WON MEDALS	2	2	2	2
NUMBER OF CONTINENTS THAT WON MEDALS	1	1	2	2



POPULARITY

APPEAL OF THE SPORT

FIG states that the following steps have been taken to increase the appeal of gymnastics, in particular for young people:

FIG runs continental youth championships and has developed a comprehensive age group programme for all its disciplines. FIG does not organise Youth World Championships, but rather World Age Group competitions in various disciplines. Furthermore, FIG is present on all new media platforms.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:

a) Artistic

	2008	2012
TICKETS AVAILABLE	180,630	171,481
TICKETS SOLD	180,108	170,250
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	2.8%	2.2%

b) Rhythmic


	2008	2012
TICKETS AVAILABLE	18,018	20,076
TICKETS SOLD	17,880	19,432
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	0.3%	0.2%

c) Trampoline


	2008	2012
TICKETS AVAILABLE	12,007	27,510
TICKETS SOLD	11,972	27,113
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	0.2%	0.3%

Tickets available and sold during the last two World Championships:

a) Artistic

	PREVIOUS 	LAST
TICKETS AVAILABLE	41,500	32,393
TICKETS SOLD	33,200	25,746
PERCENTAGE OF TICKETS SOLD	80%	79%

b) Rhythmic

	PREVIOUS 	LAST
TICKETS AVAILABLE	18,000	18,000
TICKETS SOLD	11,000	13,000
PERCENTAGE OF TICKETS SOLD	61%	72%



c) Trampoline

	👤👤	
	PREVIOUS	LAST
TICKETS AVAILABLE	11,500	14,566
TICKETS SOLD	8,000	11,139
PERCENTAGE OF TICKETS SOLD	70%	76%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

a) Artistic

	PREVIOUS	LAST
👤👤	436	550

b) Rhythmic

	PREVIOUS	LAST
👤	193	175

c) Trampoline

	PREVIOUS	LAST
👤👤	73	59

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 1.6 billion

Total maximum television audience during the London 2012 Olympic Games: 169 million

The average minute of coverage was watched by: 49 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 2,251

DIGITAL MEDIA**Internet**

Number of visits to the official FIG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	4,357	8,126
AVERAGE DAILY NUMBER OF PAGES VIEWED	13,246	22,349



Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	2,475,025	78,116,616

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	588,870

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	1,960,350

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	20,727
NUMBER OF TWITTER FOLLOWERS	5,684

Other social media activity

FIG also has its own YouTube and Google+ channels.

GOVERNANCE

CODE OF ETHICS

FIG states that it operates under a Code of Ethics that it is aligned with the IOC Code of Ethics. Further details provided below:

FIG states that its Code of Ethics is not as extensive as the IOC Code of Ethics, but together with the FIG statutes and the FIG Code of Discipline, it contains the main principles found in the IOC Code of Ethics.

INTERNAL DISPUTE-RESOLUTION MECHANISM

FIG states that it has a transparent and enhanced dispute-resolution mechanism in place.



COURT OF ARBITRATION FOR SPORT

FIG states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which FIG has used the CAS:

	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES		X
DOPING DISPUTES	X	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY	X	
DISCIPLINARY DISPUTES	X	
DISPUTES BETWEEN IF BODIES		X
MEMBERSHIP DISPUTES		X
DISPUTES OF A PROPRIETARY NATURE		X
CONTRACTUAL DISPUTES	X	
CORRUPTION DISPUTES		X
ETHICAL DISPUTES		X
ELECTION DISPUTES		X

Number of CAS cases in which FIG was involved:

2009	2010	2011
0	0	2

BOARD MEMBERS AND GENDER EQUITY

The FIG Board currently has 23 members. The gender breakdown of the members is presented below:

	♂	♀	% OF ♀
2008	15	7	32%
2012	16	7	30%

COMPETITION FIXING

FIG states that it has not set up rules or procedures to fight against competition fixing. Further details provided below:

As a judged sport, gymnastics has a whole set of rules and a system guaranteeing very strict control of its judges. The set of rules includes the choice of only the most qualified judges, the possibility for gymnasts to query difficulty scores, the Instant Replay and Control System (IRCOS), control by the superior jury and jury of appeal, as well as analysis of judges' performance during and after the competition with expert scores by reference judges. A *Judges' Evaluation Programme* has been created for the analysis of judges' performances after the competition.



ATHLETES

BEST ATHLETES

FIG states that the best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

FIG states that it has an Athletes' Commission whose members are elected by their peers.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD	x	x
COMMISSIONS	x	x
TECHNICAL BODIES	x	x

HEALTH

Medical Commission

FIG states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

FIG states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

FIG states that all athletes must have a valid license which includes insurance. Furthermore, only FIG-certified apparatus may be used at FIG events. Both the apparatus and the venues are under strict control.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY FIG	% CONDUCTED BY FIG
2006	35	0	0%
2007	38	0	0%
2010	62	36	58%
2011	80	55	68%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	3
2010	3
2011	0

FIG states that it has not introduced the athlete biological passport but that it plans to introduce it in the future.



PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

FIG states that it has programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. A short description is presented below:

FIG has a scholarship programme as well as a partnership with the Cirque du Soleil offering athletes a post-competition career. The scholarships are provided to gymnasts whose federations cannot help them financially. The aid provided by FIG through the FIG Foundation can only be granted to male and female gymnasts who are part of a senior or junior national team in the Olympic disciplines. A federation may propose one gymnast per discipline and a maximum of three candidates in total. The assistance is valid for only one year, and the maximum amount per grant is set at CHF 5,000. Having acquired such a scholarship, a gymnast may attend gymnastics or academic classes in another country. Applications for the scholarships are evaluated by the FIG Presidential Commission and the FIG Foundation Board.

ENTOURAGE

FIG states that it does not have an Entourage Commission or entourage-related initiatives, and that it does not monitor the athletes' entourage. FIG does not have a sanction system in place for athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

FIG states that it has a multi-year strategic planning process in place.

Financial distribution system

FIG states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

FIG states that the following are the IF's key strategic priorities:

- › To review the competition formats with a view to making them more attractive and innovative for the public and the media
- › To develop the World Cup competitions
- › To find additional sponsors and partners
- › To review the Olympic qualification system

DEVELOPMENT OF THE SPORT

Main development programmes

FIG states that it runs development programmes, including the following:

- › Continental development programmes valued at USD 500,000 per year and per continent
- › Coaching academies level I-III, approximately 25 academies per year



- › Scholarship programme for athletes worldwide
- › Support for developing countries with gymnastics apparatus
- › Coaching and youth training camps
- › Introductory and development courses to promote gymnastics for all

Youth development programmes

FIG states that it runs youth development programmes, including the following:

- › FIG has a comprehensive age group educational programme which is taught in the level I-III coaching academies.
- › FIG runs World Age Group competitions and continental level Youth Championships.

Women and Sport Commission or initiatives

- › FIG states that it does not have a Women and Sport Commission or Women and Sport initiatives.

Sport for All Commission or initiatives

FIG states that it has a Sport for All Commission or Sport for All initiatives. A short description of the main activities is presented below:

- › FIG organises the World Gymnaestrada and *Gym for Life Challenge*. It also promotes basic gymnastics development courses at a lower level than Coaches' Academies, as well as introductory courses for developing countries.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	› Control of venue and apparatus by the FIG independent test institute and members of the FIG Apparatus Commission and the relevant Technical Committees
SPORTS EQUIPMENT	› Strict rules are included in FIG Apparatus Norms and test procedures are in place › FIG organises regular annual meetings with the Apparatus Commission and apparatus manufacturers
COMPETITION CLOTHING	› None, other than the control of dress code as per the FIG Code of Points and Publicity Rules

ENVIRONMENT

FIG states that it does not have environmental policies or guidelines.

Evaluation criteria

FIG states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit. However, much attention is paid to environmental and ecological principles for the World Gymnaestrada, an event with over 20,000 participants. For indoor events, which are much smaller, environmental and ecological measures must be indicated by the bid committees.



TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

FIG states that it has Code of Conduct for technical officials and referees.

SANCTION SYSTEM

FIG states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

FIG states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

Athletes may query difficulty scores, as per Article 8.4 of FIG's Technical Regulations. Furthermore, coaches and all other participants may address queries concerning the organisation of the event and compliance with rules and regulations to the jury of appeal.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

FIG has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none">› All FIG disciplines are subject to judging. The impact is therefore significant except for difficulty judging, which is based on mathematical systems, time of flight in trampolining and electronic measurements wherever possible
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none">› See FIG Code of Points and FIG Technical Regulations
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none">› Categories from one to four, guaranteeing that only the best judges are used at major events› Training in one two-hour session prior to every event (see point seven of the FIG Technical Regulations)
EVALUATION OF JUDGES	<ul style="list-style-type: none">› Evaluation is conducted through a programme entitled <i>Judges' Evaluation Programme (JEP)</i>, based on a comparison of the judges' work during a competition and experts' scores established by the FIG's Technical Committees after the events› Awards are given for the best judges and sanctions are taken against biased or incompetent judges
CERTIFICATION OF JUDGES	<ul style="list-style-type: none">› Intercontinental and international judge courses are organised at various levels worldwide with exams

FINANCE

TRANSPARENCY

FIG states that it uses acknowledged accounting standards.

FIG states that it does not publish the accounts on its website.

FIG states that the accounts are verified by an independent auditor.



MAIN SPONSORS

Benefits received by FIG from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
SWISS TIMING		x			
VTB	x				
CIRQUE DU SOLEIL	x				

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 12,000 for artistic gymnastics/trampoline and 5,000 for rhythmic gymnastics.

The sport can take place in either an exhibition/convention centre hall or an indoor arena.

Venue for artistic gymnastics/trampoline can be shared with basketball finals, while the venue for rhythmic gymnastics can be shared with other indoor sports/disciplines such as badminton, fencing, handball preliminaries, judo, taekwondo or wrestling.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues:

- › Artistic: Very high
- › Rhythmic: High
- › Trampoline: Medium

Level of technology complexity at Olympic venues:

- › Artistic: High
- › Rhythmic: Medium
- › Trampoline: Medium

Television production costs

Television production for gymnastics cost EUR 350,228 per day of competition at the London 2012 Olympic Games. There were 195.2 hours of production in total, with an average cost/hour of EUR 26,913.

FIH

International Hockey Federation

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OVERVIEW

EVENTS

Events at the London 2012 Olympic Games: 2

1	1

Number of FIH competition days during the 16-day London Olympic Games schedule: 14

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1
TOTAL	0	1	1	1	1	1	1	1	1	1	1	1	2	2	2	2	2	2	2	2	2

QUOTAS

Quotas at the London 2012 Olympic Games: 384

192	192

ADDED VALUE

The FIH states that the added value brought by hockey to the Olympic Games is as follows:

Hockey embraces the Olympic values of friendship, respect and excellence at all levels. A universal sport with 128 member associations corresponding to NOCs, hockey is played by men and women of all ages. With a strong tradition and history, hockey is a promoter of community spirit, accessibility and gender inclusivity with equality for umpires, officials and players. Every national association can qualify for the Olympic Games and World Cup.

Hockey is fair and clean with no positive drug tests from the 24 teams that participated in the London 2012 Olympic Games. Fair play, safety and the wellbeing of athletes are core values. The FIH values itself as a reputable IF with a democratically elected Executive Body; it promotes gender equality and continental and athlete representation. The FIH practises and promotes good governance that reaches down to continental federations and national associations. It embraces new technology (i.e. video umpire, rule changes), the introduction of a complementary game (five-a-side for the Youth Olympic Games) and a strong environmental policy. Hockey is a leading ambassador for youth with the FIH Youth Panel pioneering the creation of coaching and development programmes.

The FIH states that the added value brought by the Olympic Games to hockey is as follows:

The Olympic Games add to hockey's credibility and visibility through a global TV audience and the aspirations they create. They raise the profile of the sport as part of the biggest sporting event in the world held once every four years. The Olympic Games also provide inspiration for generations of young athletes who dream of someday playing for their national teams and representing their country at the highest level.

Through the worldwide TV coverage, hockey is brought to millions of people who are either already fans of the sport or are introduced to the game for the first time. This helps to increase the profile of the sport and registration numbers around the globe, strengthening the game from the grassroots level to national teams. The Olympic Games also create

a level of excitement for hockey and its entire community, giving all stakeholders a sense of pride and a structure to the sport at international level. The aforementioned structure is based on the fact that the entire competition schedule is built around the four-year Olympic cycle, with qualification to the Olympic Games through the FIH World League.

Finally, the Olympic Games enhance the values of friendship, courage, equality, inspiration, respect and excellence that are embedded in all levels of hockey.

HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the FIH: 1924

OLYMPIC GAMES

Year of introduction to the Olympic Games programme:

1908	1980
------	------

Number of times on the programme of the Olympic Games:

22	9
----	---

WORLD CHAMPIONSHIPS

	SENIOR		JUNIOR	
YEAR OF FIRST WORLD CHAMPIONSHIPS	1971	1972	1979	1989
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	12	13	9	6
FREQUENCY	Every four years			

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	1	2005
UNIVERSIADE	1	1991
COMMONWEALTH GAMES	4	2010
ALL-AFRICA GAMES	5	2003
ASIAN GAMES	14	2010
PAN AMERICAN GAMES	12	2011
MEDITERRANEAN GAMES	0	-

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

The FIH has 128 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	16	17	18
AMERICA	22	26	28
ASIA	27	29	32
EUROPE	39	41	43
OCEANIA	7	9	7
TOTAL	111	122	128

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of FIH-affiliated national federations that organised national championships in 2010 and 2011:

	2010	2011	2010	2011
AFRICA	12	13	12	13
AMERICA	6	6	6	6
ASIA	20	22	18	20
EUROPE	37	37	37	37
OCEANIA	3	5	3	5
TOTAL	78	83	76	81

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
2008	6	6	15	14	14	10	30	23	3	6
2012	6	4	17	17	13	10	28	22	5	5

Number of national federations that took part in the last two FIH World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	5	4	15	10	13	8	27	24	3	4
LAST	4	4	8	8	15	11	27	21	4	4

Number of national federations that took part in the last two FIH Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	4	4	8	8	15	11	27	21	2	2
LAST	6	4	8	8	11	9	28	22	2	2

Number of national federations that took part in the last two FIH Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	4	4	11	12	14	7	23	22	2	2
LAST	6	6	11	8	12	10	18	19	2	2

GLOBAL SPREAD OF EXCELLENCE

Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
					2008	2012
	2008	2012	2008	2012		
AFRICA	0	0	0	0	0%	0%
AMERICA	0	0	1	1	17%	17%
ASIA	0	0	1	0	17%	0%
EUROPE	2	2	1	2	50%	66%
OCEANIA	1	1	0	0	17%	17%
TOTAL	3	3	3	3	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	0	0	1	1
ASIA	0	0	0	0
EUROPE	2	2	1	2
OCEANIA	1	1	1	0
NUMBER OF MEDALS AWARDED	3	3	3	3
NUMBER OF COUNTRIES THAT WON MEDALS	3	3	3	3
NUMBER OF CONTINENTS THAT WON MEDALS	2	2	3	2

POPULARITY

APPEAL OF THE SPORT

The FIH states that the following steps have been taken to increase the appeal of hockey, in particular for young people:

The FIH has sustainable youth programmes on all continents that continue to attract new players and develop those already involved in the sport. In addition, the FIH continues to innovate through the rules of the game. For example, the self pass from a free hit has reduced stoppage time and made the game even more exciting and free flowing. Moreover, a new five-a-side game on a half-size pitch is being introduced at the next Youth Olympic Games and competitions are being developed to encourage new countries to take part in global events. Over 60 nations will take part in the World League, inaugurated in 2012. The FIH is also involved in the Olympic Youth Development Centre in Zambia. The FIH Congress and Forum in 2012 focused on sharing knowledge among national associations about the development and hosting of quality events.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:



	2008	2012
TICKETS AVAILABLE	283,914	588,630
TICKETS SOLD	280,352	586,625
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	4.4%	7.4%

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST	PREVIOUS	LAST
TICKETS AVAILABLE	123,750	126,750	29,700	140,400
TICKETS SOLD	87,688	81,288	27,360	115,180
PERCENTAGE OF TICKETS SOLD	71%	64%	92%	82%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	400	421
	300	317

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 232.5 million

Total maximum television audience during the London 2012 Olympic Games: 60.5 million

The average minute of coverage was watched by: 12.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 1,214

DIGITAL MEDIA

Internet

Number of visits to the official FIH website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	5,332	17,565
AVERAGE DAILY NUMBER OF PAGES VIEWED	37,324	122,955

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	1,292,634	26,714,763

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	12,422

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	244,914

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	21,000
NUMBER OF TWITTER FOLLOWERS	10,410

Other social media activity

The FIH is active on all the main social media platforms. The FIH Twitter account is used as a live feed during events and as an information update tool during non-event times. The FIH Facebook page is used during events to allow fans to see behind the scenes or around a country where an event is taking place. It also uses Facebook in a creative way through a *Hockey Ambassador Programme* that fans can follow at events. In addition, the FIH has a YouTube channel where all highlights and additional videos are posted, and a partnership with Perform which provides live and video-on-demand coverage of all of the FIH major events. Currently, the FIH has implemented the development of a live results system which will give hockey fans real-time updates of events of all levels.

GOVERNANCE

CODE OF ETHICS

The FIH states that it operates under a Code of Ethics that it is aligned with the IOC Code of Ethics. Further details provided below:

The FIH Code of Ethics is fully aligned with the IOC Code of Ethics and encompasses the key principles of dignity, integrity, good governance, relations with the state and confidentiality. The FIH states that it fully supports the Olympic Charter and continues to fully implement the key principles and rules of the Code of Ethics.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The FIH states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The FIH states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which the FIH has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES		X
DOPING DISPUTES	X	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY		X
DISCIPLINARY DISPUTES	X	
DISPUTES BETWEEN IF BODIES		X
MEMBERSHIP DISPUTES	X	
DISPUTES OF A PROPRIETARY NATURE		X
CONTRACTUAL DISPUTES		X
CORRUPTION DISPUTES		X
ETHICAL DISPUTES		X
ELECTION DISPUTES		X

Number of CAS cases in which the FIH was involved:

2009	2010	2011
0	0	0

BOARD MEMBERS AND GENDER EQUITY

The FIH Board currently has 16 members. The gender breakdown of the members is presented below:

			% OF 
2008	17	6	26%
2012	10	6	38%

COMPETITION FIXING

The FIH states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

The essence of hockey is the contest between competing teams as an honest test of skill and ability. The FIH has adopted anti-corruption regulations as a safeguard against corruption in hockey. The regulations prohibit conduct by participants that might undermine confidence in the integrity of the sport and in the fairness of match results and the outcome of events. The regulations also establish effective mechanisms for enforcement of the anti-corruption regulations and sanctions for their breach. These regulations apply automatically to each participant at hockey events, including all support personnel. All participants entering a hockey event must complete and sign an acknowledgement form to confirm agreement with the anti-corruption regulations.

ATHLETES

BEST ATHLETES

The FIH states that its best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The FIH states that it has an Athletes' Commission whose members are both appointed by the Federation and elected by their peers.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD	x	x
COMMISSIONS	x	x
TECHNICAL BODIES	x	x

HEALTH

Medical Commission

The FIH states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The FIH states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

The FIH appoints a Medical Officer to all of its world level events to oversee the health and welfare of athletes, officials and other participants and to liaise with team medical personnel. Injuries which cause a stoppage in play are recorded. Each team doctor completes a daily summary of injury and illnesses. These reports, together with information compiled by the Medical Officer, are analysed for common causes, and corrective action is taken where possible. The FIH Medical Advisory Panel has recently set up a research programme to assess the impact of field of play temperature and humidity on athletes. Finally, the FIH has an agreement with security experts to provide security assessments and advice.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE FIH	% CONDUCTED BY THE FIH
2006	20	0	0%
2007	46	22	48%
2010	2,275	12	1%
2011	1,679	28	2%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	13
2010	13
2011	13

The FIH states that it has not introduced the athlete biological passport but that it plans to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The FIH states that it has programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. A short description is presented below:

The FIH Athletes' Committee is currently developing a website section which will provide athletes with practical information, tips and tools related to questions of combining life as an athlete with an academic and/or professional career. These resources are expected to become available in 2013. One of the defined responsibilities of the Committee, as per its Terms of Reference, is also the creation, management and promotion of platforms and structures for athletes to facilitate communication and the sharing of knowledge and experiences. This naturally includes the issues of studies, development and post-athletic career transition. The initiative is currently being worked on.

ENTOURAGE

The FIH states that it has an Entourage Commission or entourage-related initiatives, and that it monitors the athletes' entourage. The FIH also has a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The FIH states that it has a multi-year strategic planning process in place.

Financial distribution system

The FIH states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The FIH states that the following are the IF's key strategic priorities:

- › To increase gross revenues for the period 2010-2016 through sponsorship, TV rights, event hosting & licensing fees
- › To raise the profile of the FIH and hockey worldwide
- › To broaden the exposure of hockey through TV, targeted marketing campaigns and social media
- › To enhance and promote FIH events
- › To maintain and enhance a regular cycle of events delivered to a high standard globally
- › To close the performance gap and raise the level of play

- › To improve the level of hockey through development and recruitment of athletes and coaches and to encourage a broad level of participation
- › To strengthen governance structures for the FIH and hockey
- › To develop clear governance structures within the FIH and continental federations

DEVELOPMENT OF THE SPORT

Main development programmes

The FIH states that it runs development programmes, including the following:

- › *Umpiring Boost* is a project that ran from 2005 to 2010. It helped as many national associations as possible to promote and develop umpiring in their respective countries. In 2011, a project to improve the number and quality of top level women's umpires began with the aim of improving the strength of the top panels.
- › The complementary game, a new five-a-side game at the Youth Olympic Games, has enabled smaller nations to have more teams participating at events. Oceania will also use this new format in the Pacific Games to encourage participation from smaller countries.
- › *High Performance Coaching* is a project that was initiated to help second tier countries by providing high performance coaching, services and tools for them to become serious contenders at events. The ultimate aim of the project is to close the performance gap between the top nations and second tier countries.

Youth development programmes

The FIH states that it runs youth development programmes, including the following:

- › The FIH youth development programmes are tailored to include promotional and development projects, with the aim of increasing the number of high-level youth hockey players around the world. The projects aim to engage young people in hockey by promoting leadership skills through these projects to enhance the youthful image of hockey.
- › The main objectives of the youth programmes are as follows: to retain young players (between 16-20 years), to develop better players, to promote youth leadership and youth coaching, to establish education platforms and knowledge sharing opportunities.
- › The FIH established the European Youth Panel in 2011 to assist with events and festivals throughout Europe, including a tournament for children at the IWC in 2011 and the World Youth Promoters Festival at the 2011 World Cup.

Women and Sport Commission or initiatives

The FIH states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › The FIH has a programme for Women's Coaches and Women's Umpires. The Women's Umpire Development Project is aimed at increasing the number of umpires on the World Development and World Panels, not only for the FIH's major tournaments up to 2016, but also to ensure that a strategic plan is in place for their development in the years to follow. This project started up around 1.5 years before London 2012 and is set to continue through the World Cup in The Hague in 2014, on to Rio 2016 and beyond. Each umpire selected for the project works with a chosen umpire manager mentor on their own Personal Development Plan and is also part of a monitored Fitness Programme. They also receive suitable appointment opportunities in accordance with the aims of the project. The project was assisted in 2011 and 2012 by funding from the IOC IF Development Fund.

Sport for All Commission or initiatives

The FIH states that it has a Sport for All Commission or Sport for All initiatives, including the following:

- › The FIH has a development model that works closely with the Continental Federations (CFs). The IF allocates the CFs annual funding and has a MoU which the FIH agrees deliverable for all development activities that need to be aligned to its strategic plan. The FIH has a number of Sport for All initiatives in different countries but these are operated through the CFs. The Centre in Zambia is one example of that. The Continental Federations and the FIH meet twice a year to review and share information on these projects.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	<ul style="list-style-type: none"> › The FIH operates a licensing and approval scheme for synthetic turf which ensures that fields installed using approved turfs provide good conditions for hockey. Recognising environmental issues, the FIH is actively researching an alternative top level turf which requires reduced, or ideally, no irrigation. A multi-sport turf specification is also being developed › The FIH also assists those wishing to build a pitch with specifications including sub-base, lighting requirements and associated infrastructure › Within the FIH event hosting agreement, there are requirements for all venues to comply with local health and safety regulations. Prior to each major event, a security and risk evaluation of the host venue is made
SPORTS EQUIPMENT	<ul style="list-style-type: none"> › The FIH works with equipment manufacturers to ensure that all advances meet strict standards for hockey. The FIH introduced a revised specification that must be met by all sticks used during international play and for all play starting in 2013 › The FIH is also involved in the development of synthetic turf, hand protection and face masks in addition to monitoring advances in stick and ball technology › FIH partner Grays, together with other equipment brands, continues to invest in a research programme developing composite hockey sticks and related equipment. This involves laboratory and field testing to assess characteristics › The FIH also supports cutting edge innovation, such as blue pitches and yellow balls (as used at the London 2012 Olympic Games) for better promotion of the sport
COMPETITION CLOTHING	<ul style="list-style-type: none"> › The FIH supports developments in playing equipment and clothing while maintaining appropriate presentation of the sport and the safety of participants › The FIH works with Grays, an official manufacturer that is well-respected in the sporting world in general and the hockey community in particular. Grays provides competition clothing for all officials, gives the FIH proposals on the latest materials available and offers the latest technology in high performance materials › In addition, the FIH supports and encourages changes in the look and feel of uniforms on the pitch, to make athletes safer and more comfortable and to ensure that athletes perform at their optimal levels while presenting the sport in the best way

ENVIRONMENT

The FIH states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

The FIH adopted an Environmental Policy Statement drawing on IOC guidelines in 2006. The policy statement is underpinned by actions of constituent FIH bodies including the committees, national associations, continental federations, event hosts and partners. The policy recognises four main pillars for environmental action focusing on the following commitments by the FIH: natural resources and waste management, environment and health issues, the natural habitat and wildlife, and climate change and global warming. The Environmental Policy Statement takes all activities into consideration including venue, facilities and equipment issues (including turf), and encourages manufacturers, suppliers, contractors and users through FIH contracts and other means to develop environmentally preferable goods and services to be used throughout hockey and at FIH events.

Evaluation criteria

The FIH states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit. However, the FIH states that it is an eco-friendly organisation committed to environmental performance by conserving energy, water and other natural resources, particularly those that are scarce or non-renewable. The initial phase of this commitment is to embed the FIH Environmental Policy Statement into stakeholders' own policies, whilst monitoring progress and making improvements as necessary. Following the successful implementation of these initial policies, the FIH intends to use environmental evaluation criteria in the future to provide all stakeholders with the tools required to incorporate sustainability and to plan and deliver environmentally responsible sports events.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The FIH states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The FIH states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The FIH states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

A team may protest at the end of a match or shoot-out, or about any other decision of a Technical Delegate (TD) or application of the competition regulations. The written protest needs to be received within 30 minutes of the end of a match, shoot-out or TD decision. The TD must make a decision and publish it within two hours of submission of the protest. If a team involved in a protest wishes to appeal the decision of the TD, they must do so within 60 minutes of its publication. If an appeal is lodged, the TD informs the appeal jury, who will consider the appeal. The appeal jury must publish a decision in writing, no later than two hours before the start of the first match on the team's next game day. The decision of the appeal jury is final and binding.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The FIH has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › Umpiring has a low to medium impact upon the results of hockey matches
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › Each game is officiated by two umpires, with a reserve umpire at pitchside. A video umpire is also appointed, to whom the match umpires may refer, if necessary and for goal decisions › Each team also has one team referral per match, relating to penalty corner, penalty stroke and goal decisions › Three “off-field” technical officials are appointed to control timing, substitutions and the match reports
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › Training for umpires is mainly through coaching from umpire managers at tournaments, as well as from umpire seminars and an on-line rules video library › The FIH Appointment Committee is responsible for the appointment of umpires to FIH events › For the Olympic Games, umpires must be drawn from the FIH World Panel and World Development Panels (WDP) and, if necessary, Grade ones close to WDP
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › Match reviews take place between the umpires and umpire managers after each game, including use of video for coaching purposes › Each umpire’s performance is evaluated in terms of decision-making, management, flow and timing and overall impression › At the end of the tournament, each umpire is given an overall mark and receives a feedback form with an overall assessment and development action plan
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › A three-grade accreditation system is in place for international umpires: International, Grade one and World Panel › There are two lists: promising umpire list (for those who show potential for Grade one) and WDP (for those who show potential for World Panel) › Based upon the marks and feedback forms from each tournament, possible upgrading between the grades and lists is assessed

FINANCE

TRANSPARENCY

The FIH states that it uses acknowledged accounting standards.

The FIH states that it publishes the accounts on its website.

The FIH states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the FIH from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
HERO MOTOCORP	x				
RABOBANK	x				
ABN	x				
ATA HOLDING	x				
BDO	x				

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 10,000.

The sport can take place in a hockey stadium or a football stadium (if the field of play is modified), but a temporary stadium can also be built.

No venue sharing is possible because of the competition format.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: Medium

Level of technology complexity at Olympic venues: Medium

Television production costs

Television production for hockey cost EUR 122,807 per day of competition at the London 2012 Olympic Games. There were 154.1 hours of production in total, with an average cost/hour of EUR 11,157.

FILA

International Federation of Associated Wrestling Styles

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OVERVIEW



DISCIPLINES, EVENTS

Disciplines at the London 2012 Olympic Games: 2

Freestyle

› Greco-Roman

Events at the London 2012 Olympic Games:




		
FREESTYLE	7	4
GRECO-ROMAN	7	-

Number of FILA competition days during the 16-day London Olympic Games schedule: 8

› Freestyle: 5



› Greco-Roman: 3

Evolution in number of Olympic events since 1924:

		24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
FREESTYLE		7	7	7	7	8	8	8	8	8	8	10	10	10	10	10	10	10	8	7	7	7
FREESTYLE		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	4	4
GRECO-ROMAN		6	6	7	7	8	8	8	8	8	8	10	10	10	10	10	10	10	8	7	7	7
TOTAL		13	13	14	14	16	16	16	16	16	16	20	20	20	20	20	20	20	16	18	18	18

QUOTAS

Quotas at the London 2012 Olympic Games: 344*



			TOTAL
FREESTYLE	133	72	205
GRECO-ROMAN	133	-	133

* Overall quota includes the addition of three host country quota places and three tripartite quota places that both could have been granted to either gender.



HISTORY AND TRADITION

OLYMPIC GAMES

Year of introduction to the Olympic Games programme:

		
FREESTYLE	1924	2004
GRECO-ROMAN	1896	-

Number of times on the programme of the Olympic Games:











		
FREESTYLE	24	3
GRECO-ROMAN	25	-

UNIVERSALITY











ACTIVE MEMBER NATIONAL FEDERATIONS

Number of national federations that took part in qualifying events for the last two Olympic Games:

a) Freestyle

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
2008	20	14	22	16	24	17	34	29	8	4
2012	20	15	18	12	20	14	31	32	7	3

b) Greco-Roman

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
2008	12	-	19	-	22	-	37	-	7	-
2012	10	-	16	-	19	-	36	-	4	-

GLOBAL SPREAD OF EXCELLENCE

Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

a) Freestyle

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	♂		♀		2008	2012
	2008	2012	2008	2012		
AFRICA	0	0	0	0	0%	0%
AMERICA	1	3	3	3	11%	21%
ASIA	7	6	4	4	41%	36%
EUROPE	7	5	4	4	48%	43%
OCEANIA	0	0	0	0	0%	0%
TOTAL	15	14	11	11	100%	100%

b) Greco-Roman

	NUMBER OF NOCS THAT WON MEDALS		DISTRIBUTION OF MEDALS WON	
	♂		2008	2012
	2008	2012		
AFRICA	0	1	0%	4%
AMERICA	2	1	7%	4%
ASIA	5	4	23%	21%
EUROPE	12	11	70%	71%
OCEANIA	0	0	0%	0%
TOTAL	19	17	100%	100%

POPULARITY

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:

	2008*
TICKETS AVAILABLE	72,009
TICKETS SOLD	71,465
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	1.1%

* Freestyle and Greco-Roman combined

a) Freestyle

	2012
TICKETS AVAILABLE	71,895
TICKETS SOLD	71,077
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	0.9%



b) Greco-Roman

	2012
TICKETS AVAILABLE	43,322
TICKETS SOLD	42,774
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	0.5%

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 317.5 million

Total maximum television audience during the London 2012 Olympic Games: 58.5 million

The average minute of coverage was watched by: 23.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 861

DIGITAL MEDIA

Internet

Number of visits to the official FILA website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	4,211	18,773
AVERAGE DAILY NUMBER OF PAGES VIEWED	41,102	152,185

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	117,642	55,132,544

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	177,949

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	414,873



COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 8,000.

The sport can take place in either an exhibition/convention centre hall or an indoor arena.

Venue can be shared with other indoor sports/disciplines such as rhythmic gymnastics, judo or taekwondo.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: Considerable

Level of technology complexity at Olympic venues: Considerable

Television production costs

Television production for wrestling cost EUR 145,269 per day of competition at the London 2012 Olympic Games. There were 76.2 hours of production in total, with an average cost/hour of EUR 15,251.

FINA

Fédération Internationale de Natation

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OVERVIEW

DISCIPLINES, EVENTS

Disciplines at the London 2012 Olympic Games: 4

- › Diving
- › Swimming
- › Water polo
- › Synchronised swimming








Events at the London 2012 Olympic Games: 46

		
DIVING	4	4
SWIMMING	17	17
WATER POLO	1	1
SYNCHRONISED SWIMMING	-	2

Number of FINA competition days during the 16-day London Olympic Games schedule: 16



- › Diving: 13
- › Swimming: 10
- › Water polo: 14
- › Synchronised swimming: 5

Evolution in number of Olympic events since 1924:

		24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
DIVING		3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	4	4	4	4
DIVING		2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	4	4	4	4
SWIMMING		6	6	6	6	6	6	7	8	10	15	15	13	13	15	16	16	16	16	16	17	17
SWIMMING		5	5	5	5	5	5	6	7	8	14	14	13	13	14	15	15	16	16	16	17	17
WATER POLO		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
WATER POLO		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1
SYNCHRONISED		0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	1	2	2	2	2
TOTAL		17	16	16	16	16	16	18	20	23	34	34	31	31	36	38	38	38	44	44	46	46

QUOTAS

Quotas at the London 2012 Olympic Games: 1450

			TOTAL
DIVING	68	68	136
SWIMMING	475	475	950
WATER POLO	156	104	260
SYNCHRONISED SWIMMING	-	104	104

ADDED VALUE

FINA states that the added value brought by aquatic sports to the Olympic Games is as follows:

By consistently putting together great events that are universal at the Olympic Games, FINA has been able to create a platform to celebrate great champions and draw high spectator interest. This is reflected through high television ratings and media interest which in turn creates commercial opportunities.

FINA states that the added value brought by the Olympic Games to aquatic sports is as follows:

The Olympic Games undoubtedly raise the value of FINA's aquatic sports and events by creating great opportunities for athletes, national federations and National Olympic Committees (NOCs). Moreover, they generate a very significant social impact in the sense that 23 nations won medals at the London 2012 Olympic Games. Finally, the Olympic Games have a significant venues legacy, which is of great benefit to aquatic sports.



HISTORY AND TRADITION

ESTABLISHMENT



Year of establishment of FINA: 1908

OLYMPIC GAMES

Year of introduction to the Olympic Games programme:



		
DIVING	1904	1912
SWIMMING	1896	1912
WATER POLO	1900	2000
SYNCHRONISED SWIMMING	-	1984

Number of times on the programme of the Olympic Games:



		
DIVING	25	22
SWIMMING	27	23
WATER POLO	25	4
SYNCHRONISED SWIMMING	-	8

WORLD CHAMPIONSHIPS





a) Diving

	SENIOR 	JUNIOR 
YEAR OF FIRST WORLD CHAMPIONSHIPS	1973	1977
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	14	18
FREQUENCY	Every two years	



b) Swimming

	SENIOR 	JUNIOR 
YEAR OF FIRST WORLD CHAMPIONSHIPS	1973	2006
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	14	3
FREQUENCY	Every two years	

c) Water polo

	SENIOR		JUNIOR	
				
YEAR OF FIRST WORLD CHAMPIONSHIPS	1973	1986	1981	1995
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	14	10	16	9
FREQUENCY	Every two years			

d) Synchronised swimming

	SENIOR 	JUNIOR 
YEAR OF FIRST WORLD CHAMPIONSHIPS	1973	1989
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	14	12
FREQUENCY	Every two years	

OTHER MULTISPORT GAMES

Diving / Swimming / Water polo / Synchronised swimming

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	26	2011
COMMONWEALTH GAMES	19	2010
ALL-AFRICA GAMES	10	2011
ASIAN GAMES	16	2010
PAN AMERICAN GAMES	16	2011
MEDITERRANEAN GAMES	16	2009

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

FINA has 202 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	50	51	51
AMERICA	40	41	41
ASIA	42	43	43
EUROPE	47	51	51
OCEANIA	11	15	16
TOTAL	190	201	202











ACTIVE MEMBER NATIONAL FEDERATIONS

a) Diving











Number of FINA-affiliated national federations that organised national championships in 2010 and 2011:

	♂		♀	
	2010	2011	2010	2011
AFRICA	2	3	2	2
AMERICA	24	26	21	21
ASIA	17	17	12	14
EUROPE	35	37	34	34
OCEANIA	2	2	2	2
TOTAL	80	85	71	73











Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
2008	0	1	7	5	6	5	10	13	1	1
2012	0	0	6	5	9	7	21	15	1	1











Number of national federations that took part in the last two FINA World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	0	0	9	5	6	7	21	13	1	1
LAST	0	0	8	7	7	8	20	13	1	1

Number of national federations that took part in the last two FINA Continental Championships:



	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	0	0	7	7	11	9	22	17	0	0
LAST	0	0	10	9	12	9	17	16	0	0

Number of national federations that took part in the last two FINA Junior World Championships:











	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	2	2	12	11	10	10	15	15	2	2
LAST	1	1	13	13	10	10	17	16	2	2

b) Swimming











Number of FINA-affiliated national federations that organised national championships in 2010 and 2011:

				
	2010	2011	2010	2011
AFRICA	30	32	25	25
AMERICA	37	37	35	36
ASIA	33	35	27	28
EUROPE	48	48	46	47
OCEANIA	9	10	8	8
TOTAL	157	162	141	144











Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
2008	32	25	36	32	38	29	49	46	13	12
2012	39	35	37	30	36	27	48	46	13	12











Number of national federations that took part in the last two FINA World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	34	24	34	29	37	29	48	45	13	9
LAST	39	35	37	30	36	27	48	46	13	12

Number of national federations that took part in the last two FINA Continental Championships:



	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	19	18	30	30	14	8	41	33	13	12
LAST	21	21	32	31	15	8	37	42	14	14

Number of national federations that took part in the last two FINA Junior World Championships:











	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	4	4	25	20	8	7	21	20	2	1
LAST	4	4	23	19	8	7	19	21	1	1

c) Water polo











Number of FINA-affiliated national federations that organised national championships in 2010 and 2011:

				
	2010	2011	2010	2011
AFRICA	7	8	3	3
AMERICA	21	23	15	17
ASIA	18	18	13	14
EUROPE	40	42	35	38
OCEANIA	2	2	2	2
TOTAL	88	93	68	74











Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
2008	1	0	8	6	3	2	11	9	2	2
2012	0	0	3	2	0	1	8	6	0	0











Number of national federations that took part in the last two FINA World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	1	1	3	3	2	3	9	7	1	2
LAST	1	1	3	4	3	3	8	6	1	2

Number of national federations that took part in the last two FINA Continental Championships:


	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	0	0	8	6	10	0	12	8	0	0
LAST	0	0	8	8	9	4	12	8	0	0

Number of national federations that took part in the last two FINA Junior World Championships:






	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	2	1	4	3	2	1	9	7	2	2
LAST	2	1	3	4	4	3	8	7	1	1

d) Synchronised swimming






Number of FINA-affiliated national federations that organised national championships in 2010 and 2011:

	2010		2011
AFRICA	2		2
AMERICA	15		16
ASIA	17		17
EUROPE	30		32
OCEANIA	2		2
TOTAL	66		69






Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
					
2008	0	6	9	18	2
2012	0	6	7	21	0

Number of national federations that took part in the last two FINA World Championships:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
					
PREVIOUS	0	1	1	3	0
LAST	0	1	1	2	0

Number of national federations that took part in the last two FINA Continental Championships:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
					
PREVIOUS	0	11	9	19	0
LAST	0	12	9	17	0

Number of national federations that took part in the last two FINA Junior World Championships:

	AFRICA	AMERICA	ASIA	EUROPE	OCEANIA
PREVIOUS	0	6	5	14	0
LAST	1	8	3	20	1

GLOBAL SPREAD OF EXCELLENCE

Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

a) Diving

	NUMBER OF NOCS THAT WON MEDALS					DISTRIBUTION OF MEDALS WON	
	2008		2012		2008	2012	
	2008	2012	2008	2012			
AFRICA	0	0	0	0	0%	0%	
AMERICA	1	2	2	3	13%	37%	
ASIA	1	1	1	2	46%	46%	
EUROPE	3	2	2	0	33%	13%	
OCEANIA	1	0	1	1	8%	4%	
TOTAL	6	5	6	6	100%	100%	

b) Swimming

	NUMBER OF NOCS THAT WON MEDALS					DISTRIBUTION OF MEDALS WON	
	2008		2012		2008	2012	
	2008	2012	2008	2012			
AFRICA	1	2	1	0	5%	5%	
AMERICA	3	3	1	1	33%	35%	
ASIA	3	3	2	2	12%	23%	
EUROPE	8	5	9	9	31%	27%	
OCEANIA	1	1	1	1	19%	10%	
TOTAL	16	14	14	13	100%	100%	

c) Water polo

	NUMBER OF NOCS THAT WON MEDALS					DISTRIBUTION OF MEDALS WON	
	2008		2012		2008	2012	
	2008	2012	2008	2012			
AFRICA	0	0	0	0	0%	0%	
AMERICA	1	0	1	1	33%	17%	
ASIA	0	0	0	0	0%	0%	
EUROPE	2	3	1	1	50%	66%	
OCEANIA	0	0	1	1	17%	17%	
TOTAL	3	3	3	3	100%	100%	

d) Synchronised swimming

	NOCS MEDALLISTS		% PER CONTINENT	
	2008	2012	2008	2012
AFRICA	0	0	0%	0%
AMERICA	0	0	0%	0%
ASIA	2	1	33%	33%
EUROPE	2	2	67%	67%
OCEANIA	0	0	0%	0%
TOTAL	4	3	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

a) Diving

	PREVIOUS		LAST	
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	3	2	3	2
ASIA	1	1	2	1
EUROPE	1	3	2	2
OCEANIA	1	0	0	1
NUMBER OF MEDALS AWARDED	15	15	15	15
NUMBER OF COUNTRIES THAT WON MEDALS	6	6	7	6
NUMBER OF CONTINENTS THAT WON MEDALS	4	3	3	4

b) Swimming

	PREVIOUS		LAST	
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	2	1	1	0
AMERICA	3	3	2	2
ASIA	2	3	1	2
EUROPE	9	7	12	9
OCEANIA	1	1	1	1
NUMBER OF MEDALS AWARDED	60	60	60	60
NUMBER OF COUNTRIES THAT WON MEDALS	17	15	17	14
NUMBER OF CONTINENTS THAT WON MEDALS	5	5	5	4

c) Water polo

	PREVIOUS		LAST	
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	0	0	2	0
ASIA	0	0	0	1
EUROPE	3	3	1	2
OCEANIA	0	0	0	0
NUMBER OF MEDALS AWARDED	3	3	3	3
NUMBER OF COUNTRIES THAT WON MEDALS	3	3	3	3
NUMBER OF CONTINENTS THAT WON MEDALS	1	1	2	2

d) Synchronised swimming

	PREVIOUS	LAST
AFRICA	0	0
AMERICA	1	1
ASIA	1	1
EUROPE	3	2
OCEANIA	0	0
NUMBER OF MEDALS AWARDED	21	21
NUMBER OF COUNTRIES THAT WON MEDALS	5	4
NUMBER OF CONTINENTS THAT WON MEDALS	3	3

POPULARITY

APPEAL OF THE SPORT

FINA states that the following steps have been taken to increase the appeal of aquatic sports, in particular for young people:

FINA regularly organises World Junior and Youth Championships. Moreover, FINA has increased its communication on social media and digital platforms. The reinforcement of universality at the FINA World Championships also enhances the appeal of aquatic sports, in particular for young people.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:

a) Diving

	2008	2012
TICKETS AVAILABLE	105,941	167,481
TICKETS SOLD	105,129	165,154
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	1.7%	2.1%

b) Swimming

	2008	2012
TICKETS AVAILABLE	126,184	172,986
TICKETS SOLD	125,335	171,939
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	2.0%	2.2%

c) Water polo

	2008	2012
TICKETS AVAILABLE	66,772	116,288
TICKETS SOLD	65,862	114,398
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	1.0%	1.5%

d) Synchronised swimming



	2008	2012
TICKETS AVAILABLE	33,633	63,785
TICKETS SOLD	33,299	63,176
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	0.5%	0.8%

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST
TICKETS AVAILABLE	200,000	303,632
TICKETS SOLD	124,308	215,556
PERCENTAGE OF TICKETS SOLD	62%	71%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	520	540
	400	415

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 2.6 billion

Total maximum television audience during the London 2012 Olympic Games: 202 million

The average minute of coverage was watched by: 43.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 6,937

DIGITAL MEDIA

Internet

Number of visits to the official FINA website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	5,100	17,000
AVERAGE DAILY NUMBER OF PAGES VIEWED	18,900	53,000

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	3,746,703	164,456,341



Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	892,230

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	4,766,947

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	70,000
NUMBER OF TWITTER FOLLOWERS	1,600

Other social media activity

FINA uses YouTube to reach its international audience and Flickr to disseminate photo materials to its global community of fans. FINA is also active on LinkedIn.

GOVERNANCE

CODE OF ETHICS

FINA states that it operates under a Code of Ethics that is aligned with the IOC Code of Ethics. Further details provided below:

FINA has a Code of Conduct in its Bye-Laws to guarantee that the objectives of FINA are executed in a fair manner and without disturbance, but also to ensure that incidents that damage the image of FINA's activities are penalised.

INTERNAL DISPUTE-RESOLUTION MECHANISM

FINA states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

FINA states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which FINA has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES		X
DOPING DISPUTES	X	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY	X	
DISCIPLINARY DISPUTES		X
DISPUTES BETWEEN IF BODIES		X
MEMBERSHIP DISPUTES		X
DISPUTES OF A PROPRIETARY NATURE		X
CONTRACTUAL DISPUTES		X
CORRUPTION DISPUTES		X
ETHICAL DISPUTES		X
ELECTION DISPUTES		X

Number of CAS cases in which FINA was involved:

2009	2010	2011
4	3	5

BOARD MEMBERS AND GENDER EQUITY

The FINA Board currently has 22 members. The gender breakdown of the members is presented below:

			% OF 
2008	13	3	19%
2012	21	1	5%

COMPETITION FIXING

FINA states that it has not set up rules or procedures to fight against competition fixing. Further details provided below:
FINA states that competition fixing is currently not a problem in aquatic disciplines. Furthermore, any activity capable of damaging FINA's sports is covered by FINA's Code of Conduct.

ATHLETES

BEST ATHLETES

FINA states that the best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

FINA states that it has an Athletes' Commission whose members are appointed by the Federation.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD	X	
COMMISSIONS	X	
TECHNICAL BODIES	X	

HEALTH

Medical Commission

FINA states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

FINA states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

Injury and illness programmes were conducted in 2009 and 2011. Moreover, video materials are produced to prevent shoulder injuries in aquatic sports.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY FINA	% CONDUCTED BY FINA
2006	3,173	1,131	36%
2007	3,510	1,079	31%
2010	4,368	1,239	28%
2011	4,795	1,088	23%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	30
2010	45
2011	33

FINA states that it has introduced the athlete biological passport.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

FINA states that it has no programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition.

ENTOURAGE

FINA states that it does not have an Entourage Commission or entourage-related initiatives, and that it does not monitor the athletes' entourage. However, FINA does have a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

FINA states that it has a multi-year strategic planning process in place.

Financial distribution system

FINA states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

FINA states that the following are the IF's key strategic priorities:

- › To develop the aquatic disciplines on the five continents
- › To develop FINA's 202 member national federations
- › To organise World Championships and other major events in swimming, diving, water polo, synchronised swimming, open water swimming and masters
- › To ensure a drug-free sport

DEVELOPMENT OF THE SPORT

Main development programmes

FINA states that it runs development programmes, including the following:

- › Clinics for coaches and officials in the five disciplines are included in the *FINA Development Programme* and the *FINA/IOC Programmes*
- › Schools for officials in the five disciplines
- › *Swimming Coaches Certification Programme*
- › Financial support for travel, accommodation and meals is provided to all member national federations during the World Championships
- › Production of videos and preparation of historical and technical publications

Youth development programmes

FINA states that it runs youth development programmes, including the following:

- › Junior or Youth World Championships in all five aquatic disciplines
- › In addition to the organisation of Junior / Youth World Championships in all disciplines, FINA provides extensive support to enable national federations to participate in FINA's major events - this policy has a direct impact on national policies related to youth programmes.

Women and Sport Commission or initiatives

FINA states that it does not have a Women and Sport Commission or Women and Sport initiatives.

Sport for All Commission or initiatives

FINA states that it has a Sport for All Commission and Sport for All initiatives, including the following:

- › FINA has partnered with the United Nations, UNESCO, the IOC and the World Health Organisation to create a *Swimming for All* programme. The *Swimming for All* programme was launched to implement swimming programmes on the five continents, with the aim of providing this basic skill - swimming, the sport that also saves lives - to as many children as possible. In some developing countries, a significant number of deaths are still caused by drowning. Such a programme is therefore vital to reduce the number of drowning cases.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	› The FINA Facilities rules not only include the specifications for facilities intended to host major aquatic events, they also take into account the different levels of national development and the facility's intended purpose. Special attention is devoted to the safety parameters related to marathon swimming, where dedicated rules have been established to guarantee the highest level of safety for athletes. A FINA Facilities Committee was created to better co-ordinate this topic and to help national federations with their needs for the construction of new venues
SPORTS EQUIPMENT	› Creation of the FINA Facilities Committee › The FINA rules also include regulations on the sports equipment specific to each discipline. They are aimed at ensuring a fair and safe competition, by incorporating the latest technological improvements in this area
COMPETITION CLOTHING	› Creation of a Swimwear Approval Commission, in charge of checking and approving the swim-suits, goggles and caps to be used by athletes. This commission evaluates the materials and size of the items, while there are specific regulations governing advertising. Free competition clothing is also distributed to national federations needing additional support in this domain

ENVIRONMENT

FINA states that it does not have environmental policies or guidelines.

Evaluation criteria

FINA states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit. However, FINA's motto "Water is Our World" aims at protecting this natural element. Projects such as recycling programmes are carried out in respect of the water used in pools at FINA's World Championships.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

FINA states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

FINA states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

FINA states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

Athletes may contest an official's decision and the officials first have to decide whether or not to uphold their original decision. The athlete may then lodge an appeal with the FINA jury of appeal, often the FINA Bureau, which is responsible for taking the final decision.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

FINA has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › Evaluation of judges and referees in diving and synchronised swimming › Continued improvement and follow-up of FINA judges and referees in aquatic disciplines in general. Each Technical Committee has expert evaluators to assess the quality and consistency of the refereeing in the discipline concerned
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › Creation of the FINA Referees' School for all aquatic disciplines to ensure harmonisation in the application of rules and consistent knowledge across officials on the five continents
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › Judges are selected by the FINA Technical Committees based on their experience. Once the selection is made by each Technical Committee, the list of judges/referees to officiate at FINA events is approved by the FINA Bureau
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › The evaluation of judges takes place in the FINA Referees' School. Every other year judges and referees have to pass a special examination in order to continue to be eligible for the FINA Officials' List in the aquatic disciplines
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › Certification of judges is carried out through the FINA Referees' School for water polo, diving and synchronised swimming, in addition to the evaluations performed by each of the Technical Committees

FINANCE

TRANSPARENCY

FINA states that it uses acknowledged accounting standards.

FINA states that it does not publish the accounts on its website.

FINA states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by FINA from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
SPEEDO	x	x			
YAKULT	x	x			
OMEGA	x	x			x
ASTRAL POOL	x	x			x
MIDEA HOLDING	x				



COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 12,000 for swimming and 5,000 for diving, synchronised swimming and water polo. There is no Olympic venue seating capacity for marathon swimming.

The swimming, water polo, synchronised swimming and diving disciplines should take place either in a swimming pool, with temporary solutions added to support the specific Games operations, or in a temporary swimming pool.

Marathon swimming can take place in a lake or sea (subject to only minor currents) or purpose-built water channels.

Venue can be shared between the different disciplines of swimming as well as with the swimming event of modern pentathlon. The marathon swimming venue can be shared with rowing and canoe sprint, and also with triathlon.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues:

- › Swimming: Considerable
- › Diving: Medium
- › Synchronised swimming: Medium
- › Water polo: Medium

Level of technology complexity at Olympic venues:

- › Swimming: Considerable
- › Diving: Medium
- › Synchronised swimming: Medium
- › Water polo: Medium

Television production costs

Television production for aquatics cost EUR 505,218 per day of competition at the London 2012 Olympic Games. There were 168.8 hours of production in total, with an average cost/hour of EUR 47,888.

FISA

International Rowing Federation

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OVERVIEW

EVENTS

Events at the London 2012 Olympic Games: 14

8	6

Number of FISA competition days during the 16-day London Olympic Games schedule: 8

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	7	7	7	7	7	7	7	7	7	7	7	8	8	8	8	8	8	8	8	8	8
	0	0	0	0	0	0	0	0	0	0	0	6	6	6	6	6	6	6	6	6	6
TOTAL	7	7	7	7	7	7	7	7	7	7	7	14	14	14	14	14	14	14	14	14	14

QUOTAS

Quotas at the London 2012 Olympic Games: 550

353	197

ADDED VALUE

FISA states that the added value brought by rowing to the Olympic Games is as follows:

The sport of rowing brings a longstanding tradition to the Olympic Games. It is a sport that has a very special and direct connection to nature, taking place as it does outdoors, in the fresh air and on water. It has been on the Olympic programme since the revival of the modern Olympic Games in 1896. Rowing is a sport that requires endurance, discipline, precision and team work. These values are transmitted to all who take part in the sport and transferred to those who view the sport.

During the London 2012 Olympic Games, nearly 200,000 spectators were offered an Olympic experience. Rowing also offers images of natural beauty to television viewers of the Olympic Games and for the host city or country. If well managed, the rowing venue can offer many sports a home for legacy use, including canoeing, kayaking, long distance running, triathlon, long distance swimming, in-line skating, cycling, as well as fishing and other sports and hobbies. Moreover, the facilities can be designed for multiple use, providing the host city or town with an excellent asset for their citizens.

FISA states that the added value brought by the Olympic Games to rowing is as follows:

The Olympic Games is the peak event of the four-year cycle of the sport of rowing. It is the ultimate dream of every rower to participate in the Olympic Games, while it offers a media focus point and a television presence that is unachievable elsewhere. Being part of the Olympic Games brings great attention to rowing athletes, as it allows them to be compared to the best athletes in many other sports and showcases their talents and achievements. Being a part of the Olympic Games also enables rowing athletes to receive the attention of sports ministries and governments, which they would not otherwise attain.

HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of FISA: 1892

OLYMPIC GAMES





Year of introduction to the Olympic Games programme:

 1896	 1976
---	---

Number of times on the programme of the Olympic Games:

 27	 10
---	---

WORLD CHAMPIONSHIPS

	SENIOR		JUNIOR	
				
YEAR OF FIRST WORLD CHAMPIONSHIPS	1962	1974	1967	1978
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	39	36	47	36
FREQUENCY	Every year			

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	3	1993
COMMONWEALTH GAMES	4	1986
ALL-AFRICA GAMES	1	2007
ASIAN GAMES	8	2010
PAN AMERICAN GAMES	16	2011
MEDITERRANEAN GAMES	16	2009

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

FISA has 137 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	19	24	27
AMERICA	23	25	27
ASIA	29	32	34
EUROPE	42	43	44
OCEANIA	3	5	5
TOTAL	116	129	137

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of FISA-affiliated national federations that organised national championships in 2010 and 2011:

	2010	2011	2010	2011
AFRICA	10	10	9	9
AMERICA	12	12	11	11
ASIA	19	19	17	17
EUROPE	36	36	36	36
OCEANIA	2	2	2	2
TOTAL	79	79	75	75

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
2008	12	6	19	13	12	10	37	32	2	2
2012	17	12	16	13	22	17	38	27	3	2

Number of national federations that took part in the last two FISA World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	5	2	10	6	8	8	37	25	2	2
LAST	2	1	6	3	5	4	29	21	3	2

Number of national federations that took part in the last two FISA Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	13	10	17	14	20	17	33	27	2	2
LAST	11	9	14	9	19	17	24	20	2	2

Number of national federations that took part in the last two FISA Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	2	2	8	6	2	3	30	25	2	2
LAST	3	3	8	4	5	4	34	27	2	2

GLOBAL SPREAD OF EXCELLENCE

Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	2008	2012	2008	2012	2008	2012
AFRICA	0	1	0	0	0%	2%
AMERICA	2	2	2	2	17%	12%
ASIA	0	0	1	1	5%	2%
EUROPE	9	8	7	8	64%	60%
OCEANIA	2	2	1	2	14%	24%
TOTAL	13	13	11	13	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	2	1	2	3
ASIA	0	1	2	2
EUROPE	9	11	12	13
OCEANIA	2	2	2	2
NUMBER OF MEDALS AWARDED	45	45	30	30
NUMBER OF COUNTRIES THAT WON MEDALS	13	15	18	20
NUMBER OF CONTINENTS THAT WON MEDALS	3	4	4	4

POPULARITY

APPEAL OF THE SPORT

FISA states that the following steps have been taken to increase the appeal of rowing, in particular for young people:

FISA has consolidated the use of big screens, live commentary and live race tracking at all events with its sports presentation partner. An athlete database has been developed containing results and personal information about all athletes taking part in FISA events, automatically updated after each event. Clear TV production standards have been set with professionals hired for the host television production of the five annual world-level regattas. These initiatives ensure that rowing is produced in a consistent, entertaining and technically expert way, enabling commentators and viewers to better understand and appreciate the sport. In addition FISA has dedicated more resources to social media. FISA has also started “City Sprints” events in city centres to better promote the sport by bringing it to the people.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:



	2008	2012
TICKETS AVAILABLE	118,237	196,234
TICKETS SOLD	117,492	194,398
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	1.9%	2.5%

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST
TICKETS AVAILABLE	80,000	27,840
TICKETS SOLD	62,081	21,206
PERCENTAGE OF TICKETS SOLD	77.6%	76%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	68	284
	30	77

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 196 million

Total maximum television audience during the London 2012 Olympic Games: 107 million

The average minute of coverage was watched by: 32.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 1,647

DIGITAL MEDIA

Internet

Number of visits to the official FISA website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	2,237	22,743
AVERAGE DAILY NUMBER OF PAGES VIEWED	23,695	151,680

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	572,711	20,004,588

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	81,468

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	163,432

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	24,069
NUMBER OF TWITTER FOLLOWERS	7,556

Other social media activity

World rowing currently has eight Facebook pages dedicated to each rowing community: Elite, Adaptive, Coastal, Indoor, Junior, Masters, Recreational and Under 23. World rowing also has a YouTube channel with 1,165 subscribers and over 430,000 video views. Finally, a mobile platform accessible to all mobile phone browsers is operational.

GOVERNANCE

CODE OF ETHICS

FISA states that it has a Code of Ethics in force and that it is aligned with the IOC Code of Ethics. Further details provided below:

FISA has a Declaration of Principles at the front of its rule book that outlines the principles of the sport and of FISA. Many principles correspond to those set out in the IOC Code of Ethics. Every rower and official who participates in a FISA event must sign a commitment form which includes the elements of Article 55 of FISA statutes on commitment and individual obligations for any party affiliated with FISA. Each national federation must submit a commitment form signed by their leaders which follows Article 55.

INTERNAL DISPUTE-RESOLUTION MECHANISM

FISA states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

FISA states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which FISA has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES		X
DOPING DISPUTES	X	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY		X
DISCIPLINARY DISPUTES		X
DISPUTES BETWEEN IF BODIES		X
MEMBERSHIP DISPUTES		X
DISPUTES OF A PROPRIETARY NATURE		X
CONTRACTUAL DISPUTES		X
CORRUPTION DISPUTES		X
ETHICAL DISPUTES		X
ELECTION DISPUTES		X

Number of CAS cases in which FISA was involved:

2009	2010	2011
0	0	0

BOARD MEMBERS AND GENDER EQUITY

The FISA Board currently has 23 members. The gender breakdown of the members is presented below:

			% OF 
2008	19	3	14%
2012	16	7	30%

COMPETITION FIXING

FISA states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

FISA adopted specific rules at the 2013 FISA Extraordinary Congress in February 2013. Article 58 of the FISA Statutes establishes the principle and appendix 3 to the FISA Statutes presents the details.

ATHLETES

BEST ATHLETES

FISA states that the best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

FISA states that it has an Athletes' Commission whose members are appointed by the Federation.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD	x	x
COMMISSIONS	x	x
TECHNICAL BODIES	x	x

HEALTH

Medical Commission

FISA states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

FISA states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

FISA has institutionalised the practice of pre-competition health screens as mandatory for participation. The 2013 FISA Extraordinary Congress, in February 2013, voted to implement this process starting in 2014 for all World Championship-level events through Rule 99 – Health of Rowers. The pre-competition health screens will involve a heart disease risk factor questionnaire followed by electrocardiogram or similar tests. FISA hopes that this will greatly reduce the chances of sudden cardiovascular death in the sport.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY FISA	% CONDUCTED BY FISA
2006	290	118	41%
2007	366	143	39%
2010	2,108	256	12%
2011	1,922	411	21%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	10
2010	3
2011	9

FISA states that it has introduced the athlete biological passport.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

FISA states that it has no programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. However, this is a theme covered regularly at the FISA Coaches Conference in order to raise awareness among national federations and coaches.

ENTOURAGE

FISA states that it does not have an Entourage Commission or entourage-related initiatives, however it does oblige all members of an athlete's entourage (defined as "official – trainer, coach, team manager, delegate, representative") to sign the FISA "Commitment" form according to Article 55 of the FISA Statutes, which then places them under FISA's jurisdiction for possible sanctions according to Article 63.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

FISA states that it has a multi-year strategic planning process in place.

Financial distribution system

FISA states that it does not have a financial distribution system to support national federations and continental associations, but instead supports activities in the following ways:

FISA pays in full for the donation of materials (average donations of rowing equipment cost USD 30,000); FISA provides support towards regional regattas and required materials; FISA provides flights, accommodation and materials for training camps and regional or continental regattas in cooperation with Olympic Solidarity; FISA provides accommodation and equipment at World Championships (Junior, U23 and Senior); FISA supports coaches and athletes to attend independent FISA Activities for talent identification and development; FISA pays honorariums and travel costs for FISA Experts to visit countries and help with coaching, equipment maintenance and development of officials.

Key strategic priorities

FISA states that the following are the IF's key strategic priorities:

- › To attract new rowers and members, improve the level, quality and appeal of its competitions, and ensure a leading position for rowing in world sport, in multi-sport events and, particularly, in the Olympic and Paralympic Games
- › To promote the universality of rowing in all its aspects
- › To plan and coordinate FISA Development Programme Activities, to be carried out by the relevant commissions
- › To manage the Development Budget to meet goals and objectives

- › To increase the number of national federations affiliated to FISA
- › To help raise the standards of rowing amongst member federations, particularly in the developing rowing nations
- › To produce a high quality programme of educational material
- › To plan and coordinate educational courses and seminars worldwide
- › To plan and coordinate the FISA Boat Collection and Boat Building Programmes
- › To stimulate a greater number of rowing federations to participate in FISA Championships and the Olympic Games
- › To apply environmentally-sustainable practices in FISA's use and management of water

DEVELOPMENT OF THE SPORT

Main development programmes

FISA states that it runs development programmes, including the following:

- › FISA provides rowing equipment and coaching clinics to new member federations.
- › With support from Olympic Solidarity (OS) and the IOC Sports Department, FISA provides a series of training camps and coaching clinics in Africa, Asia and Latin America in preparation for the Youth Olympic Games, continental games and/or Olympic qualification regattas.
- › FISA also provides event assistance for development teams in the form of free accommodation, transport, meals and equipment for all FISA championship events (Junior, U23 and Senior).

Youth development programmes

FISA states that it runs youth development programmes, including the following:

- › The OS/FISA training camps are trying to target more and more junior athletes and use the specific support available for Youth Olympic Games athletes.
- › FISA has prepared a continental qualification system for the 2014 Youth Olympic Games that will also provide training camps and competitions in preparation for the Nanjing event.
- › Equipment donation and coaching development also target young athletes and their coaches.
- › Free accommodation, meals, local transport and equipment are provided to junior development teams every year for the Junior World Championships.

Women and Sport Commission or initiatives

FISA states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › The FISA Women's Commission is charged with the task of promoting participation in women's events, overseeing all areas of women's activity in rowing, as well as identifying and promoting women in administration, coaching, umpiring and research. It is also responsible for establishing better communication with national federations and meeting with teams. Moreover, it assists FISA in promotion and public relations, including co-operating with other international sport federations. The FISA Women's Commission also investigates and evaluates regatta results, numbers of participants, weight limits, etc., while also establishing and maintaining contacts with people responsible for women's rowing in each national federation and organising seminars. Finally, the FISA Women's Commission provides a report each year to the FISA Congress and collects material for publicity and the promotion of women's rowing.

Sport for All Commission or initiatives

FISA states that it has a Sport for All Commission or Sport for All initiatives, including the following:

- › FISA has a Rowing for All Commission to promote rowing on a national and international basis in all of the following forms: touring, fitness and recreational rowing, coastal and traditional rowing, as well as ergometer rowing. The FISA Adaptive Commission is charged with Paralympic rowing. This style of rowing has already been fully integrated into the FISA World Championships.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

<p>VENUES (SAFETY AND PERFORMANCE)</p>	<ul style="list-style-type: none"> › FISA offers all new venues the possibility to have an expert advise the venue developers on the project › Every world rowing event venue is reviewed through a series of site inspection visits over a period of two, three or four years, depending on when the event is awarded › A technical delegate and event manager are appointed by FISA to oversee the development and preparation of each venue › A detailed site visit agenda covers all technical aspects of the facilities as well as venue operations › Upon arrival at an event, the technical delegate performs a thorough check of the venue according to a predefined checklist › In addition, the FISA Sports Medicine Commission representative checks the safety facilities and services and oversees a mandatory rescue rehearsal
<p>SPORTS EQUIPMENT</p>	<ul style="list-style-type: none"> › Rule 60 on fairness and innovations provides strict guidelines for the introduction of new equipment and innovations to the sport › Rule 33 provides strict guidelines including a minimum weight rule for boats, which has existed since 1983 to prevent the cost of boats from growing through the use of exotic materials › The FISA Materials Commission reviews and reports back to the FISA Council and Executive any technical evolution in sports equipment. The FISA Materials Commission works closely with manufacturers as well as national federations who may be trying to introduce new materials and equipment, to ensure that the new proposals meet FISA standards and are accessible and affordable to all FISA members, and do not provide an unfair competitive advantage
<p>COMPETITION CLOTHING</p>	<ul style="list-style-type: none"> › Competition clothing is also constantly reviewed › If the clothing is deemed to be an innovation and does not follow the guidelines of Rule 60, it is not allowed to be used

ENVIRONMENT

FISA states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

FISA's Environmental Sustainability Policy and Guidelines were published in 2003 by FISA's Environmental Working Group. The Policy and Guidelines record FISA's commitment to respect and safeguard the environment in which the sport of rowing is conducted. The document provides guidelines for rowing event organisers to minimise the event's impact on the water in the rowing course, as well as on the general environment. The Guidelines also address general rowing operations for rowing clubs and the development of new rowing facilities. The Policy and Guidelines document was recently reviewed and endorsed by WWF International as part of the *Clean Water Partnership* between World Rowing and WWF.

Evaluation criteria

FISA states that it uses evaluation criteria such as the Sustainable Sport & Event Toolkit.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

FISA states that it has a Code of Conduct in the form of a commitment that all technical officials and referees must sign.

SANCTION SYSTEM

FISA states that it has a sanction system for technical officials or referees.

JURY OF APPEAL

FISA states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

Any athlete may lodge an objection about the conduct of a race. The umpire responsible for the race is empowered to render judgement on the objection. If the objection is rejected, the athlete may protest to the jury board, which is composed of international umpires with no direct racing duties that day. If the umpire sustains the objection and rules against another athlete or boat, the other athlete or boat has the right to protest to the jury board. The latter will consider the protest and render judgement. If they reverse the decision of the umpire, the athlete having raised the objection may appeal to the FISA Executive Committee, whose decision on field of play issues is final. However, if it is asserted that the rules of process have not been correctly followed, the aggrieved parties may seek relief at the Court of Arbitration for Sport in Lausanne as the final decision.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

FISA has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › Judging has a low impact on the results of rowing competitions
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › Due to the outdoor nature of the sport, FISA has a fairness committee that aims to ensure that the athletes have the best possible conditions for all racing › FISA has a strict policy of verifying that all international regatta courses are strictly 2,000 metres in length, and requires a certified survey using the latest technology › All races are judged at the finish using photo finish cameras controlled by Swiss Timing so that any human errors are eliminated with respect to finish order
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › Umpires are selected for the jury at FISA events on the basis of experience, universality and gender equality › No umpire will be selected for the jury twice in succession for the same event
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › Members of the FISA Umpiring Commission observe the work of jury members during the main FISA events › Evaluation meetings take place after each event
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › The FISA Umpiring Commission organises clinics and exams throughout the year to train and qualify new international umpires › Any umpire holding a national licence for at least three years may become an international umpire on successful completion of the exam › The international umpiring licence is valid for four years and can be extended following attendance of a FISA seminar

FINANCE

TRANSPARENCY

FISA states that it uses acknowledged accounting standards.

FISA states that it publishes the accounts on its website.

FISA states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by FISA from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
SAMSUNG	x				
GAZPROM BANK	x				
TAIHE MEDIA GROUP	x				
VEB BANK	x				
PARMIGIANI	x				

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 12,000.

The sport can take place in a lake or sea (without currents) or in dedicated purpose-built water channels.

Venue is usually shared with canoe sprint but can also be shared with marathon swimming or triathlon.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: Considerable

Level of technology complexity at Olympic venues: Considerable

Television production costs

Television production for rowing cost EUR 311,008 per day of competition at the London 2012 Olympic Games. There were 29.5 hours of production in total, with an average cost/hour of EUR 84,341.

FIVB

International Volleyball Federation

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OVERVIEW

DISCIPLINES, EVENTS

Disciplines at the London 2012 Olympic Games: 2

- › Volleyball
- › Beach volleyball





Events at the London 2012 Olympic Games: 4

		
VOLLEYBALL	1	1
BEACH VOLLEYBALL	1	1

Number of FIVB competition days during the 16-day London Olympic Games schedule: 16



- › Volleyball: 16
- › Beach volleyball: 13

Evolution in number of Olympic events since 1924:

		24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
VOLLEYBALL		0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1
VOLLEYBALL		0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1
BEACH		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1
BEACH		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1
TOTAL		0	0	0	0	0	0	0	0	2	2	2	2	2	2	2	2	4	4	4	4	4

QUOTAS

Quotas at the London 2012 Olympic Games: 384

			TOTAL
VOLLEYBALL	144	144	288
BEACH VOLLEYBALL	48	48	96

ADDED VALUE

The FIVB states that the added value brought by volleyball to the Olympic Games is as follows:

Volleyball provides a real sense of tradition and sporting excellence having made its debut on the international scene in 1949 with the first ever FIVB World Championships before appearing at the Olympics Games for the first time in 1964.

For its Olympic debut, volleyball started with six women's teams and ten men's teams before being streamlined with 12 teams per gender since 1996, giving countries the world over the chance to compete on the global Olympic stage, and countries not traditionally associated with Olympic sporting success such as Argentina, Cuba, the Dominican Republic and Serbia the chance to shine.

The concept of the net separating two teams in competition provides players a wonderful opportunity to play an excellent team sport full of camaraderie, skill and coordination without the need for physical contact.

With representatives from each continent, volleyball is truly a global sport offering mass participation. Squads, that cater for people of every shape and size (the libero is a perfect example), provide opportunities for everyone to play and for everyone to be inspired.

The FIVB states that the added value brought by the Olympic Games to volleyball is as follows:

The Olympic Games generate high exposure for volleyball and beach volleyball. The inclusion of the latter discipline on the Olympic Games programme also encourages athletes to excel at the highest level, to play a fair and clean game, and pushes the FIVB to be an ethical, universal, democratic and fair organisation.

Being a part of the Olympic Games Qualification System adds value to FIVB properties such as the Continental Cup, recognised continental tours and finals, the FIVB World Championships, FIVB World Tour and World Cup, not only in terms of exposure, but also in terms of availability of resources, which allows for the involvement of more national federations.

HISTORY AND TRADITION

ESTABLISHMENT


Year of establishment of the FIVB: 1947

OLYMPIC GAMES

Year of introduction to the Olympic Games programme:




	
VOLLEYBALL	1964
BEACH VOLLEYBALL	1996

Number of times on the programme of the Olympic Games:




	
VOLLEYBALL	13
BEACH VOLLEYBALL	5

WORLD CHAMPIONSHIPS

a) Volleyball

	SENIOR		JUNIOR
			
YEAR OF FIRST WORLD CHAMPIONSHIPS	1949	1952	1977
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	17	16	16
FREQUENCY	Every four years		Every two years

b) Beach volleyball

	SENIOR		JUNIOR
			
YEAR OF FIRST WORLD CHAMPIONSHIPS	1987	1992	2001
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	19	14	12
FREQUENCY	Every four years		Every two years

OTHER MULTISPORT GAMES

a) Volleyball

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	26	2011
COMMONWEALTH GAMES	0	-
ALL-AFRICA GAMES	11	2011
ASIAN GAMES	14	2010
PAN AMERICAN GAMES	16	2011
MEDITERRANEAN GAMES	14	2009

b) Beach volleyball

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	6	2011
COMMONWEALTH GAMES	0	-
ALL-AFRICA GAMES	1	2011
ASIAN GAMES	4	2010
PAN AMERICAN GAMES	4	2011
MEDITERRANEAN GAMES	2	2009

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

The FIVB has 204 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	53	53	53
AMERICA	42	42	41
ASIA	44	44	44
EUROPE	47	49	49
OCEANIA	15	16	17
TOTAL	201	204	204

ACTIVE MEMBER NATIONAL FEDERATIONS

a) Volleyball

Number of FIVB-affiliated national federations that organised national championships in 2010 and 2011:

	2010	2011	2010	2011
AFRICA	45	48	40	43
AMERICA	38	40	35	38
ASIA	29	32	25	27
EUROPE	45	48	48	48
OCEANIA	9	9	9	9
TOTAL	166	177	157	165

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
2008	18	15	20	18	23	20	40	30	4	2
2012	10	12	11	12	12	8	32	27	5	7











Number of national federations that took part in the last two FIVB World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	2	3	4	6	6	5	9	8	3	2
LAST	3	2	5	6	4	5	9	9	3	2

Number of national federations that took part in the last two FIVB Continental Championships:


	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	9	6	8	8	18	14	16	16	7	8
LAST	8	8	8	9	16	13	16	16	7	8

Number of national federations that took part in the last two FIVB Junior World Championships:











	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	2	1	3	4	3	3	6	6	2	2
LAST	2	2	3	3	3	3	6	6	2	2

b) Beach volleyball











Number of FIVB-affiliated national federations that organised national championships in 2010 and 2011:

		
	2010	2011
AFRICA	0	7
AMERICA	1	2
ASIA	0	3
EUROPE	16	24
OCEANIA	1	2
TOTAL	18	38











Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
2008	2	1	8	6	7	9	32	24	2	3
2012	34	25	39	39	29	21	35	34	6	7











Number of national federations that took part in the last two FIVB World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	0	0	2	2	0	0	1	0	0	0
LAST	0	0	1	2	0	1	1	0	0	0

Number of national federations that took part in the last two FIVB Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	0	0	17	16	13	10	22	20	2	2
LAST	8	8	17	17	13	10	22	21	3	3

Number of national federations that took part in the last two FIVB Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	0	1	5	5	2	3	12	11	1	1
LAST	0	0	9	9	1	2	10	9	1	1

GLOBAL SPREAD OF EXCELLENCE

Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

a) Volleyball

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	♂		♀		2008	2012
	2008	2012	2008	2012		
AFRICA	0	0	0	0	0%	0%
AMERICA	2	1	2	2	66%	50%
ASIA	0	0	1	1	17%	17%
EUROPE	1	2	0	0	17%	33%
OCEANIA	0	0	0	0	0%	0%
TOTAL	3	3	3	3	100%	100%

b) Beach volleyball

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	♂		♀		2008	2012
	2008	2012	2008	2012		
AFRICA	0	0	0	0	0%	0%
AMERICA	2	1	1	2	67%	67%
ASIA	0	0	1	0	33%	0%
EUROPE	0	2	0	0	0%	33%
OCEANIA	0	0	0	0	0%	0%
TOTAL	2	3	2	2	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

a) Volleyball

	♂		♀	
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	0	1	0	0
ASIA	0	0	0	1
EUROPE	2	1	2	1
OCEANIA	1	1	1	1
NUMBER OF MEDALS AWARDED	12	20	12	20
NUMBER OF COUNTRIES THAT WON MEDALS	3	3	3	3
NUMBER OF CONTINENTS THAT WON MEDALS	2	3	2	3

b) Beach volleyball

	👤		👤	
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	2	1	2	2
ASIA	0	0	0	1
EUROPE	1	1	0	0
OCEANIA	0	0	0	0
NUMBER OF MEDALS AWARDED	6	6	6	6
NUMBER OF COUNTRIES THAT WON MEDALS	3	2	2	3
NUMBER OF CONTINENTS THAT WON MEDALS	2	2	1	2

POPULARITY

APPEAL OF THE SPORT

The FIVB states that the following steps have been taken to increase the appeal of volleyball, in particular for young people:

The FIVB has invested in the creation of the *Heroes Campaign*, which is designed to inspire and engage a new generation of athletes and fans. In alignment with the IOC's vision to adapt the Games to a younger audience, the FIVB has launched the *Heroes Campaign* through a number of channels, including social media and online. Beach volleyball promotes a healthy and social lifestyle for all. The "entertainment meets sport" element of the sport increases its appeal, as does the fact that it is a highly accessible sport in terms of low financial investment needed and rules that are easy to understand.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:

a) Volleyball



	2008	2012
TICKETS AVAILABLE	398,346	498,748
TICKETS SOLD	395,533	495,737
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	6.2%	6.3%

b) Beach volleyball


	2008	2012
TICKETS AVAILABLE	209,431	408,823
TICKETS SOLD	208,439	405,952
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	3.3%	5.2%

Tickets available and sold during the last two World Championships:

a) Volleyball

				
	PREVIOUS	LAST	PREVIOUS	LAST
TICKETS AVAILABLE	Free entry	N/A	Free entry	182,997
TICKETS SOLD	Free entry	339,124	Free entry	66,762
PERCENTAGE OF TICKETS SOLD	-	-	-	36.5%



b) Beach volleyball

		
	PREVIOUS	LAST
TICKETS AVAILABLE	84,700	10,000
TICKETS SOLD	50,000	4,822
PERCENTAGE OF TICKETS SOLD	59%	48%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

a) Volleyball

	PREVIOUS	LAST
	554	386
	394	419

b) Beach volleyball

	PREVIOUS	LAST
	94	125

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 1.3 billion

Total maximum television audience during the London 2012 Olympic Games: 137 million

The average minute of coverage was watched by: 30.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 1,677

DIGITAL MEDIA

Internet

Number of visits to the official FIVB website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	12,000	35,350
AVERAGE DAILY NUMBER OF PAGES VIEWED	178,000	335,000

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	1,661,438	73,809,894

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	364,419

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	1,433,282

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	32,458
NUMBER OF TWITTER FOLLOWERS	10,744

Other social media activity

Through the *FIVB Heroes Campaign*, the FIVB is active on a number of websites and social media channels, including FIVBHeroes.com, Facebook, Twitter, YouTube, FIVB Heroes Channel, Orkut (Brazil), Weibo (China), Vkontakte (Russia) and YouTube.

GOVERNANCE

CODE OF ETHICS

The FIVB states that it has a Code of Ethics in force and that it is aligned with the IOC Code of Ethics. Further details provided below:

The first section in the FIVB Disciplinary Regulations is dedicated to Ethics. It is expressly mentioned in Art. 2 of the FIVB Disciplinary Regulations, that these regulations were drafted on the basis of the IOC Code of Ethics (2012 version). Also, the annex to the regulations is exactly the same as that of the IOC Code of Ethics.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The FIVB states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The FIVB states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which the FIVB has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES		X
DOPING DISPUTES	X	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY		X
DISCIPLINARY DISPUTES		X
DISPUTES BETWEEN IF BODIES		X
MEMBERSHIP DISPUTES		X
DISPUTES OF A PROPRIETARY NATURE		X
CONTRACTUAL DISPUTES		X
CORRUPTION DISPUTES		X
ETHICAL DISPUTES		X
ELECTION DISPUTES		X

Number of CAS cases in which the FIVB was involved:

2009	2010	2011
0	0	1

BOARD MEMBERS AND GENDER EQUITY

The FIVB Board currently has 32 members. The gender breakdown of the members is presented below:

			% OF 
2008	28	3	10%
2012	30	2	6%

COMPETITION FIXING

The FIVB states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

The FIVB Disciplinary Regulations cover this issue in the “Dishonesty in Competitions” chapter. A national federation or club declared responsible for such actions shall be penalised by forfeiting the match results of their team, withdrawal of all ranking points earned through these matches and suspension for two years from all national and international competitions.

ATHLETES

BEST ATHLETES

The FIVB states that the best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The FIVB states that it does not have an Athletes' Commission.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD		
COMMISSIONS	x	x
TECHNICAL BODIES		

HEALTH

Medical Commission

The FIVB states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The FIVB states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

As the FIVB is committed to protecting the health of its athletes and preventing injury, several programmes have been established. The landmark 2011 FIVB Volleyball Medicine Congress focused primarily on how injuries and illness can be prevented, how the risk of long-term disability can be reduced by proper diagnosis, treatment and rehabilitation, and how to maintain volleyball as a drug-free sport.

Moreover, there is a *heat stress monitoring programme* in place for beach volleyball and a follow-up on injuries after each volleyball competition. Medical check-ups also take place annually.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE FIVB	% CONDUCTED BY THE FIVB
2006	52	0	0%
2007	56	0	0%
2010	161	161	100%
2011	136	136	100%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	1
2010	39
2011	10

The FIVB states that it has not introduced the athlete biological passport but that it plans to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The FIVB states that it has no programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition.

ENTOURAGE

The FIVB states that it does not have an Entourage Commission or entourage-related initiatives. However, the FIVB monitors the athletes' entourage and has a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The FIVB states that it has a multi-year strategic planning process in place.

Financial distribution system

The FIVB states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The FIVB states that the following are the FIVB's key strategic priorities:

- › To develop the sport worldwide by working closely with the FIVB's stakeholders, such as national federations and continental confederations, on events at national, continental and world level
- › To reinvest the money coming from the sport into the development of the sport
- › To have a long-term vision in order to grow the sport
- › To position volleyball and beach volleyball among the most popular sports in the world

DEVELOPMENT OF THE SPORT

Main development programmes

The FIVB states that it runs development programmes, including the following:

- › The FIVB actively runs development programmes through courses and seminars to support developing countries.
- › The beach volleyball Continental Cup helped developing countries to organise tournaments. It prepared players to participate in a competition that allowed lower-ranked teams to play against the world's best teams. It also enabled the less-developed countries to qualify for the London 2012 Olympic Games.
- › The FIVB invested strongly in financial and equipment support, including clinics and workshops.

Youth development programmes

The FIVB states that it runs youth development programmes, including the following:

- › The FIVB has strong development programmes for the youth categories, which national federations can benefit from, namely the Cool Volley Programme and the Volleyball Cooperation Programme. Their main goals are to increase interest in volleyball at national level, to develop new opportunities for volleyball and beach volleyball, and to create interest and passion for volleyball and beach volleyball.
- › The Volleyball Cooperation Programme (VCP) was launched in 1989 and has specific courses that aim to assist with youth development by training teachers and educating young players. Each year member federations receive FIVB instructors, sports material and other teaching aid to help them develop their own youth programmes. The VCP concept was created to ensure progress through participation and concrete actions leading to performance.
- › The teacher programme has been designed for teachers and provides them with the background knowledge and pertinent educational tools to incorporate volleyball into their school curriculum and attract youth participation.
- › The objective of the young player programme is to foster young hopefuls and to motivate them towards future participation in volleyball. Young players learn the fundamental techniques needed to advance in the field of volleyball through games and drills.

Women and Sport Commission or initiatives

The FIVB states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › The nomination of a female players' representative for beach volleyball has been implemented. A female players' representative had previously been invited to attend the FIVB Beach Volleyball Commission meetings and on occasion the FIVB Beach Volleyball Council Meetings. Women's uniforms were changed to take into account religious and cultural beliefs (e.g. long-sleeved tops, leggings). In beach volleyball, women have always been equal to men in terms of prize money, team participation and the number of events scheduled each year. Numbers of female international referees for volleyball and beach volleyball have increased.

Sport for All Commission or initiatives

The FIVB states that it does not have a Sport for All Commission or Sport for All initiatives.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	<ul style="list-style-type: none"> › The FIVB works directly with local organising committees to evaluate and improve venues and their operational performance in terms of safety and competition performance › By conducting inspection visits, a risk assessment is made of the venue and its facilities to ensure that spectators' and teams' safety are safeguarded › In terms of venue operation, complete guidelines are available for organisers regarding the FIVB requirements and recommendations › After each event a special assessment report is made with recommendations for future improvements › In general, the technical assessment of venues consists of inspection visits, inspection reports, individual assessment reports and a follow-up process to ensure that organisers are up to date
SPORTS EQUIPMENT	<ul style="list-style-type: none"> › The FIVB maintains strong monitoring and quality control over all equipment used in its competitions › Its approval relies on quality testing by scientific laboratories and individual player testing under the supervision of the FIVB Technical Commission, which has the duty to report and analyse current trends and set the equipment standards › Prior to any approval, equipment tests are run independently to ensure segregation between the opinion of the scientific laboratory and the individual testers assigned by the Technical Commission
COMPETITION CLOTHING	<ul style="list-style-type: none"> › The FIVB has adopted guidelines for uniforms and regularly asks players for feedback › The FIVB is in regular contact with manufacturers and independent textile testing is undertaken by scientific laboratories › There are also specific guidelines for beach volleyball to take into account weather conditions and athletes' health

ENVIRONMENT

The FIVB states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

Beach volleyball has included in its Handbook recommendations for sustainable activities at its events. External experts took part in the FIVB World Tour Council to inform the event organisers about such programmes. For volleyball, the flooring is 100% recyclable and recycled materials are also used for new products.

Evaluation criteria

The FIVB states that it uses evaluation criteria such as the Sustainable Sport & Event Toolkit. Moreover, the FIVB counts on organisers to have environmental programmes.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The FIVB states that it has a Code of Conduct for technical officials or referees.

SANCTION SYSTEM

The FIVB states that it has a sanction system for technical officials or referees.

JURY OF APPEAL

The FIVB states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

The Appeal Sub-Committee, chaired by the FIVB President or his or her representative, nominates a game jury for each match. This jury has the duty of receiving claims and protests concerning the match result and reporting to the Appeal Sub-Committee.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The FIVB has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › Judging has a low to medium impact on the result of a volleyball or beach volleyball match. However, the FIVB and its continental confederations regularly organise seminars to improve the technical level of the referees and standardise the interpretation of the rules
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › The FIVB has put in place a procedure that allows all athletes to contest the decision of a referee, with a formal statement issued within a few hours › This is to preserve the integrity of the sport through transparency and fairness
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › A refereeing clinic is organised under the supervision of the Refereeing Sub-Committee prior to official, regional or continental competitions with theoretical and practical sessions › International referees must attend the clinic and arrive three full days before the competition. If not, the referee's national federation can be sanctioned
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › Referees are monitored and evaluated during all FIVB world competitions and must also meet specific health conditions › An overall yearly referee evaluation is carried out › Alcohol tests are conducted before every match and each referee must provide a health certificate on a yearly basis
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › Affiliated national federations are responsible for national referees and must register them with the FIVB in order for them to qualify for an international referee candidate course › If they pass the course, they have five years to qualify as international referees by officiating at the necessary matches › They can be presented by the FIVB Refereeing Commission to the FIVB Board for approval on a yearly basis

FINANCE

TRANSPARENCY

The FIVB states that it uses acknowledged accounting standards.

The FIVB states that it does not publish the accounts on its website.

The FIVB states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the FIVB from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
MIKASA	x	x			
SWATCH	x	x		x	x
FUJI	x				
POLSAT	x				

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 15,000 for volleyball and 12,000 for beach volleyball.

The sport can take place in either an exhibition/convention centre hall or an indoor arena.

Beach volleyball usually takes place in a temporary outdoor venue.

No real sharing of the venue is possible for either discipline due to the competition format.

Operational costs at the Olympic Games

Technology requirements at competition venues

- › Level of technology costs at Olympic venues: Medium
- › Level of technology complexity at Olympic venues: Considerable

Television production costs

Television production for volleyball cost EUR 118,076 per day of competition at the London 2012 Olympic Games. There were 159.5 hours of production in total, with an average cost/hour of EUR 11,845.

IAAF

International Association of Athletics Federations

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OVERVIEW



EVENTS

Events at the London 2012 Olympic Games: 47

	
24	23

Number of IAAF competition days during the 16-day London Olympic Games schedule: 10

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	27	22	23	23	24	24	24	24	24	24	24	23	24	24	24	24	24	24	24	24	24
	0	5	6	6	9	9	9	10	12	12	14	14	14	17	18	19	20	22	22	23	23
TOTAL	27	27	29	29	33	33	33	34	36	36	38	37	38	41	42	43	44	46	46	47	47

QUOTAS

Quotas at the London 2012 Olympic Games: 2,000

	
1,200	800

ADDED VALUE

The IAAF states that the added value brought by athletics to the Olympic Games is as follows:

Throughout the history of the Games, athletics has always represented the centerpiece of the sports programme. Athletics also contributes to diversity, through its multiplicity of sporting disciplines, and universality, with athletes from many National Olympic Committees. These added values are important as they strengthen some of the most important principles of Olympism.

The IAAF states that the added value brought by the Olympic Games to athletics is as follows:

Until 1980, the Olympic Games were virtually the World Championships of Athletics for the IAAF. Even with the advent of the IAAF World Championships, the Games remain the pinnacle and ultimate career goal for any athlete. In that sense, the Olympic Games help to strengthen the tradition of performance and excellence of athletics. Moreover, the Olympic brand is unparalleled in its ability to profile and promote the sport of athletics as the most universal. Finally, the Olympic Games help give visibility to all athletics disciplines and athletes, participating in their development.

HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the IAAF: 1912

OLYMPIC GAMES



Year of introduction to the Olympic Games programme:

	
1896	1928

Number of times on the programme of the Olympic Games:

	
27	20

WORLD CHAMPIONSHIPS

	SENIOR 	JUNIOR 
YEAR OF FIRST WORLD CHAMPIONSHIPS	1983	1986
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	13	14
FREQUENCY*	Every two years	

* Except years in which the Olympic Games are held

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	88	2011
COMMONWEALTH GAMES	80	2010
ALL-AFRICA GAMES	46	2011
ASIAN GAMES	32	2010
PAN AMERICAN GAMES	60	2011
MEDITERRANEAN GAMES	58	2009

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

The IAAF has 204 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	53	53	53
AMERICA	42	42	41
ASIA	44	44	44
EUROPE	48	49	49
OCEANIA	15	17	17
TOTAL	202	205	204

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of IAAF-affiliated national federations that organised national championships in 2010 and 2011:

	2010	2011	2010	2011
AFRICA	43	47	43	47
AMERICA	40	43	39	42
ASIA	43	44	37	39
EUROPE	48	50	48	50
OCEANIA	15	20	15	20
TOTAL	189	204	182	198

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
2008										
2012	Qualification based on entry standards									











Number of national federations that took part in the last two IAAF World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS										
LAST	47	45	40	33	42	31	47	42	18	15
	45	46	39	32	40	28	43	42	17	15

Number of national federations that took part in the last two IAAF Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS										
LAST	47	41	39	33	42	31	47	41	18	15
	45	46	39	32	40	28	43	42	17	15

Number of national federations that took part in the last two IAAF Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	30	17	35	27	22	17	41	41	12	5
LAST	32	22	35	24	28	16	47	43	10	7

GLOBAL SPREAD OF EXCELLENCE



Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	2008	2012	2008	2012	2008	2012
AFRICA	5	6	5	4	20%	17%
AMERICA	7	10	5	4	33%	38%
ASIA	1	4	1	3	2%	8%
EUROPE	14	11	13	8	40%	34%
OCEANIA	2	1	2	2	5%	3%
TOTAL	29	32	26	21	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

				
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	4	5	3	5
AMERICA	8	9	6	6
ASIA	4	3	3	2
EUROPE	11	11	11	10
OCEANIA	1	1	2	2
NUMBER OF MEDALS AWARDED	73	72	69	69
NUMBER OF COUNTRIES THAT WON MEDALS	28	29	25	25
NUMBER OF CONTINENTS THAT WON MEDALS	5	5	5	5

POPULARITY

APPEAL OF THE SPORT

The IAAF states that the following steps have been taken to increase the appeal of athletics, in particular for young people:

In 2005, the IAAF created a global athletics policy for young people aged from seven to 15 with two main aims: to make athletics the most practised individual event in schools in the world, and to enable children to prepare for their future in athletics in the most efficient way. *IAAF Kids' Athletics* best illustrates this policy, as it is an event that enables children to discover basic activities such as sprinting, endurance running, jumping, throwing, etc. In terms of promotion, the IAAF has ensured that its sport and international events are presented through all mass-media communication channels, including on the internet and through social media. Furthermore, a strategy to reach out to organisers and participants of road running events has been initiated.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:

	2008	2012
TICKETS AVAILABLE	1,096,363	965,580
TICKETS SOLD	1,093,535	962,578
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	17.2%	12.2%

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST
TICKETS AVAILABLE	564,260	453,962
TICKETS SOLD	383,865	450,769
PERCENTAGE OF TICKETS SOLD	68%	99%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
Media Accreditations	2,870	2,663

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 2.3 billion

Total maximum television audience during the London 2012 Olympic Games: 195 million

The average minute of coverage was watched by: 44.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 8,648

DIGITAL MEDIA

Internet

Number of visits to the official IAAF website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	28,642	152,310
AVERAGE DAILY NUMBER OF PAGES VIEWED	163,070	756,545

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	3,242,761	189,609,024

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	617,145

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	8,988,919

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	192,000
NUMBER OF TWITTER FOLLOWERS	15,365

Other social media activity

The IAAF states that it is also active on YouTube.

GOVERNANCE

CODE OF ETHICS

The IAAF states that it has a Code of Ethics in force and that it is aligned with the IOC Code of Ethics. Further details provided below:

The IAAF Code of Ethics is currently being revised and updated. Adoption of the revised code is planned for 2013. The new IAAF Code is generally in line with the principles and rules set out in the IOC Code of Ethics.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The IAAF states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The IAAF states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which the IAAF has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES	X	
DOPING DISPUTES	X	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY		X
DISCIPLINARY DISPUTES	X	
DISPUTES BETWEEN IF BODIES		X
MEMBERSHIP DISPUTES		X
DISPUTES OF A PROPRIETARY NATURE		X
CONTRACTUAL DISPUTES		X
CORRUPTION DISPUTES		X
ETHICAL DISPUTES		X
ELECTION DISPUTES		X

Number of CAS cases in which the IAAF was involved:

2009	2010	2011
2	3	5

BOARD MEMBERS AND GENDER EQUITY

The IAAF Board currently has 27 members. The gender breakdown of the members is presented below:

			% OF 
2008	23	4	15%
2012	21	6	22%

COMPETITION FIXING

The IAAF states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

The betting and other anti-corruption violations mentioned in IAAF Rule 9 focus on the following conduct: betting, manipulation of results, bribery, gifts, misuse of inside information and other violations (covering up, failing to report and failing to comply with any reasonable investigation). The sanctions range from a two- to a four-year ban, depending on the nature of the violation. Hearings are held before the IAAF Ethical Commission with the possibility of appeal to the Court of Arbitration for Sport.

ATHLETES

BEST ATHLETES

The IAAF states that the best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The IAAF states that it has an Athletes' Commission whose members are both appointed by the Federation and elected by their peers.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD	X	X
COMMISSIONS	X	X
TECHNICAL BODIES		

HEALTH

Medical Commission

The IAAF states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The IAAF states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

In 2012 the IAAF introduced specific Medical Rules into its Competition Rules. It also recommends that member federations conduct continuous medical monitoring and pre-participation medical examinations of their athletes. Injury and illness surveys are implemented at the World Championships. Moreover, the IAAF appoints medical delegates at the major competitions and will shortly publish its Competition Medical Guidelines.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE IAAF	% CONDUCTED BY THE IAAF
2006	1,656	1,490	90%
2007	1,851	1,666	90%
2010	2,361	1,862	79%
2011	2,675	1,649	62%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	94
2010	142
2011	163

The IAAF states that it has introduced the athlete biological passport.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The IAAF states that it has no programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition.

ENTOURAGE

The IAAF states that it does not have an Entourage Commission or entourage-related initiatives. However, the IAAF monitors the athletes' entourage and has a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The IAAF states that it has a multi-year strategic planning process in place.

Financial distribution system

The IAAF states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The IAAF states that the following are the IF's key strategic priorities:

- › To implement decentralisation
- › To foster athletics in schools
- › To ensure a sustainable and successful programme of one-day meets
- › To ensure the development of all forms of athletics: in-stadium to road, elite to leisure and youth to veteran

DEVELOPMENT OF THE SPORT

Main development programmes

The IAAF states that it runs development programmes, including the following:

- › Regional development centres and accredited training centres, providing education and training opportunities to members of the athletics family
- › The coach education and certification system
- › *Kids' Athletics* to encourage participation of school children in athletics

Youth development programmes

The IAAF states that it runs youth development programmes, including the following:

- › *IAAF Kids' Athletics* is an event that enables children to discover basic activities such as sprinting, endurance running, jumping, throwing, etc. The main objectives are to promote health, social interaction, a spirit of adventure and the principle of teamwork. As of today, the IAAF has signed agreements with six governments (national education and sport ministries, or city councils). Moreover, 30 countries have included *IAAF Kids' Athletics* in their national school curriculum.

Women and Sport Commission or initiatives

The IAAF states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › The IAAF Women's Committee makes recommendations to the Council regarding the policy for women in athletics. It also keeps under review all areas of women's activity in athletics and identifies women to take up leadership positions within the IAAF. Similarly, it identifies women to participate in the administration, coaching and officiating of athletics and makes recommendations accordingly. Moreover, the IAAF Women's Committee establishes and maintains contact with persons responsible for women's athletics in each member federation or area association and liaises and consults with other committees and commissions on issues relating to women's athletics. Finally, the IAAF Women's Committee promotes, fosters and supports the worldwide development of women's athletics.

Sport for All Commission or initiatives

The IAAF states that it has a Sport for All Commission or Sport for All initiatives, including the following:

- › *World Athletics Day (WAD)* is an annual event set up in 1996, dedicated to young people all over the world. Originally, WAD was exclusively planned for youngsters who were members of clubs affiliated to IAAF member federations. In recent years, the scope of the project has broadened to include the participation of school children in individual and team competitions. The goal of the WAD is to firmly establish an important link between young people, athletics and environmental conservation. In 2012 WAD attracted 163 IAAF member federations to take part. In 2011, 57,066 kids participated, which is a considerable improvement from 2010 when 37,978 kids participated.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	<ul style="list-style-type: none"> › The IAAF has set up a facility certification procedure based on a comprehensive survey and reporting process, to check and ensure that the competition facility complies with the IAAF Rules and Technical Regulations and requirements of the Track and Field Facilities Manual › Before an event, the technical manager of a competition prepares the venue according to the requirements. The technical delegate(s) of the competitions check(s) all preparations › During the event, the technical manager and the event judges, in conjunction with the technical delegate(s), ensure that the venue is operated in accordance with the requirements
SPORTS EQUIPMENT	<ul style="list-style-type: none"> › All competition equipment must have been certified by the IAAF to ensure that the designs comply with the rules and regulations › Before the event, the technical manager of the competition checks all equipment purchased for compliance with the rules and suitability for safe use. He or she ensures all equipment required for the competition session is placed and installed at the field of play according to the requirements. Then, the technical delegate(s) of the competitions check(s) all preparations › During the event, the technical manager and the event judges, in conjunction with the technical delegate(s), ensure that the equipment is operated in accordance with the requirements
COMPETITION CLOTHING	<ul style="list-style-type: none"> › This task is done through the IAAF Technical Committee › The IAAF is in constant communication with manufacturers, who have to send the IAAF any competition clothing affected by a technical rule for approval. As an example, all types of competition shoes must be approved by the IAAF

ENVIRONMENT

The IAAF states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

The IAAF Sustainable Development Commission was created in 2007 to recommend and ensure implementation of such policies. The IAAF Guidelines for Environment Protection and Sustainable Development were approved in 2010 with the objective of complying with the IOC Agenda 21.

Evaluation criteria

The IAAF states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit (SSET). The IAAF created its Guidelines for Environment Protection and Sustainable Development in 2010. The newly elected 2012-2015 IAAF Sustainable Development Commission has the adoption of the SSET on its agenda.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The IAAF states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The IAAF states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The IAAF states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

Any protest shall be made orally to the referee by an athlete or his/her representative. If the referee makes a decision, there shall be a right of appeal to the jury. An appeal to the jury must be made within 30 minutes, whether of the official announcement of the amended result of an event arising from the decision made by the referee, or of the time the protesting parties are informed, where there is no amendment of any result. The appeal shall be in writing, signed by the athlete or his/her representative, with an attached deposit of USD 100 to be forfeited if the appeal is disallowed. The jury shall consult all relevant persons and may reconsider a decision if new and conclusive evidence is presented. The jury's decision shall be final and there shall be no further right of appeal, including to the Court of Arbitration for Sport.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The IAAF has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	› Judging has a low impact on the results of athletics events, apart from race walking races
JUDGING/REFEREEING SYSTEM	› International Technical Officials (TOs) supervise all events
TRAINING AND SELECTION OF JUDGES	› The TOs' Education and Certification System Working Group manages syllabus, course content and examinations at national, continental and international levels › The IAAF appoints TOs at the continental and international levels. A similar system exists for race walking judges › International judges officiate at least twice at this level over a four-year period › All judges are evaluated following the event they are appointed to
EVALUATION OF JUDGES	› The IAAF nominates a chief technical official and a chief race walking judge for all its competitions. They complete an evaluation sheet for consideration by the relevant committee or working group
CERTIFICATION OF JUDGES	› There are two parallel structures for TOs and walking judges, consisting of three levels: national, continental and international › The TOs' Education and Certification System Working Group manages the syllabus, course content and examinations for all three levels › A similar system exists for race walking judges, under the guidance of the IAAF Race Walking Committee

FINANCE

TRANSPARENCY

The IAAF states that it uses acknowledged accounting standards.

The IAAF states that it does not publish the accounts on its website.

The IAAF states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the IAAF from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
ADIDAS	x	x			
SEIKO	x	x			
SINOPEC	x				
TDK	x				
TOYOTA	x	x			

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 60,000 for the athletics stadium, while the marathon and race walk start and finish zone can also be set up outside the stadium, as is usually the case in all road events.

Venue can be shared with other sports such as rugby or football finals, and may also host the Opening and Closing Ceremonies. Marathon and race walk can share start and/or finish zones with all other road events such as the road race and time trial in cycling and triathlon.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues:

- › Track & field: Very high
- › Marathon: Very high
- › Race walk: Considerable

Level of technology complexity at Olympic venues:

- › Track & field: Medium
- › Marathon: Very High
- › Race walk: Considerable

Television production costs

Television production for athletics cost EUR 826,870 per day of competition at the London 2012 Olympic Games. There were 200.1 hours of production in total, with an average cost/hour of EUR 37,191.

Television production for the outside races of athletics (marathon and race walk) cost EUR 978,522 per day of competition at the London 2012 Olympic Games. There were 32.1 hours of production in total, with an average cost/hour of EUR 213,385. These figures also include the cycling road races.

ICF

International Canoe Federation

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OVERVIEW

DISCIPLINES AND EVENTS

Disciplines at the London 2012 Olympic Games: 2

- › Canoe sprint
- › Canoe slalom



Events at the London 2012 Olympic Games: 16

		
CANOE SPRINT	8	4
CANOE SLALOM	3	1

Number of ICF competition days during the 16-day London Olympic Games schedule: 11



- › Canoe sprint: 6
- › Canoe slalom: 5

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	0	0	0	9	8	8	8	5	5	5	8	9	9	9	9	12	12	12	12	12	11
	0	0	0	0	1	1	1	2	2	2	3	2	2	3	3	4	4	4	4	4	5
TOTAL	0	0	0	9	9	9	9	7	7	7	11	11	11	12	12	16	16	16	16	16	16

QUOTAS

Quotas at the London 2012 Olympic Games: 330*

			TOTAL
CANOE SPRINT	158	88	246
CANOE SLALOM	61	21	82

* Two tripartite quota places that could have been granted to either gender

ADDED VALUE

The ICF states that the added value brought by canoeing to the Olympic Games is as follows:

Canoeing is a worldwide sport with millions of participants each year. It is one of the oldest means of transport, exploration and sport competition. Canoe sprint is dynamic, easy to understand for spectators and brings pure athleticism to the Olympic Games. The skill and fitness of the athletes is unique. Canoe slalom is a spectacular sport that attracts positive comments and lots of media attention at every edition of the Olympic Games. Recent rule changes have increased its popularity and made it more exciting and understandable to those who discover it for the first time. Canoeing sport is dynamic, clean, environmentally friendly and fun to participate in and watch. Finally, the ICF deems that both disciplines are excellent for TV.

The ICF states that the added value brought by the Olympic Games to canoeing is as follows:

The Olympic Games enable the ICF to showcase its disciplines to a wider audience than could be achieved by the federation without this platform. This wider audience enables the ICF to source sponsors, TV contracts and media outlets. The main advantage, however, is the growth and appeal for children and adults to attend canoeing clubs after seeing the sport during the Olympic Games, which enables the identification and development of good athletes. The Olympic Games also provide a template from which to develop the athlete talent identification programme over a four-year cycle, the core of the elite sport programme. The increase in media and social media interest after the London 2012 Olympic Games was incredible and the ICF and canoeing have benefited extensively from the exposure.



HISTORY AND TRADITION

ESTABLISHMENT



Year of establishment of the ICF: 1924

OLYMPIC GAMES

Year of introduction to the Olympic Games programme:



		
CANOE SPRINT	1936	1948
CANOE SLALOM	1972	1972

Number of times on the programme of the Olympic Games:

		
CANOE SPRINT	18	17
CANOE SLALOM	7	7

WORLD CHAMPIONSHIPS

a) Canoe sprint

	SENIOR 	JUNIOR 
YEAR OF FIRST WORLD CHAMPIONSHIPS	1938	1985
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	32	14
FREQUENCY	Every year	

b) Canoe slalom

	SENIOR 👤👤	JUNIOR 👤👤
YEAR OF FIRST WORLD CHAMPIONSHIPS	1949	1986
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	37	14
FREQUENCY	Every year	

OTHER MULTISPORT GAMES

Canoe sprint / Canoe slalom

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	3	2009
UNIVERSIADE	7	1987
COMMONWEALTH GAMES	0	-
ALL-AFRICA GAMES	1	2011
ASIAN GAMES	6	1990
PAN AMERICAN GAMES	3	2003
MEDITERRANEAN GAMES	9	1979

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS





The ICF has 158 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	24	27	33
AMERICA	30	30	31
ASIA	32	35	37
EUROPE	43	45	45
OCEANIA	8	10	12
TOTAL	137	147	158











ACTIVE MEMBER NATIONAL FEDERATIONS

a) Canoe sprint











Number of affiliated national federations that organised national championships in 2010 and 2011:

	2010		2011	
				
AFRICA	15	15	10	10
AMERICA	20	24	17	20
ASIA	28	30	28	30
EUROPE	36	36	34	34
OCEANIA	4	4	4	4
TOTAL	103	109	93	98











Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
2008	7	3	16	6	17	6	45	30	3	2
2012	15	10	20	18	20	20	39	35	6	6











Number of national federations that took part in the last two ICF World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	9	7	6	5	14	14	37	37	4	4
LAST	13	10	11	9	20	20	39	39	4	4

Number of national federations that took part in the last two ICF Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	12	10	20	18	20	17	38	37	5	5
LAST	17	14	22	22	25	23	39	38	6	6

Number of national federations that took part in the last two ICF Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	3	2	7	5	8	7	31	30	3	2
LAST	3	3	8	7	10	8	35	31	4	4

b) Canoe slalom

Percentage of affiliated national federations that organised national championships in 2010 and 2011:

	2010		2011	
AFRICA	2	2	2	2
AMERICA	10	12	13	14
ASIA	16	18	16	18
EUROPE	22	24	22	24
OCEANIA	2	2	2	2
TOTAL	52	58	55	60

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
2008	5	2	16	9	15	8	38	18	4	3
2012	10	7	7	7	12	12	25	20	3	3

Number of national federations that took part in the last two ICF World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	2	6	5	5	8	8	27	32	3	3
LAST	2	4	5	4	8	8	27	32	3	3

Number of national federations that took part in the last two ICF Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	5	4	7	5	12	7	25	18	3	3
LAST	10	2	6	5	12	7	25	20	3	3

Number of national federations that took part in the last two ICF Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	1	0	4	4	1	1	13	13	5	5
LAST	2	1	4	3	5	5	25	25	6	6

GLOBAL SPREAD OF EXCELLENCE

Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

a) Canoe sprint

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	♂		♀			
	2008	2012	2008	2012	2008	2012
AFRICA	0	0	0	1	0%	3%
AMERICA	1	1	0	0	6%	8%
ASIA	1	0	0	0	3%	0%
EUROPE	11	11	6	5	83%	83%
OCEANIA	1	1	1	1	8%	6%
TOTAL	14	13	7	7	100%	100%

b) Canoe slalom

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	♂		♀			
	2008	2012	2008	2012	2008	2012
AFRICA	1	0	0	0	8%	0%
AMERICA	0	0	0	0	0%	0%
ASIA	0	0	0	0	0%	0%
EUROPE	6	6	2	2	75%	92%
OCEANIA	1	0	1	1	17%	8%
TOTAL	8	6	3	3	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

a) Canoe sprint

	♂		♀	
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	1	2	1	2
ASIA	2	2	2	2
EUROPE	17	19	11	10
OCEANIA	0	2	0	2
NUMBER OF MEDALS AWARDED	57	57	33	33
NUMBER OF COUNTRIES THAT WON MEDALS	20	25	14	16
NUMBER OF CONTINENTS THAT WON MEDALS	3	4	3	4

b) Canoe slalom

	♂		♀	
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	0	0	0	0
ASIA	0	0	0	1
EUROPE	8	8	5	6
OCEANIA	0	0	1	1
NUMBER OF MEDALS AWARDED	18	18	9	12
NUMBER OF COUNTRIES THAT WON MEDALS	8	8	6	8
NUMBER OF CONTINENTS THAT WON MEDALS	1	1	2	3

POPULARITY

APPEAL OF THE SPORT

The ICF states that the following steps have been taken to increase the appeal of canoeing, in particular for young people:

Over the last four years, the ICF has invested heavily in live television production of its events: World Championships, European Championships and World Cups. This has brought about a major increase in the exposure of the sport generally, TV audiences and media coverage (both visual and written press). The new 200m sprint is exciting and easy to follow for spectators. The ICF has also developed a flat water youth sport for the Youth Olympic Games. The “head to head” racing format has been included in the Asian and African Games as it is easy to organise. The athletes also find it easier to compete within this format. Equivalent women’s events have been added to ICF competitions.

TICKET SALES AND ATTENDANCE

Tickets sold and available during the two last Olympic Games:

a) Canoe sprint

	2008	2012
TICKETS AVAILABLE	63,260	119,805
TICKETS SOLD	62,598	119,018
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	1.0%	1.5%

b) Canoe slalom

	2008	2012
TICKETS AVAILABLE	42,297	52,789
TICKETS SOLD	42,043	51,616
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	0.7%	0.7%

Tickets available and sold during the last two World Championships:

a) Canoe sprint

	PREVIOUS	LAST
TICKETS AVAILABLE	30,000	63,000
TICKETS SOLD	15,000	45,000
PERCENTAGE OF TICKETS SOLD	50%	71%



b) Canoe slalom

	PREVIOUS	LAST
TICKETS AVAILABLE	15,000	20,000
TICKETS SOLD	15,000	20,000
PERCENTAGE OF TICKETS SOLD	100%	100%



MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

a) Canoe sprint

	PREVIOUS	LAST
	300	400
	300	400

b) Canoe slalom

	PREVIOUS	LAST
	120	150
	120	150

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 194.5 million

Total maximum television audience during the London 2012 Olympic Games: 57 million

The average minute of coverage was watched by: 23.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 1,355

DIGITAL MEDIA

Internet

Number of visits to the official ICF website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	1,300	3,000
AVERAGE DAILY NUMBER OF PAGES VIEWED	3,800	8,400

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	543,289	23,983,725

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	80,201

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	130,820

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	29,175
NUMBER OF TWITTER FOLLOWERS	2,938

Other social media activity

The ICF uses the EBU live broadcast Video on Demand system, which is embedded in Facebook and attracts a considerable number of viewers to watch ICF competitions, both live and recorded. Furthermore, YouTube broadcasts many interviews and highlights of ICF competitions.

GOVERNANCE

CODE OF ETHICS

The ICF states that it has a Code of Ethics in force and that it is aligned with the IOC Code of Ethics.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The ICF states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The ICF states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which the ICF has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES		x
DOPING DISPUTES	x	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY		x
DISCIPLINARY DISPUTES		x
DISPUTES BETWEEN IF BODIES	x	
MEMBERSHIP DISPUTES		x
DISPUTES OF A PROPRIETARY NATURE	x	
CONTRACTUAL DISPUTES	x	
CORRUPTION DISPUTES	x	
ETHICAL DISPUTES	x	
ELECTION DISPUTES	x	

Number of CAS cases in which the ICF was involved:

2009	2010	2011
0	0	0

BOARD MEMBERS AND GENDER EQUITY

The ICF Board currently has 28 members. The gender breakdown of the members is presented below:

			% OF 
2008	24	6	20%
2012	24	4	14%

COMPETITION FIXING

The ICF states that it has set up rules and procedures to fight against competition fixing. Further details provided below:
The ICF statutes contain explicit rules and the ICF follows the IOC's and ASOIF's direction on this issue.

ATHLETES

BEST ATHLETES

The ICF states that the best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The ICF states that it has an Athletes' Commission whose members are elected by their peers.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD	x	x
COMMISSIONS	x	
TECHNICAL BODIES	x	

HEALTH

Medical Commission

The ICF states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The ICF states that it has not taken initiatives to monitor and ensure the health, safety and security of athletes.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE ICF	% CONDUCTED BY THE ICF
2006	714	171	24%
2007	1,778	249	14%
2010	250	130	52%
2011	245	133	54%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	1
2010	1
2011	3

The ICF states that it has not introduced the athlete biological passport and that it does not plan to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The ICF states that it has no programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition.

ENTOURAGE

The ICF states that it does not have an Entourage Commission or entourage-related initiatives, and that it does not monitor the athletes' entourage. However, the ICF does have a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The ICF states that it has a multi-year strategic planning process in place.

Financial distribution system

The ICF states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The ICF states that the following are the IF's key strategic priorities:

- › To improve exposure of canoeing worldwide
- › To increase TV and web-based production between Olympic Games
- › To continue the talent identification development of athletes

- › To increase sponsor-driven income
- › To improve gender equity in competitions
- › To promote awareness of the environment through canoeing

DEVELOPMENT OF THE SPORT

Main development programmes

The ICF states that it runs development programmes, including the following:

- › The ICF supports athletes and coaches around the world with a sophisticated programme: money is given for equipment and coaching courses are held every year in each region.
- › The ICF spends most of its money on developing talent, and holding training and support camps at ICF events.
- › The ICF helped support many athletes leading up to qualification for the Olympic Games, with some athletes being successful thanks to these projects.
- › Women's canoe and Paralympic programmes have also been run by the ICF for the last three years.
- › The ICF has developed a coaching qualification system in the last two years which has been well received and is endorsed by Olympic Solidarity.

Youth development programmes

The ICF states that it runs youth development programmes, including the following:

- › Most of the ICF's development strategy is centred around this topic.
- › The ICF has youth programmes where athletes as a group 'road trip' from one ICF event to another with ICF coaches, which enables athletes to gain valuable experience and good coaching.
- › Specific attention is given to talented young athletes, who are identified and placed in short-duration training camps alongside elite athletes.
- › Youth Olympic Games format competitions are being successfully organised throughout the world, particularly in Asia and Africa, where equipment and resources are limited.

Women and Sport Commission or initiatives

The ICF states that it has a Women and Sport Commission or Women and Sport initiatives. A short description of the main activities is presented below:

- › The ICF has a very active Women's Commission that meets twice a year. It has commissioned various studies and projects which the ICF has endorsed. Developments in women's canoeing in the last few years have been initiated by this Commission.

Sport for All Commission or initiatives

The ICF states that it has a Sport for All Commission or Sport for All initiatives. A short description of the main activities is presented below:

- › Canoeing for All is responsible for recreational canoeing, tourism, environment policies and safety on and in the water. It also deals with paracanoeing and accessibility both to canoeing and to waterways. This Commission was instrumental in getting Paracanoeing onto the Paralympic Programme for the 2016 Rio Paralympic Games. The ICF under Canoeing for All has started *Paddle the Planet*, a project that serves as a worldwide initiative where people paddle on a given day and take photos of where they are to bring attention to the environment we live in and in particular to clean water and wildlife.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	<ul style="list-style-type: none"> › The ICF works very closely with all organisers on health and safety › As a water-based sport, the ICF has strict rules on safety near and on the water › Technical evolution of venues is worked upon on a regular basis by the ICF and several companies that are experts in this field to update rules and regulations for venues
SPORTS EQUIPMENT	<ul style="list-style-type: none"> › The ICF has a licensed group of sports equipment providers › The ICF meets with these providers on a regular basis and has a formal meeting once every two years to discuss rule and technology changes › The ICF monitors all equipment before each competition and all athletes must go through boat control at each event
COMPETITION CLOTHING	<ul style="list-style-type: none"> › As above

ENVIRONMENT

The ICF states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

The ICF has extensive policies with respect to the environment, particularly clean water and the pollution of waterways. The ICF has followed many international standards for environmental protection and many ICF member federations are leading the way in this area. The *Paddle the Planet* programme is also to be mentioned here, as a project that serves to bring attention to the environment we live in and in particular to clean water and wildlife.

Evaluation criteria

The ICF states that it uses evaluation criteria such as the Sustainable Sport & Event Toolkit.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The ICF states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The ICF states that it does not have a sanction system for technical officials and referees.

JURY OF APPEAL

The ICF states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

All World Championships and major events have an ultimate jury of appeal for sporting matters made up of ICF Board members. Teams can appeal any sporting decision to the jury, which remains the final decider on all sporting matters. No other recourse may be taken by teams once the jury decision is made.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The ICF has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › The ICF has limited problems with judging issues, as canoe sprint is not affected and canoe slalom has many techniques and rules to avoid possible errors › There are three judges on each gate in addition to video analysis for the Chief Judge
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › Canoe sprint is dependent on time alone › As described above for Canoe slalom, judging involves several judges at any one gate and a live and recorded video for all runs, which is available for the Chief Judge to view or review
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › The ICF supports official training of judges each year at member national federation level › Only those holding the International Technical Official Licence may be appointed as judges and referees for World Championships and Olympic Games › All appointees are briefed on rule interpretation and modifications in advance of the competition
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › The Chief Judge evaluates all judges and officials in the official report after each competition. Poor judges are either trained to a higher level or replaced at International level
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › The ICF has a certification programme for judges with a written and oral exam › The programme is four days long and is sophisticated and interactive on venue and during competitions › Two levels of certification exist: continental and world level

FINANCE

TRANSPARENCY

The ICF states that it uses acknowledged accounting standards.

The ICF states that it publishes the accounts on its website.

The ICF states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the ICF from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
CONTI	x	x			
BRACHA	x	x		x	

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 12,000 for canoe sprint and 8,000 for canoe slalom.

Canoe sprint can take place in a lake or sea (without currents) or dedicated purpose-built water channels. Canoe slalom should take place in a dedicated venue for that discipline.

Venue for canoe sprint is usually shared with rowing (this venue can also accommodate marathon swimming or triathlon), while the venue for canoe slalom cannot be shared with any other sports because of the specificity of the field of play.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues:

- › Canoe sprint: Considerable
- › Canoe slalom: Medium

Level of technology complexity at Olympic venues:

- › Canoe sprint: Considerable
- › Canoe slalom: Considerable

Television production costs

Television production for canoe slalom cost EUR 298,388 per day of competition at the London 2012 Olympic Games. There were 17.6 hours of production in total, with an average cost/hour of EUR 84,769.

Television production for canoe sprint cost EUR 278,296 per day of competition at the London 2012 Olympic Games. There were 14.6 hours of production in total, with an average cost/hour of EUR 114,368.

IGF

International Golf Federation

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OVERVIEW

ADDED VALUE

The IGF states that the added value brought by golf to the Olympic Games is as follows:

Golf is played by more than 60 million people around the world. It includes young, old, male and female participants in almost 130 countries. Professional golf is televised weekly in 216 territories, translated into 35 languages, with a reach of more than 500 million homes. Golf is expanding and will continue to grow among young people across the globe. Educating youth through sport is supported by golf's emphasis on honesty, integrity and sportsmanship, which teach values that last a lifetime. Golfers 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. Self-enforcement of the rules by players, which is now second nature to all of golf's participants, is one of the traits that make 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.

The IGF states that the added value brought by the Olympic Games to golf is as follows:




The IGF is playing a more active role in terms of the coordination of golf on a global scale. Golf in the Olympic Games will be a catalyst for the growth of golf worldwide. The quadrennial opportunity to witness the best athletes in each sport is a source of both inspiration and motivation for the young aspiring athlete. The IGF believes that 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 and participation in golf. The IGF and its key constituents have an active commitment to the growth of golf worldwide. The inclusion of golf will also provide 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 all benefit.

HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the IGF: 1958

WORLD CHAMPIONSHIPS

	SENIOR		JUNIOR
	 *	 **	 ***
YEAR OF FIRST WORLD CHAMPIONSHIPS	1860	1946	2000
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	140	66	7
FREQUENCY	Every year		Every two years

* The Open is used as the equivalent of the Men's World Championship

** The US Women's Open is used as the equivalent of the Women's World Championship

*** The Junior Open is used as the equivalent of the Juniors' World Championship

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	2	2011
COMMONWEALTH GAMES	0	-
ALL-AFRICA GAMES	0	-
ASIAN GAMES	8	2010
PAN AMERICAN GAMES	0	2015
MEDITERRANEAN GAMES	7	2009

UNIVERSALITY


MEMBER NATIONAL FEDERATIONS

The IGF has 123 member national federations corresponding to NOCs:











	2005	2008	2012
AFRICA	13	17	20
AMERICA	28	28	28
ASIA	20	22	27
EUROPE	31	36	40
OCEANIA	5	7	8
TOTAL	97	110	123

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of IGF-affiliated national federations that organised national championships in 2010 and 2011:











		
	2010	2011
AFRICA	16	16
AMERICA	30	30
ASIA	21	21
EUROPE	34	34
OCEANIA	6	6
TOTAL	107	107

Number of national federations that took part in the last two IGF World Championships*:











	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	10	1	55	6	16	6	63	11	12	2
LAST	14	1	52	7	18	5	58	11	15	2

* The Open is used as the equivalent of the Men's World Championship and the US Women's Open is used as the equivalent of the Women's World Championship

Number of national federations that took part in the last two IGF Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	20	20	28	28	27	27	21	17	8	8
LAST	20	20	28	28	27	27	23	20	8	8

Number of national federations that took part in the last two IGF Junior World Championships*:



	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	12	8	22	14	11	7	27	18	5	2
LAST	12	7	18	14	12	9	27	21	1	0

* The Junior Open is used as the equivalent of the Juniors' World Championship

GLOBAL SPREAD OF EXCELLENCE

World Championships

Number of countries that won medals at the last two World Championships:

				
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	1	0	0
AMERICA	2	2	0	0
ASIA	0	0	3	2
EUROPE	1	0	0	0
OCEANIA	0	1	0	1
NUMBER OF MEDALS AWARDED	3	4	3	3
NUMBER OF COUNTRIES THAT WON MEDALS	3	4	3	3
NUMBER OF CONTINENTS THAT WON MEDALS	2	3	1	2

POPULARITY

APPEAL OF THE SPORT

The IGF states that the following steps have been taken to increase the appeal of golf, in particular for young people: Through its member federations, the IGF is undertaking numerous activities to increase the appeal of golf. For example, free admission for children up to 17 years of age is provided by some IGF members. Programmes like the *First Tee* and *Golf Foundation* develop playing and personal skills and provide scholarships or other educational grants. Furthermore, the IGF and its constituents focus on areas like new media platforms, news content broadening, better access to the athletes and a press-friendly news cycle during tournament weeks. The IGF also emphasises the use of television to expand the reach of golf by establishing dedicated broadcast channels and facilitating a compelling narrative through the provision of content and stories. Finally, the IGF seeks to maintain a worldwide orientation.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two World Championships:

	PREVIOUS	↑	LAST	PREVIOUS	↑	LAST
TICKETS AVAILABLE	Unlimited		Unlimited	Unlimited		Unlimited
TICKETS SOLD	180,100		181,300	50,947		63,125
PERCENTAGE OF TICKETS SOLD	-		-	-		-

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
♂	2,883	1,960
♀	1,939	1,501

DIGITAL MEDIA

Internet

Number of visits to the official IGF website:

	FIRST HALF OF 2012
AVERAGE DAILY NUMBER OF UNIQUE VISITS	233
AVERAGE DAILY NUMBER OF PAGES VIEWED	699

Social media

The IGF launched its Facebook page and Twitter account in December 2012.

Other social media activity

IGF professional members and athletes are already very popular in the social media landscape. For example, Tiger Woods's fan page has more than 2.6 million fans.

GOVERNANCE

CODE OF ETHICS

The IGF states that it has a Code of Ethics in force and that it is aligned with the IOC Code of Ethics.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The IGF states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The IGF states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which the IGF has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES		X
DOPING DISPUTES		X
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY		X
DISCIPLINARY DISPUTES		X
DISPUTES BETWEEN IF BODIES		X
MEMBERSHIP DISPUTES		X
DISPUTES OF A PROPRIETARY NATURE		X
CONTRACTUAL DISPUTES		X
CORRUPTION DISPUTES		X
ETHICAL DISPUTES		X
ELECTION DISPUTES		X

Number of CAS cases in which the IGF was involved:

2009	2010	2011
0	0	0

BOARD MEMBERS AND GENDER EQUITY

The IGF Board currently has 10 members. The gender breakdown of the members is presented below:

			% OF 
2008	22	5	19%
2012	9	1	10%

COMPETITION FIXING

The IGF states that it has not set up rules or procedures to fight against competition fixing. Further details provided below:

Given the values of golf, the IGF and its membership are strongly against betting and competition fixing. Each of the IGF professional members has their own rules and procedures. The IGF is currently developing its own code.

ATHLETES

BEST ATHLETES

The IGF states that the best athletes will participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The IGF states that it has an Athletes' Commission whose members are both appointed by the Federation and elected by their peers.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD	x	x
COMMISSIONS	x	x
TECHNICAL BODIES	x	x

HEALTH

Medical Commission

The IGF states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The IGF states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

The IGF publishes leaflets and brochures explaining health issues related to its sport. The IGF does not monitor athletes' health at national level through national federations or at World Championships; this is done through its professional members at professional golf tournaments. 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.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE IGF	% CONDUCTED BY THE IGF
2006	313	41	13%
2007	313	41	13%
2010	1,619	0	0%
2011	409	0	0%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	8
2010	4
2011	20

The IGF states that it has not introduced the athlete biological passport and that it does not plan to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The IGF states that it has no programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition.

ENTOURAGE

The IGF states that it does not have an Entourage Commission or entourage-related initiatives. However, the IGF monitors the athletes' entourage and has a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

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

Financial distribution system

The IGF states that it does not have a financial distribution system to support national federations and continental associations.

Key strategic priorities

The IGF states that the following are the IF's key strategic priorities:

- › Facilitate innovative educational and developmental programmes that provide pathways for athletes, coaches and officials from grassroots to the elite level of golf
- › Deliver a great Olympic event and a memorable experience for the athletes, fans and golfing fraternity, cementing golf's place within the Olympic programme
- › Enable access and grow participation by reducing the barriers and increasing the opportunities to play golf at all levels
- › Creatively engage and excite the world about golf and its values
- › Promote sustainable and environmentally responsible practices within the golfing industry
- › Provide IGF members a framework for diversity and good governance practices

DEVELOPMENT OF THE SPORT

Main development programmes

The IGF states that it runs development programmes, including the following:

- › Using funds generated by major championships, golf sends qualified teachers of the sport all over the world to coach juniors and train trainers. This 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.

Youth development programmes

The IGF states that it runs youth development programmes, including the following:

- › *The First Tee* provides educational programmes that build character, instil life-enhancing values and promote healthy choices through the game of golf. It reaches 6.5 million participants and engages 10,000 volunteers. Moreover, 4,800 elementary schools are offering *The First Tee National School Programme*.
- › Numerous other youth development activities are taking place around the world, such as, among others, the *LPGA-USGA Girls' Golf programme*, the *LPGA Junior Golf Clinics*, *Boys' and Girls' Clubs* and the PGA of America's programme.
- › In addition, major events now regularly stage parallel junior competitions; most notably the Junior Ryder Cup and the Junior Open. For over a decade, junior spectators have been able to watch leading professional events for free and receive coaching from qualified instructors once there.

Women and Sport Commission or initiatives

The IGF states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › *LPGA-USGA Girls' Golf* provides an opportunity for girls, aged seven to 17, to learn to play golf, build lasting friendships and experience competition in a fun, supportive environment, preparing them for a lifetime of enjoyment of the game. Girls are learning values inherent to the game of golf, such as practice, respect, perseverance and honesty, preparing them to meet the challenges of today's world with confidence.

Sport for All Commission or initiatives

The IGF states that it has a Sport for All Commission or Sport for All initiatives, including the following:

- › The IGF Sport for All and Development function is working, in collaboration with its membership, on the delivery of projects such as the *The First Tee*. Furthermore, the R&A supports projects all over the world whether in the form of coaching visits from the PGAs of Europe, providing junior golf equipment or capital to help build and develop golf facilities. Numerous other development activities are taking place around the world.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	<ul style="list-style-type: none"> › The IGF with the R&A Golf Course Committee and the USGA Green Section are the chief authorities in every phase of golf course construction, maintenance and management. This includes research pertaining to cultural practices, technical evolution (safety and performance), equipment development, soils, fertilisers, irrigation and other maintenance. Our common goals are to provide and promote best practice guidelines, encourage sustainable golf course development and management and to act as a positive influence on the formulation of policies and legislation pertaining to golf course construction
SPORTS EQUIPMENT	<ul style="list-style-type: none"> › The Rules of Golf strictly outline the design of equipment that can be used for playing the game of golf
COMPETITION CLOTHING	<ul style="list-style-type: none"> › Clothing has little impact on competition, however, if it did, it is covered in the Rules of Golf › Each championship and professional tour has a detailed dress code for players and caddies

ENVIRONMENT

The IGF states that it has policies or guidelines on the environment. A short description of these policies or guidelines is given below:

The IGF states that its members recognise sustainability as a core priority and a central pillar of their mission. They expand awareness and encourage action among golfers and golf facilities, promote best practice to minimise golf's consumption of non-renewable natural resources, and assist golf facilities to incorporate sustainable principles, practices and technology into daily business decisions and operations. IGF members also encourage golfers to embrace environmentally sound practices in course preparation, conduct high-profile golf events in an environmentally responsible manner, raise the profile of golf's progress and contribution to environmental issues and embrace measurement, target setting, transparency and verification.

Evaluation criteria

The IGF states that it uses evaluation criteria such as the Sustainable Sport & Event Toolkit.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The IGF states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The IGF states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The IGF states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

For Matters pertaining to the Rules of Golf or Conditions of Competition: members of the Rules Committee are authorised to make rulings and decisions. A player may be entitled to a second opinion from another member of the Rules Committee if so authorised by the Chief Referee. In the case of an appeal, this will be made to the Chief Referee who shall consider all evidence before making any decision, which shall be final and immediate. For Matters of Conduct or Non-Competition Violations of IGF Regulations: the matter will be referred to the IGF Executive Director who shall, at his sole discretion, impose any sanction on the player and/or refer to the appropriate IGF member organisation for further review under such organisation's regulations and appeals processes and procedures.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The IGF has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible.

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › Judging has a low impact on the result of a golf tournament › It is the golfer's responsibility to ensure the accuracy of his or her own score and adherence to the Rules of Golf during competition
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › According to the Rules of Golf, it is the responsibility of the player to record his or her own score for each hole and at the completion of the round › The player and the marker sign the score card and return it to the competition management for entry
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › The IGF, through the R&A and the USGA, conducts referee training schools and workshops › The R&A holds an annual Referees' school for national federation delegates. They also hold schools on the Rules of Golf throughout the world › The USGA holds a series of workshops on the Rules of Golf (introductory, regular and advanced classes) throughout the United States
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › Performance of officials and referees at major championships is regularly reviewed › Referees are required to complete rule incident 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 its own tournaments
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › 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

FINANCE

TRANSPARENCY

The IGF states that it uses acknowledged accounting standards.

The IGF states that it does not publish the accounts on its website.

The IGF states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the IGF from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
R&A		X		X	X
PGA TOUR		X		X	X
EUROPEAN TOUR		X		X	X
USGA		X		X	X
PGA OF AMERICA		X		X	X

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 1,000. Additional standing capacity should also be available along the field of play.

The sport should take place in a dedicated golf venue.

Venue cannot be shared with other sports due to the specificity of the field of play but sharing opportunities can be explored.

IHF

International Handball Federation

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OVERVIEW



EVENTS

Events at the London 2012 Olympic Games: 2

	
1	1

Number of IHF competition days during the 16-day London Olympic Games schedule: 16

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	0	0	0	1	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1	1
	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1	1	1	1
TOTAL	0	0	0	1	0	0	0	0	0	0	1	2	2	2	2	2	2	2	2	2	2

QUOTAS

Quotas at the London 2012 Olympic Games: 336

	
168	168

ADDED VALUE

The IHF states that the added value brought by handball to the Olympic Games is as follows:

Handball mirrors all major principles of the Olympic Movement: tradition, worldwide structures, team spirit, achieving goals and sustainability. Due to innovative changes to the rules the sport is played at a faster pace and has thus become more attractive for spectators and for the worldwide TV audience. Handball has been on the Olympic programme since 1972 and reached a major TV audience at the Beijing 2008 Olympic Games. The average number of spectators at the Olympic venues speaks for itself. Costs for venues, operations and TV production are reasonable. Olympic handball venues like the Copper Box in London can be used as sustainable legacy venues. Handball is a classic sport for men and women, with equal representation of male and female participants. Handball is free of doping and all players are eligible to play at the Olympic Games. The sport has rapidly increased its efforts in global development programmes. A global interest in handball exists not only in its traditional core market of Europe, but also in emerging markets such as Africa, Asia and South America. As part of the Youth Olympic Games, handball is also an important means of attracting young people.

The IHF states that the added value brought by the Olympic Games to handball is as follows:

The Olympic Games represent a unique stage to showcase the sport and to develop it on a global scale. The 2012 London Olympic Games highlighted the increased popularity and attractiveness of handball in the host country based on the number of players, spectators and media coverage. The global coverage of the Olympic Games provides excellent opportunities to reach new markets in terms of marketing, sport and development. The Olympic Games represent the sporting pinnacle for handball players, coaches and officials alike. Lastly, all major IHF development programmes benefit from handball being on the Olympic programme.



HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the IHF: 1928

OLYMPIC GAMES

Year of introduction to the Olympic Games programme:




	
1972*	1976

* Field handball was included for the first and only time in 1936

Number of times on the programme of the Olympic Games:

	
12	10

WORLD CHAMPIONSHIPS

	SENIOR		JUNIOR
			
YEAR OF FIRST WORLD CHAMPIONSHIPS	1938	1957	1977
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	22	20	18
FREQUENCY	Every two years		Every two years

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	3	2009
UNIVERSIADE	0	-
COMMONWEALTH GAMES	0	-
ALL-AFRICA GAMES	7	2011
ASIAN GAMES	8	2010
PAN AMERICAN GAMES	7	2011
MEDITERRANEAN GAMES	10	2005

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

The IHF has 181 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	47	49	50
AMERICA	18	26	35
ASIA	32	37	40
EUROPE	45	48	50
OCEANIA	5	5	6
TOTAL	147	165	181

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of IHF-affiliated national federations that organised national championships in 2010 and 2011:

	2010		2011	
AFRICA	44	44	44	44
AMERICA	22	22	18	20
ASIA	20	20	11	11
EUROPE	42	44	41	43
OCEANIA	2	2	2	2
TOTAL	130	132	116	120

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
2008	12	8	8	8	2*	8	16	16	2	2
2012	12	10	8	8	8	6	16	16	2	2

* Following CAS decision

Number of national federations that took part in the last two IHF World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	3	4	3	3	3	5	14	11	1	1
LAST	3	3	3	4	3	4	14	12	1	1

Number of national federations that took part in the last two IHF Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	44	44	22	18	20	11	42	41	2	2
LAST	44	44	22	20	20	11	44	43	2	2



Number of national federations that took part in the last two IHF Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	4	3	3	4	4	5	13	11	0	1
LAST	4	3	5	3	3	4	12	14	0	0

GLOBAL SPREAD OF EXCELLENCE

Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	♂		♀		2008	2012
	2008	2012	2008	2012		
AFRICA	0	0	0	0	0%	0%
AMERICA	0	0	0	0	0%	0%
ASIA	0	0	1	0	17%	0%
EUROPE	3	3	2	3	83%	100%
OCEANIA	0	0	0	0	0%	0%
TOTAL	3	3	3	3	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

	♂		♀	
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	0	0	0	0
ASIA	0	0	0	0
EUROPE	3	3	3	3
OCEANIA	0	0	0	0
NUMBER OF MEDALS AWARDED	3	3	3	3
NUMBER OF COUNTRIES THAT WON MEDALS	3	3	3	3
NUMBER OF CONTINENTS THAT WON MEDALS	1	1	1	1

POPULARITY

APPEAL OF THE SPORT

The IHF states that the following steps have been taken to increase the appeal of handball, in particular for young people:

Projects like *Handball@school*, *IHF Trophies* (for U21 players) and cooperation with the organisers of the street handball project target young people. The introduction of the Youth World Championships for U19 (male) in 2005 and U18 (female) in 2006 can also be considered significant steps taken by the IHF to appeal to young people. Programmes like *OISol* courses and *Global Coaching Clinics* also target young people. The implementation of new media tools such as event-based Facebook pages, a website relaunch and the event-related smartphone and tablet app for top events are also designed to increase the appeal of handball to young people. The 2011 Men's World Championships App, including results and videos, was the top downloaded sports app in Europe and among the top 10 overall downloads in January



2011. The IHF also developed a computer game for fans, who can also use the technology for training purposes. Lastly, progress was made with changes to the rules and in-depth analyses in cooperation with TV producers to make handball more attractive and to capture the general public's interest.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:

	2008	2012
TICKETS AVAILABLE	231,338	284,442
TICKETS SOLD	227,956	282,930
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	3.6%	3.6%

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST	PREVIOUS	LAST
TICKETS AVAILABLE	439,000	508,000	160,000	150,000
TICKETS SOLD	407,000	432,000	105,000	117,000
PERCENTAGE OF TICKETS SOLD	93%	85%	66%	78%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	1,568	1,171
	217	439

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 265 million

Total maximum television audience during the London 2012 Olympic Games: 49.5 million

The average minute of coverage was watched by: 14.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 1,229



DIGITAL MEDIA

Internet

Number of visits to the official IHF website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	2,500	5,300
AVERAGE DAILY NUMBER OF PAGES VIEWED	16,400	30,500

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	884,413	21,404,695

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	139,875

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	173,749

Social media

The IHF does not have a Facebook page or a Twitter account.

Other social media activity

The social media strategy of the IHF is based on event-related Facebook pages in cooperation with the organisers. The launch of the Facebook page for the 2011 Men's World Championship was a huge success. The launch of the Facebook page and Twitter account for the 2013 Men's World Championship in Spain was also an overwhelming success. The strategy of not having a constant Facebook page was discussed by a number of bodies and sections. A decision was made not to launch a Facebook page, in order for users to maintain their focus on major IHF events. The IHF and its TV partner have also been providing free smartphone and tablet apps since the 2011 Men's World Championship.

GOVERNANCE

CODE OF ETHICS

The IHF states that it has a Code of Ethics in force and that it is aligned with the IOC Code of Ethics. Further details provided below:

The IHF Ethics Code was drawn up based on the IOC Code of Ethics. The IHF Code of Ethics includes the principles of transparency and responsibility. At the 2011 IHF Congress, the IHF statutes were amended and an Ethics Commission was founded.



INTERNAL DISPUTE-RESOLUTION MECHANISM

The IHF states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The IHF states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which the IHF has used the CAS:

	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES	x	
DOPING DISPUTES		x
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY	x	
DISCIPLINARY DISPUTES		x
DISPUTES BETWEEN IF BODIES		x
MEMBERSHIP DISPUTES		x
DISPUTES OF A PROPRIETARY NATURE		x
CONTRACTUAL DISPUTES		x
CORRUPTION DISPUTES		x
ETHICAL DISPUTES		x
ELECTION DISPUTES		x

Number of CAS cases in which the IHF was involved:

2009	2010	2011
0	0	0

BOARD MEMBERS AND GENDER EQUITY

The IHF Board currently has 16 members. The gender breakdown of the members is presented below:

			% OF
2008	17	1	5%
2012	15	1	6%

COMPETITION FIXING

The IHF states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

Rules and procedures

After cases of match fixing were discovered some years ago at continental level in Asia (national teams) and Europe (club level), the IHF supervised those cases in close cooperation with their continental confederations. The regulations and statutes were revised in consequence and the IHF now supervises all events that serve as direct qualification for IHF events. The IHF supervisor has special rights in the event that a qualification is not played under the motto of fair play.



ATHLETES

BEST ATHLETES

The IHF states that the best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The IHF states that it has an Athletes' Commission whose members are elected by their peers.

Governing bodies

The IHF states that the athletes are not represented on the Executive Board, commissions or technical bodies. However, a motion is due to be presented to the IHF Congress in 2013 for the chairman of the Athletes' Commission to be on the IHF Council.

HEALTH

Medical Commission

The IHF states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The IHF states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

The Medical Commission has published information for all coaches and players on the importance of monitoring their health. The focus is on cardiological issues, and players are encouraged to go for health checks at regular intervals.

Blood testing started at the 2013 Men's World Championship in Spain. These blood testing measures are part of the Athlete's Biological Passport (ABP).

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE IHF	% CONDUCTED BY THE IHF
2006	0	0	-
2007	0	0	-
2010	56	26	46%
2011	62	53	85%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	28
2010	0
2011	0

The IHF states that it has not introduced the athlete biological passport but that it plans to introduce it in the future.



PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The IHF states that it has programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. A short description is presented below:

An IHF programme has recently been started to encourage and support former national team players wishing to take up positions in handball, either as coaches, referees or officials. This programme is in line with the philosophy of *Global Coaching Clinics*, which include a large number of former players who have started their coaching career.

ENTOURAGE

The IHF states that it has an Entourage Commission or entourage-related initiatives, and that it monitors the athletes' entourage. The IHF also has a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The IHF states that it has a multi-year strategic planning process in place.

Financial distribution system

The IHF states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The IHF states that the following are the IF's key strategic priorities:

- › The IHF's long-term strategy aims at establishing handball worldwide, with a clear focus on nations such as the USA, China, India and Great Britain.
- › The goal is also to make handball progress in less-developed countries. A four-year programme for emerging nations in Europe was created in order to close the gap. India and the USA also benefit from this programme.
- › The strategy includes other development projects, such as the *Olympic Solidarity Programme*, *IHF Trophies*, *Handball@school*, *Global Coaching Clinics* and the *Global Referee Training Programme*.
- › The objective is to make handball more attractive for TV spectators, players and the media, by increasing marketing and TV revenues with new marketing tools such as specific sponsor contracts, further development and professionalised media tools.

DEVELOPMENT OF THE SPORT

Main development programmes

The IHF states that it runs development programmes, including the following:

- › The *IHF Trophy* involves organising international competitions on five continents for national federations that do not usually have the chance to compete internationally, because of the development level of handball in their country. Top teams advance to an intercontinental phase to meet similar teams from different continents. The IHF covers travel and organisation costs, while referee and coaching courses are organised in parallel to increase the overall level of handball.



- › *Handball@school* is a new programme to promote handball in schools and to train physical education teachers to become handball coaches.
- › The *Development Aid Project* is a project targeting all emerging nations, which provides handball materials and balls to bring about better conditions for the development of handball.

Youth development programmes

The IHF states that it runs youth development programmes, including the following:

- › Projects like *Handball@school* and *IHF Trophies*, and cooperation with the organisers of the street handball project target young people, as does the introduction of Youth World Championships for U19 (male) in 2005 and U18 (female) in 2006.
- › Programmes like Olympic Solidarity courses and Global Coaching Clinics also target young people, as these programmes develop structures such as school and youth club teams at grassroots level.

Women and Sport Commission or initiatives

The IHF states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › In December 2011, in São Paulo, the IHF organised the first women’s conference where members of the national federations participating in the World Championship were invited to exchange opinions and present ideas for the future development of women’s handball, in order to close the gap between the men’s and women’s competitions. The IHF has also launched a project to have more female referees, officials and coaches, in collaboration with the European Handball Federation (EHF).

Sport for All Commission or initiatives

The IHF states that it does not have a Sport for All Commission or Sport for All initiatives.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	<ul style="list-style-type: none"> › The IHF has produced a bid and event manual (of over 200 pages) for bidding nations and hosts of IHF events. This manual includes all venue standards referring to security, facilities, equipment and infrastructure › The IHF carries out site inspections before events and provides assistance for bidding nations and hosts in terms of venue planning, e.g. TV and spectator security matters › The IHF is currently about to design a joint-friendly floor with high absorbency in cooperation with flooring partner Gerflor to reduce player injuries
SPORTS EQUIPMENT	<ul style="list-style-type: none"> › In close cooperation with ball partner Select, the IHF continually develops new balls which avoid problems with sweaty hands or glue on the floor
COMPETITION CLOTHING	<ul style="list-style-type: none"> › The IHF, in cooperation with equipment partner adidas, co-develops handball shoes to avoid injuries and long-term physical strain

ENVIRONMENT

The IHF states that it does not have policies or guidelines on the environment.



Evaluation criteria

The IHF states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit. However, the IHF encourages event organisers to host events in sustainable and eco-friendly arenas and to recycle. A small step taken by the IHF is to reduce paper and ink during competitions by publishing statistics and bulletins only online.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The IHF states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The IHF states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The IHF states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

There are three appeal authorities at IHF events: the competition management, the Disciplinary Commission and the jury. These three authorities deal with all cases at IHF events. The competition management is responsible for minor disciplinary cases, the disciplinary commission for major cases. All parties involved have the right to appeal against a ruling. Outside IHF competitions, the Arbitration Commission is the first stage of appeal, while the Arbitration Tribunal is the second stage.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The IHF has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › The role of delegates at the table has changed. They may intervene during the matches and even substitute the referees in case of any suspicion › The rules have been modified to curtail the referees' freedom of action
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › The introduction of the <i>Global Referee Training Programme</i> (see below) has made the referee system more coherent
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › The IHF launched the <i>Global Referee Training Programme</i> to ensure consistent training of potential future IHF referees, as IHF referee experts teach and guide referees in the programme › Special focus is placed on fitness, personality, character and mental preparation
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › Matches at IHF events are evaluated by members of the Playing Rules and Referees Commission with the help of special software. Video sequences are prepared to evaluate referee performance as part of individual talks or meetings with all referees › IHF experts assess the performance of IHF referees once per year
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › The IHF Playing Rules and Referees Commission publishes the IHF list of referees who are allocated to three subcategories: IHF elite, IHF talent and IHF others › This standardised approach ensures consistent treatment of all IHF referees regardless of nationality or background



FINANCE

TRANSPARENCY

The IHF states that it uses acknowledged accounting standards.

The IHF states that it does not publish the accounts on its website.

The IHF states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the IHF from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
ADIDAS	x	x	x	x	x
GERFLOR	x		x	x	
SELECT	x	x		x	x
UFA	x			x	x
INTERSPORT	x			x	x

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 10,000 for handball finals and 6,000 for handball preliminaries.

The sport can take place in either an exhibition/convention centre hall or an indoor arena.

Venue for handball finals can be shared with basketball preliminaries while the venue for handball preliminaries can be shared with rhythmic gymnastics, taekwondo and modern pentathlon fencing.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: Medium

Level of technology complexity at Olympic venues: Medium

Television production costs

Television production for handball cost EUR 112,885 per day of competition at the London 2012 Olympic Games. There were 137.4 hours of production in total, with an average cost/hour of EUR 13,145.

IJF

International Judo Federation

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OVERVIEW



EVENTS

Events at the London 2012 Olympic Games: 14

	
7	7



Number of IJF competition days during the 16-day London Olympic Games schedule: 7

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	0	0	0	0	0	0	0	0	4	0	6	6	8	8	7	7	7	7	7	7	7
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	7	7	7	7	7
TOTAL	0	0	0	0	0	0	0	0	4	0	6	6	8	8	7	14	14	14	14	14	14

QUOTAS

Quotas at the London 2012 Olympic Games: 386*

	
221	145

* Overall quota includes the addition of 20 tripartite quota places that could have been granted to either gender

ADDED VALUE

The IJF states that the added value brought by judo to the Olympic Games is as follows:

Judo is a universal sport based on a set of principles that correspond to the Olympic values. Being part of the Olympic Games means transmitting judo’s message to the world, as mutual respect and fair play prevail at all times, thus giving a positive message to viewers. This makes judo an educational tool that is embraced by many countries, which use the sport in schools to educate future generations and increase social values.

Judo is a sport with stories behind the pure sporting performance of the athletes. The IJF World Judo Tour and World Championships are globally broadcasted events that build up heroes for a strong base of fans who follow them on their way to the Olympic Games. With an increasingly strong presence on TV over the four years leading up to the Olympic Games, the athletes’ stories reach a climax at the Olympic Games.

Judo is practised worldwide, which explains the high number of countries represented during Olympic competition. Thanks to specific IJF programmes and the exposure brought by the Olympic Games, judo has reached people and countries with a difficult political or economic situation, while changing the lives of athletes who aspire to become Olympic champions.

The IJF states that the added value brought by the Olympic Games to judo is as follows:

The Olympic Games represent the top event for judo, while also sending a message of peace, hope, friendship and respect to the world. Being part of this important event is an opportunity for judo to showcase its own values and principles, while reaching a significant number of people. The media attention given to the Olympic Games is beneficial for the sport and highlights the efforts made by the IJF to promote it. Through the Olympic Games judo reaches both future practitioners and spectators who could become judo fans. The Olympic Games are thus a unique platform to



attract youth into the sport, while giving an opportunity for judo athletes to exchange with athletes from other disciplines and share mutual experiences.

Furthermore, the financial benefits of being an Olympic sport are a positive and appreciated aspect, which support the further development of judo and the implementation of special programmes set up to reach a greater number of countries and people. The presence of judo on the Olympic programme also has an important impact on the development of the sport in the host country and contributes to raising awareness or simply reinforcing its position on the sporting map of the country concerned.



HISTORY AND TRADITION

ESTABLISHMENT



Year of establishment of the IJF: 1951

OLYMPIC GAMES





Year of introduction to the Olympic Games programme:

	
1964	1992

Number of times on the programme of the Olympic Games:

	
12	6

WORLD CHAMPIONSHIPS

	SENIOR		JUNIOR	
				
YEAR OF FIRST WORLD CHAMPIONSHIPS	1956	1980	1974	1989
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	28	18	19	19
FREQUENCY	Every year*		Every year*	

* Except years in which the Olympic Games are held



OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	9	2011
COMMONWEALTH GAMES	2	2002
ALL-AFRICA GAMES	11	2011
ASIAN GAMES	7	2010
PAN AMERICAN GAMES	12	2011
MEDITERRANEAN GAMES	11	2009

UNIVERSALITY





MEMBER NATIONAL FEDERATIONS

The IJF has 200 member national federations corresponding to NOCs:











	2005	2008	2012
AFRICA	45	48	49
AMERICA	42	42	43
ASIA	38	39	39
EUROPE	46	49	51
OCEANIA	18	17	18
TOTAL	189	195	200

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of IJF-affiliated national federations that organised national championships in 2010 and 2011:

	 2010	 2011	 2010	 2011
AFRICA	35	37	30	35
AMERICA	24	27	24	27
ASIA	33	32	28	28
EUROPE	47	43	47	43
OCEANIA	6	6	6	6
TOTAL	145	145	135	139

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
2008	32	20	N/A	N/A	32	25	49	39	9	5
2012	35	23	25	18	30	24	47	43	12	6



Number of national federations that took part in the last two IJF World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	15	6	16	11	25	17	39	27	8	4
LAST	25	16	20	10	25	19	42	38	10	5

Number of national federations that took part in the last two IJF Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	28	18	23	18	30	21	42	39	7	5
LAST	31	19	23	18	25	16	42	34	14	7

Number of national federations that took part in the last two IJF Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	9	6	10	9	16	8	39	33	2	2
LAST	13	6	6	6	11	10	30	23	2	1

GLOBAL SPREAD OF EXCELLENCE

Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	♂		♀		2008	2012
	2008	2012	2008	2012	2008	2012
AFRICA	2	0	1	0	5%	0%
AMERICA	2	3	4	4	20%	20%
ASIA	8	4	4	3	45%	29%
EUROPE	7	7	5	9	30%	51%
OCEANIA	0	0	0	0	0%	0%
TOTAL	19	14	14	16	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

	♂		♀	
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	1	0	0	0
AMERICA	2	2	3	2
ASIA	4	4	3	2
EUROPE	8	11	9	7
OCEANIA	0	0	0	0
NUMBER OF MEDALS AWARDED	32	32	32	32
NUMBER OF COUNTRIES THAT WON MEDALS	15	17	15	11
NUMBER OF CONTINENTS THAT WON MEDALS	4	3	3	3



POPULARITY

APPEAL OF THE SPORT

The IJF states that the following steps have been taken to increase the appeal of judo, in particular for young people:

The IJF has expanded its international globally televised circuit with yearly events such as the World Championship Senior, World Masters, four Grand Slam events, 10 Grand Prix events and 14 World Cups. These events build up judo's role models and heroes, around whom the IJF creates special media productions, including 26-minute post-event highlights for TV and new media platforms. The IJF provides free live internet coverage on Judo TV and organises one Junior and one Cadet World Championship yearly (with the exception of Olympic Games years). The IJF also organises special promotional events (World Judo Day, clinics), while also working on simplifying the refereeing rules so that judo can be easily understood by the public. In collaboration with member national federations, *Judo for Children* programmes have been developed to introduce judo to young people with age-group-specific methods (activities, manuals, media).

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:

	2008	2012
TICKETS AVAILABLE	66,432	99,235
TICKETS SOLD	65,955	97,897
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	1.0%	1.2%

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST
TICKETS AVAILABLE	26,790	81,744
TICKETS SOLD	19,512	71,835
PERCENTAGE OF TICKETS SOLD	73%	88%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	250	338

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 443 million

Total maximum television audience during the London 2012 Olympic Games: 64.5 million

The average minute of coverage was watched by: 18 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 1,928



DIGITAL MEDIA

Internet

Number of visits to the official IJF website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	4,093	13,954
AVERAGE DAILY NUMBER OF PAGES VIEWED	18,584	53,595

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	475,181	25,497,332

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	145,697

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	261,803

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	248,410
NUMBER OF TWITTER FOLLOWERS	7,592

Other social media activity

In 2012, the IJF launched its YouTube page, on which it provides all main events live, as well as a collection of highlights from previous events. At the same time the IJF posts special content that is appealing to the judo fan base (interviews with best athletes, trailers, etc.) and links to its Facebook page. This special content is also used to promote national federations' online content.

GOVERNANCE

CODE OF ETHICS

The IJF states that it has a Code of Ethics in force and that it is aligned with the IOC Code of Ethics. Further details provided below:

In accordance with the major principles that constitute the basis of judo, the IJF has established a Code of Ethics that applies to everyone involved in the sport. This Code of Ethics reflects the major principles of the IOC Code of Ethics, which serves as a reference that must also be respected. Therefore, the IJF, its members, the athletes and everyone involved in organising an IJF event are required to apply these educational values and this code of behaviour as well



as to ensure compliance with the IJF Code of Ethics and its specific sections for competitors, coaches, delegations, referees and officials. The IJF Code of Ethics also contains the detailed procedures of the Disciplinary Code and takes into account IOC recommendations with regard to match fixing.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The IJF states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The IJF states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which the IJF has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES		x
DOPING DISPUTES	x	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY	x	
DISCIPLINARY DISPUTES		x
DISPUTES BETWEEN IF BODIES		x
MEMBERSHIP DISPUTES		x
DISPUTES OF A PROPRIETARY NATURE		x
CONTRACTUAL DISPUTES		x
CORRUPTION DISPUTES		x
ETHICAL DISPUTES		x
ELECTION DISPUTES		x

Number of CAS cases in which the IJF was involved:

2009	2010	2011
0	1	1

BOARD MEMBERS AND GENDER EQUITY

The IJF Board currently has 21 members. The gender breakdown of the members is presented below:

			% OF 
2008	19	1	5%
2012	21	0	0%

COMPETITION FIXING

The IJF states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

During official IJF competitions, three members appointed by the Education Commission, the Refereeing Commission and the Sports Commission follow all fights and present a report to the Secretary General in the event of anomalies. This measure was first established for the 2012 London Olympic Games.



ATHLETES

BEST ATHLETES

The IJF states that the best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The IJF states that it has an Athletes' Commission whose members are both appointed by the Federation and elected by their peers.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD		
COMMISSIONS	x	x
TECHNICAL BODIES		

HEALTH

Medical Commission

The IJF states that it has a Medical Commission but that there is no Medical Commission representative on the Executive Board.

Health, safety and security monitoring

The IJF states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

In the IJF Sports Organisation Rules there is a comprehensive section that constitutes the IJF Medical Handbook. This manual lists all the health, safety and security precautions that are required to be in place during all IJF events in order to guarantee a prompt response and to protect athletes during competition. At the same time, the IJF Medical Commission is always represented at events to ensure that all medical rules are followed, that materials are provided and to keep detailed statistics on injuries.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE IJF	% CONDUCTED BY THE IJF
2006	110	0	0%
2007	110	0	0%
2010	185	0	0%
2011	190	5	2%



Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	45
2010	1
2011	2

The IJF states that it has not introduced the athlete biological passport and that it does not plan to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The IJF states that it has programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. A short description is presented below:

The IJF provides scholarships for student-athletes to assist with preparation for and participation in competitions with a view to qualifying for the Olympic Games. In the future some of the athletes placed in IJF training centres will be included in special education programmes to become IJF coaches.

ENTOURAGE

The IJF states that it does not have an Entourage Commission or entourage-related initiatives. However, the IJF monitors the athletes' entourage and has a sanction system in place for athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The IJF states that it has a multi-year strategic planning process in place.

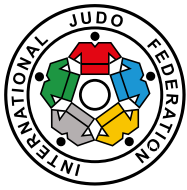
Financial distribution system

The IJF states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The IJF states that the following are the IF's key strategic priorities:

- › To develop the worldwide TV distribution of events
- › To increase marketing dividends
- › To conclude partnerships with global sponsors
- › To develop solidarity programmes for national federations (with follow-up by IJF) and equipment donations
- › To promote the building of infrastructure
- › To develop programmes with training and knowledge exchange
- › To organise International Training Centres and Camps
- › To develop the International Competition Circuit
- › To reinforce new media activities and press presence



- › To develop extranet and management systems for national federations
- › To improve the general appeal of judo, competition presentation and sports rules
- › To improve the refereeing system
- › To develop Judo for All projects

DEVELOPMENT OF THE SPORT

Main development programmes

The IJF states that it runs development programmes, including the following:

- › Financially, half of the Olympic dividends go to the continental unions. The IJF also gives marketing dividends to its member national federations and provides prize money for athletes. Moreover, the IJF supports participation at major events by providing equipment, tatami, judogi, dojo constructions, etc.
- › From an educational perspective, the IJF supports International Training Centres on all continents and sends experts to hold seminars worldwide for coaches, athletes, referees, IT technicians and national federation officials. Moreover, the IJF creates and distributes tools to national federations, in order to develop judo in schools and in underdeveloped areas.
- › The IJF is also responsible for the promotion of judo. As of now, the main judo events are globally televised. Promotion galas, demonstrations and a *World Judo Day* are also frequently organised. The IJF is also present at various sports conferences and exhibitions.

Youth development programmes

The IJF states that it runs youth development programmes, including the following:

- › The IJF has set up a Children's Commission whose main aim is to offer a structured and worldwide judo programme for children during and after school hours. The target is to make judo accessible and available to every child in the world in the age range of six to 12, to bring the social and educational values of judo to young people.
- › The IJF also organises Cadets and Juniors World Championships annually (except in Olympic Games years), the Cadets World Championship being a qualifying event for the Youth Olympic Games.

Women and Sport Commission or initiatives

The IJF states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › The IJF has Women and Sport initiatives in several fields of activity. It organises a special refereeing seminar for women and allocates a special quota to women in the continental and international IJF refereeing licence examinations. For all its development activities, the IJF involves women in the organisation process. During development activities carried out on various occasions (in addition to judo clinics for young people, where children are introduced to judo), the IJF also intends to organise clinics to introduce women to judo, emphasising the self-defence values of the sport. The IJF intends to hold an annual "Women and Judo" event, involving coaches, athletes, referees and other women active in judo, with various seminars and activities on gender equity to exchange ideas and best practices.

Sport for All Commission or initiatives

The IJF states that it has a Sport for All Commission or Sport for All initiatives, including the following:

- › Judo was created as an educational tool. In clubs the first aim is to develop Judo for All, with programmes adapted to specific needs such as leisure, health, competition and/or self-defence. Judo teachers are thus educated to satisfy the needs of all practitioners, regardless of their age, gender, social class or special needs. Their goal is to identify their practitioners' skills and orient them accordingly (competitor, referee, coach, official or volunteer). The IJF also provides resources for educating teachers (education seminars and publications) and conducting education programmes (donations). Lastly, the IJF *Judo for Family* are family events that take place during holiday periods, where each member is given a specific judo activity or competition based on their skill level. These events offer the possibility of socialising within the judo community.



TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

<p>VENUES (SAFETY AND PERFORMANCE)</p>	<ul style="list-style-type: none"> › The IJF has greatly improved the general look and quality of its competition venues. The field of play and safety area have been increased in size in order to consolidate the safety of athletes (five metres safety area at the London Olympic Games) › The IJF has also created regulations for content displayed on the LED screens around the field of play. These regulate the use of colourful animations with high movement rates, in order not to distract the athletes › At all venues, the IJF always pays considerable attention to the flow of athletes (entrance, lockers, warm-up area, field of play activity, mixed zone) and ensures that it is simple and clear for all
<p>SPORTS EQUIPMENT</p>	<ul style="list-style-type: none"> › Academic research has been conducted on mat safety, taking into account both impact and practice (movement) › Two approved official laboratories check the tatami, taking into account the requirements put forward by the study, and mark them with an IJF quality label › Only the marked tatami are authorised for use because they guarantee proper shock absorption and protection of the joints
<p>COMPETITION CLOTHING</p>	<ul style="list-style-type: none"> › The Judogi (jacket, trouser and belt) is the equipment that allows your opponent to practise judo. Judo is certainly one of the only sports where one’s clothing serves as a tool for one’s opponent. Because of this, it is very important that both competitors have the same standard of equipment › The IJF has thus created standards which are checked and approved by laboratories. › Once checked, the Judogi are granted a unique IJF label. This label is provided to manufacturers and must be checked under UV light to ensure authenticity › During IJF events, Judogi are checked before each match and must be approved by the IJF

ENVIRONMENT

The IJF states that it does not have environmental policies or guidelines.

Evaluation criteria

The IJF states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit. However, it states that the setting up of environmental policies is an important subject for the next Olympic cycle.



TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The IJF states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The IJF states that it has a sanction system for technical officials and referees.

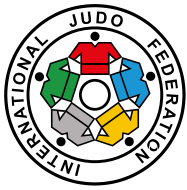
JURY OF APPEAL

The IJF states that it does not have a jury of appeal. However, during a bout, when the referees make an incorrect decision, the members of the Refereeing Commission check and if necessary amend calls.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The IJF has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › Judging does have an impact on judo. However, with the implementation of the video replay, the jury can amend decisions to ensure fairness › The IJF has an automatic self-correction system, which allows for all points awarded by referees to be double-checked without athlete or coach intervention › The IJF jury has an open-door policy for anyone to see video replays or to request an explanation
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › Following the London Olympic Games the IJF put in place a new refereeing system on a trial basis. A final decision regarding whether this system will be maintained will be taken after the Rio World Championships in September 2013 › Only one (1) referee is present on the mat. He/she will be assisted from the video check table by two (2) referees or one (1) referee and one (1) member of the Refereeing Commission, with a video replay system - CARE. They are connected through headphones, with a view to possibly modifying the decisions following the rule of three (3). A rotation system is implemented for the referees. The IJF Jury intervenes only if necessary
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › The training and selection of judges takes place in a timely process and covers many major international competitions. The IJF also conducts yearly refereeing seminars around the globe › For selection, the IJF takes into account a complex set of elements such as quality and the principles of universality. The IJF also uses a random draw system during the preliminaries, semi-finals and finals
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › Evaluation of referees starts at continental level › The opportunity is then given to advance to more important events, where the evaluation process continues as a progressive selection for Grand Prix, Grand Slams, Masters and World Championships and finally the Olympic Games › During IJF events judges are ranked and given grades by the Refereeing Commission
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › Certification starts in each country with a national licence, and is then followed by a continental licence and finally by the international licence (minimum level to referee in the Olympic Games) › The following minimal requirements are applied: a continental referee must be at least 25 years old, have a second dan black belt and seven years' experience. An international referee must be between the ages of 29 and 55 years old, have a third dan black belt, have 15 years' experience and must be able to communicate in one of the IJF's official languages (English, French, Spanish)



FINANCE

TRANSPARENCY

The IJF states that it uses acknowledged accounting standards.

The IJF states that it does not publish the accounts on its website.

The IJF states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the IJF from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
GAZPROM	x				
OTP BANK	x		x	x	
DALKIA	x				
VTB BANK	x				
ROSNEFT	x				

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 8,000.

The sport can take place in either an exhibition/convention centre hall or an indoor arena.

Venue can be shared with other indoor sports/disciplines such as rhythmic gymnastics, taekwondo or wrestling.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: Medium

Level of technology complexity at Olympic venues: Medium

Television production costs

Television production for judo cost EUR 169,700 per day of competition at the London 2012 Olympic Games. There were 72.1 hours of production in total, with an average cost/hour of EUR 16,476.

IRB

International Rugby Board

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OVERVIEW

ADDED VALUE

The IRB states that the added value brought by rugby sevens to the Olympic Games is as follows:

Rugby sevens will add value to the Olympic Games by promoting sport, the Olympic Movement and its values throughout the four-year Olympiad. The game of rugby sevens is easily understood and tournaments carry a special festival atmosphere, appealing to new and existing audiences in the stadium and worldwide. The exciting combination of skills, teamwork and speed blend with the short duration of matches to produce a highly competitive format. Upsets do occur and countries yet to medal at the Olympic Games have already been crowned rugby sevens champions. Often played out in front of full stadiums, rugby sevens is contested at the Commonwealth, Asian, Pan American, Pacific, World and Universiade Games. Moreover, the IRB guarantees that the top players will compete. Cementing its broad commercial appeal to sponsors, rugby sevens is now televised in over 150 countries to 850 million people, while the women's game is experiencing unprecedented global growth and interest. Rugby's core values of integrity, respect, solidarity, passion and discipline are aligned with traditional sporting and Olympic values and can play a role in helping the Olympic Games to continue its growth and attract new followers.

The IRB states that the added value brought by the Olympic Games to rugby sevens is as follows:

Fundamentally, current and aspiring rugby sevens athletes now have an opportunity to realise a dream of competing for a place at the Olympic Games, the pinnacle of rugby sevens competition. The Olympic effect of inclusion has already had a profound impact on the profile and development of global rugby, sparking a surge of interest. The IRB's rugby sevens plan 2011-2020 puts in place structures to facilitate this growth and help stakeholders realise rugby sevens' potential. The Olympic Games will position the sport to a global audience, promoting rugby as an exciting, entertaining game that encapsulates strong values. Olympic inclusion is driving rugby participation worldwide amongst boys and girls, men and women. Closer collaboration between IRB members and National Olympic Committees (NOCs) has already been experienced in the Netherlands and the USA, for example. Olympic inclusion has also been a gateway for government funding and support for rugby in a number of countries and key markets including Brazil, Russia, China and Africa. The IRB will work in partnership with the Olympic Movement to ensure that rugby and sport is accessible to all, and provide the tools to promote healthy living, build social skills and instil values that benefit all.

HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the IRB: 1886

WORLD CHAMPIONSHIPS

	SENIOR	
		
YEAR OF FIRST WORLD CHAMPIONSHIPS	1993	2009
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	5	1
FREQUENCY	Every four years	

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	3	2009
UNIVERSIADE	0	-
COMMONWEALTH GAMES	4	2010
ALL-AFRICA GAMES	0	-
ASIAN GAMES	4	2010
PAN AMERICAN GAMES	1	2011
MEDITERRANEAN GAMES	0	-

UNIVERSALITY



MEMBER NATIONAL FEDERATIONS

The IRB has 114 member national federations corresponding to NOCs:











	2005	2008	2012
AFRICA	23	23	23
AMERICA	21	21	21
ASIA	19	26	21
EUROPE	36	37	38
OCEANIA	11	11	11
TOTAL	110	118	114

ACTIVE MEMBER NATIONAL FEDERATIONS











Number of IRB-affiliated national federations that organised national championships in 2010 and 2011:

				
	2010	2011	2010	2011
AFRICA	11	16	3	12
AMERICA	15	17	8	9
ASIA	22	23	18	18
EUROPE	16	18	28	30
OCEANIA	12	12	5	7
TOTAL	76	86	62	76











Number of national federations that took part in the last two IRB World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	3	0	4	0	4	0	8	0	5	0
LAST	4	2	4	3	3	3	8	6	5	2

Number of national federations that took part in the last two IRB Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	12	8	19	18	13	12	36	33	10	0
LAST	12	12	19	14	17	16	36	34	8	8



Number of national federations that took part in the last two IRB Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	2	0	4	0	1	0	8	0	5	0
LAST	2	0	4	0	1	0	8	0	5	0

GLOBAL SPREAD OF EXCELLENCE

World Championships

Number of countries that won medals at the last two World Championships:

				
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	1	0	0
AMERICA	0	1	0	0
ASIA	0	0	0	1
EUROPE	2	2	0	1
OCEANIA	2	0	0	2
NUMBER OF MEDALS AWARDED	4	4	0	4
NUMBER OF COUNTRIES THAT WON MEDALS	4	4	0	4
NUMBER OF CONTINENTS THAT WON MEDALS	2	3	0	3

POPULARITY

APPEAL OF THE SPORT

The IRB states that the following steps have been taken to increase the appeal of rugby, in particular for young people:

The IRB strategic goals contain key performance indicators which collectively contribute to increasing the appeal of rugby in line with the IRB's vision of rugby being a Sport for All, true to its values and its mission to grow the global rugby family. Specific steps taken with regard to increasing youth appeal include participation in the 2014 Youth Olympic Games, the development of rugby mass-participation programmes for youth, and the revamping of Junior tournaments with promotion/relegation and wider broadcast coverage. Other steps taken to increase youth appeal are the development of new regional age-grade tournaments, the reinforcement of social media activity and campaigns, the use of player ambassadors for education programmes such as *Keep Rugby Clean*, the promulgation of IRB leisure laws (touch, tag and beach rugby) and the constant review and innovative evolution of sports presentation to enhance spectator experience.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST
TICKETS AVAILABLE	114,000	120,000
TICKETS SOLD	114,000	77,000
PERCENTAGE OF TICKETS SOLD	100%	64%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	198	250

DIGITAL MEDIA

Internet

Number of visits to the official IRB website:

	FIRST HALF OF 2012
AVERAGE DAILY NUMBER OF UNIQUE VISITS	10,204
AVERAGE DAILY NUMBER OF PAGES VIEWED	28,551

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	1,710,000
NUMBER OF TWITTER FOLLOWERS	124,714

GOVERNANCE

CODE OF ETHICS

The IRB states that it operates under a Code of Ethics which is aligned with the IOC Code of Ethics. Further details provided below:

The principles and rules of the IOC Code of Ethics are broadly reflected in the IRB Charter and the IRB Regulations, in particular IRB Regulation 20 (IRB Code of Conduct) and the IRB Bye-Laws. Together, these documents frame how rugby is played, officiated and administered. All these texts encapsulate and fully apply the concepts of the IOC Code of Ethics to rugby.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The IRB states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The IRB states that it does not use the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation. However, the IRB uses the CAS as the ultimate forum in all anti-doping matters and fully respects the jurisdiction of the CAS in relation to all matters pertaining to the Olympic Games. For other matters, the IRB has its own independent dispute-resolution procedure.

Types of dispute for which the IRB has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES		X
DOPING DISPUTES	X	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY		X
DISCIPLINARY DISPUTES		X
DISPUTES BETWEEN IF BODIES		X
MEMBERSHIP DISPUTES		X
DISPUTES OF A PROPRIETARY NATURE		X
CONTRACTUAL DISPUTES		X
CORRUPTION DISPUTES		X
ETHICAL DISPUTES		X
ELECTION DISPUTES		X

Number of CAS cases in which the IRB was involved:

2009	2010	2011
1	0	0

BOARD MEMBERS AND GENDER EQUITY

The IRB Board currently has 27 members. The gender breakdown of the members is presented below:

			% OF 
2008	28	0	0%
2012	27	0	0%

COMPETITION FIXING

The IRB states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

The rules and procedures to fight against competition fixing are included in IRB Regulation 6 (Wagering) and Regulation 20 (Code of Conduct). Moreover, a comprehensive review and updating of Regulation 6 has taken place to reflect the changing landscape of sports integrity and the fight against match fixing and illegal gambling. The IRB has also launched its anti-corruption awareness and education programme, *Keep Rugby Onside*.

ATHLETES

BEST ATHLETES

The IRB states that the best athletes will participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The IRB states that while it does not have an Athletes' Commission, the establishment of an Athletes' Commission is under consideration by the IRB Council following feedback from IRB Members and stakeholders. The IRB states that it continually looks to engage with athletes from around the world and at the different participation levels of the game to ensure their voice is heard and opinions are reflected when developing policies and programmes that will affect them. The IRB Rugby Committee includes former rugby fifteen-a-side and rugby sevens players. One of the IRB Council Members, former rugby sevens player and captain of the Rugby World Cup 2007 bronze finalist team, Argentina, is the designated Council Member for Athlete Matters. In 2007, the IRB and the International Rugby Players' Association (IRPA) signed an MoU to ensure greater dialogue on matters of importance to professional players. Within the framework of the MoU, the IRB works closely with the IRPA and provides annual funding to support the IRPA's work. In addition, the IRB consults with players when developing policies or strategies and plays an active role with the International Olympic Committee's Athletes' Commission to share information and experiences with other International Federations and athletes.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD		
COMMISSIONS	x	x
TECHNICAL BODIES	x	x

HEALTH

Medical Commission

The IRB states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The IRB states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

The IRB's interactive Player Welfare website aims to educate and inform the global rugby family on the best medical practices and player welfare policies and research. Available in four languages, the site features the latest player welfare information and research including user-friendly information on injury prevention, surveillance, global research, approved apparel and equipment, player welfare policies, as well as IRB Guidelines and expert papers. The user-friendly format provides a valuable resource for players, administrators and physicians, as well as the general public. The website also includes information on the IRB's Anti-Doping Regulations and the published policies of the specialist working groups established following the inaugural IRB medical conference in November 2009.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE IRB	% CONDUCTED BY THE IRB
2006	941	484	51%
2007	1,278	798	62%
2010	5,618	845	15%
2011	5,553	1,127	20%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	5
2010	5
2011	8

The IRB states that it has not introduced the athlete biological passport and that it does not plan to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The IRB states that it has programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. A short description is presented below:

The IRB, through its support for the International Rugby Players' Association (IRPA), helps fund the IRPA's work in developing programmes and resources aimed at assisting rugby players with studies, development of life skills and post-athletic career transition. In addition, the IRB Administrators' Academy is the educational division of the IRB. It was established in 2007 by the World Academy of Sport and IF Education. Its aim is to deliver "best practice" academic programmes in order to ensure that IRB athletes, administrators and event organisers from across the globe have access to the highest quality education.

ENTOURAGE

The IRB states that it has an Entourage Commission or entourage-related initiatives, and that it monitors the athletes' entourage. The IRB also has a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

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

Financial distribution system

The IRB states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The IRB states that the following are the IF's key strategic priorities:

- › The 2010-2020 strategic plan states the IRB's vision for rugby as a Sport for All, true to its values and to the IRB's mission to grow the global rugby family. Underpinned by the values that bind rugby together (integrity, passion, solidarity, discipline and respect) seven strategic priorities are identified:
 - To protect and promote rugby, its values, spirit and ethos
 - To increase global participation
 - To drive player welfare best practice
 - To maximise the value of all RWC/IRB properties
 - To increase the sustainability and competitiveness of international rugby
 - To optimise Olympic participation
 - To provide strong and effective leadership

DEVELOPMENT OF THE SPORT

Main development programmes

The IRB states that it runs development programmes, including the following:

- › *Get Into Rugby* is a global programme providing resources to encourage players of all ages to "try, play and stay in rugby". It aims to attract one million new players and 15,000 new coaches and referees by 2016. *Get Into Rugby* promotes the game's values and ensures that children are encouraged to try rugby in a safe and progressive environment.
- › The *Union Development Programme* is a programme that involves running regional planning and development workshops to strengthen the organisational, governance and financial management structures of unions (national governing bodies).
- › The IRB has also developed a wide range of training resources and courses to serve the needs of athletes, coaches, match officials, administrators, medical staff, educators and trainers globally. These are available as face-to-face and on-line courses (see www.irbpassport.com).

Youth development programmes

The IRB states that it runs youth development programmes, including the following:

- › The three phases of the IRB *Get Into Rugby* global mass participation programme are delivered by IRB/Union-educated coaches, teachers or development officers. The primary focus is to introduce children to the principles of the game and allow them to experience rugby with a coach or teacher, using the resources and materials provided by the IRB.
- › For key IRB age grade tournaments (Junior World Championship and Junior World Rugby Trophy), a host Union is required to provide a comprehensive legacy programme run alongside matches to encourage participation and interest in rugby across the world. Complementing high-level competition, tournament legacy programmes provide education, experience and cultural diversity to the next generation of international rugby stars.

Women and Sport Commission or initiatives

The IRB states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › Since the IRB women’s rugby plan was launched in 2006, the IRB has taken steps to increase female representation at all levels of the game, most recently through the IRB women’s rugby plan 2011-2016. To date, women and girls are playing rugby in over 110 countries across all continents. Moreover, there are one million female players worldwide. The first IRB women’s development manager was appointed, and the first woman representative was appointed to the IRB Rugby Committee (currently Cheryl Soon, captain of Women’s Rugby World Cup Sevens 2009 champions, Australia). Finally, the first Women’s Rugby World Cup Sevens was successfully integrated with the men’s tournament in 2009 and the IRB Women’s Sevens Challenge Cup was held, expanding to the successful launch of the IRB Women’s Sevens World Series in 2012.

Sport for All Commission or initiatives

The IRB states that it has a Sport for All Commission or Sport for All initiatives, including the following:

- › Rugby is renowned as being a Sport for All shapes and sizes. The IRB strategic plan states as its vision that rugby is “a Sport for All”. The strategies and initiatives driving this vision are laid out in the strategic plan but include promoting the benefits of rugby being a Sport for All through education and training in tandem with existing policies for participation in sport. The *Get Into Rugby* programme, player welfare website and the issuance of laws governing modified forms of rugby (including touch, tag and beach rugby) are initiatives which all enhance the opportunities for people of all ages, shapes and sizes to get involved in rugby and benefit from an active and healthy lifestyle.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

<p>VENUES (SAFETY AND PERFORMANCE)</p>	<ul style="list-style-type: none"> › While national federations manage venue development in their jurisdiction, the IRB reviews best practice and standards regarding the technical evolution of rugby pitches or stadia › Venues hosting an IRB-sanctioned match must adhere to the IRB Laws of the Game relating to the ground › Subject to the size and nature of a match, minimum requirements may be advised by the IRB to host federations e.g. facilities for teams, doping control, media › The IRB’s <i>One Turf</i> programme regulates and standardises the development, performance and maintenance of artificial turf worldwide through the appointment of preferred producers and accredited test institutes to ensure that the highest possible player welfare and performance standards are achieved
<p>SPORTS EQUIPMENT</p>	<ul style="list-style-type: none"> › IRB Regulation 22 provides a set of technical criteria for all artificial surfaces which host both rugby training and playing › There are seven preferred turf producers in place who are recommended for the installation of these surfaces and eight accredited test institutes qualified to test in accordance with both FIFA and IRB standards › Both of the above-mentioned groups have the relevant ISO accreditations in place and the necessary company infrastructure to meet the requirements of the IRB › IRB Law one specifies the sizing of equipment for the playing area (e.g. posts, post padding, flag poles, etc.), while Law two covers the ball (specifications etc.), and the publication of the IRB Pitch Guidelines for Natural Turf
<p>COMPETITION CLOTHING</p>	<ul style="list-style-type: none"> › IRB Regulation 12 is monitored by the IRB’s Technical Services Department to ensure that all approved products undergo testing and that all have the signed legal documentation to certify that manufacturers are responsible for ensuring that their equipment is up to the standards of the regulation and that the correct labels are sewn into the garments › The Technical Services Department has an ongoing relationship with individual manufacturers and holds annual meetings to monitor developments

ENVIRONMENT

The IRB states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

The Host Union tender process for the Rugby World Cup 2015 and 2019 included provisions regarding environmental impact. The IRB supports *LV = SOS Kit Aid*, a rugby kit recycling and redistribution programme which takes usable but unwanted rugby gear and distributes it to schools and clubs in developing nations, thus avoiding waste while having an added social benefit. In addition, the IRB supported the IOC's *Giving is Winning* campaign during the 2012 London Olympic Games. The IRB is currently undergoing a review of all activities in relation to its corporate social responsibility. Within this review, proposals are being made to formally incorporate environmental, social and economic policies to improve the sustainability and positive impact of rugby and its stakeholders.

Evaluation criteria

The IRB states that it uses evaluation criteria such as the Sustainable Sport & Event Toolkit.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The IRB states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The IRB states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The IRB states that it has a jury of appeal. The IRB has an established independent hearing and appeals procedure in place for sanctions against individual players for acts of Foul Play following red cards, accumulation of yellow cards or citing by a Citing Commissioner. However, this does not include the possibility of overturning the result of a match.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The IRB has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › Judging has a medium impact on the result of a match. The Laws of the Game clearly state that the referee is in charge of “fact and law”. No appeal system can overturn their decision once made › If it is clear that a Match Official (MO) has erred, this is taken into account when making subsequent MO appointments › MOs are appointed on experience and merit, subject to their being country neutral
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › A referee report information management system is used to review match performances › MOs complete a pre-tournament plan and a post-match review of their own performance › Independent referee reviewers evaluate all performances and include coaching assistance within the review › As a tournament progresses, MOs’ appointments for post-pool matches are based on merit whilst remaining country neutral
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › The IRB and licensed member federation trainers and educators run tailored global programmes for match officials › At elite-nation level, full-time referee managers oversee the development, appointment and performance of match officials › The IRB works with the regional associations to monitor programmes annually › The IRB also has a panel of four selectors, all of whom are former international referees
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › The IRB has a comprehensive system of evaluating and coaching match officials › At the elite level, the IRB has a referee selection panel. Merit-based decisions are made on the final make-up of each level of international panel › The top panel normally includes no more than 20 referees
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › Referees for a rugby sevens competition are selected on the basis of their performance at IRB sevens world series tournaments and regional sevens tournaments › Specially trained and fully qualified referee reviewers (normally two per 16-team tournament) attend and view all games in the competition › There are three levels of competence-based education and accreditation programmes

FINANCE

TRANSPARENCY

The IRB states that it uses acknowledged accounting standards.

The IRB states that it publishes the accounts on its website.

The IRB states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the IRB from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
HEINEKEN	x	x			
HSBC	x				
LAND ROVER	x		x	x	x
MASTERCARD	x			x	x
DHL	x	x	x	x	

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 12,000.

The sport can take place in a football or rugby stadium.

Venue can be shared with other sports such as football or athletics, or the stadium for the Opening and Closing Ceremonies.

ISAF

International Sailing Federation

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OVERVIEW




EVENTS

Events at the London 2012 Olympic Games: 10

	
6	4

Number of ISAF competition days during the 16-day London Olympic Games schedule: 14

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	3	3	3	4	4	6
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	3	3	3	4	4	4
	3	3	4	4	5	5	5	5	5	5	6	6	6	7	6	4	4	5	3	3	0
TOTAL	3	3	4	4	5	5	5	5	5	5	6	6	6	7	8	10	10	11	11	11	10

QUOTAS

Quotas at the London 2012 Olympic Games: 380

	
237	143

ADDED VALUE

The ISAF states that the added value brought by sailing to the Olympic Games is as follows:

Sailing is an important sport within the Olympic programme, in terms of both number of events and athletes. Sailing offers a unique combination in that it is a competitive sport for some and a lifestyle, recreation or holiday activity for others. Sailing has its own dedicated media which ensure extensive exposure in non-mainstream outlets. Sailing is also well suited to promotion through new digital communication technologies and networks. Sailing combines high technology on the one hand, with mental and athletic skill and strength on the other. The diversity of sailing events and equipment means that sailing can accommodate a very wide range of athlete physiques. Sailing is an attractive and popular sport for young athletes, building their self-esteem and global awareness through sporting competition. The sailing venue and competition provides a spectator experience that is different and distinct within the Olympic Games.

The ISAF states that the added value brought by the Olympic Games to sailing is as follows:

The Olympic Games are the pinnacle event for the sport of sailing. The Olympic Games drive interest and participation in sailing around the world. There are clear and accessible pathways for young people from local to regional, international and Olympic competition and sailing is a core part of all major regional games. The Olympic Games provide sailing with a platform to highlight the diversity and skills of young sailors from around the world, which in turn helps drive future interest and participation. Sailing is a diverse sport, but the Olympic Games stands out in its importance around the world, with many Olympic sailors going on to compete in and win other major sailing competitions such as the America's Cup or the Volvo Ocean Race. Furthermore, income generated from inclusion in the Olympic Games allows the ISAF and its national authorities to further manage and develop the sport around the world. The Olympic Games makes it possible for the ISAF to increase universality in sailing, build the popularity of sailing and improve the sailing event structure around the world.

HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the ISAF: 1907

OLYMPIC GAMES



Year of introduction to the Olympic Games programme:

 1900

Number of times on the programme of the Olympic Games:

 26

WORLD CHAMPIONSHIPS

	SENIOR 	JUNIOR 
YEAR OF FIRST WORLD CHAMPIONSHIPS	1997	1971
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	5	42
FREQUENCY	Every four years	Every year

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	1	2012
UNIVERSIADE	4	2011
COMMONWEALTH GAMES	0	-
ALL-AFRICA GAMES	2	2011
ASIAN GAMES	11	2010
PAN AMERICAN GAMES	17	2011
MEDITERRANEAN GAMES	16	2009

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

The ISAF has 139 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	13	15	21
AMERICA	28	29	32
ASIA	21	25	28
EUROPE	43	46	47
OCEANIA	9	11	11
TOTAL	114	126	139

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of ISAF-affiliated national federations that organised national championships in 2010 and 2011:

	2010	2011	2010	2011
AFRICA	3	3	2	2
AMERICA	18	18	14	14
ASIA	10	10	6	6
EUROPE	30	30	26	26
OCEANIA	5	5	5	5
TOTAL	66	66	53	53

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
2008	5	1	19	12	13	9	38	34	3	2
2012	4	1	21	13	19	9	38	34	3	3

Number of national federations that took part in the last two ISAF World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	2	1	12	8	12	9	31	25	2	2
LAST	3	1	19	14	13	8	37	34	3	3

Number of national federations that took part in the last two ISAF Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS										
LAST	The ISAF does not organise Continental Championships									

Number of national federations that took part in the last two ISAF Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	1	1	13	8	7	4	32	26	2	2
LAST	2	1	17	12	8	6	32	29	2	2

GLOBAL SPREAD OF EXCELLENCE

Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS						DISTRIBUTION OF MEDALS WON	
	♂		♀		OPEN		2008	2012
	2008	2012	2008	2012	2008	2012		
AFRICA	0	0	0	0	0	0	0%	0%
AMERICA	1	2	2	0	2	0	15%	7%
ASIA	0	0	1	1	0	0	6%	3%
EUROPE	6	7	5	6	5	0	67%	70%
OCEANIA	2	2	1	2	1	0	12%	20%
TOTAL	9	11	9	9	8	0	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

	♂		♀	
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	1	2	1	1
ASIA	0	0	0	0
EUROPE	10	8	7	6
OCEANIA	2	2	2	1
NUMBER OF MEDALS AWARDED	33	27	21	21
NUMBER OF COUNTRIES THAT WON MEDALS	13	12	10	8
NUMBER OF CONTINENTS THAT WON MEDALS	3	3	3	3

POPULARITY

APPEAL OF THE SPORT

The ISAF states that the following steps have been taken to increase the appeal of sailing, in particular for young people:

Sport presentation has been a key area for increasing appeal. The ISAF has encouraged class associations and organisers to include national flags on sails and to use vibrant boat branding to improve visual appeal at the Youth Olympic Games and Olympic Games. Changes to racing formats have also been introduced, such as shortened races and course areas close to the shore. In addition, the ISAF has enabled event organisers to offer spectator facilities onshore, providing great benefits for sponsors. Bringing the action closer to the audience has increased interaction between athletes and fans, with high quality shore-based entertainment and commentary appealing to both general sports fans and experienced sailors. Interaction through social media also enables the ISAF to engage with a broad international fan base and connect with a young audience.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:



	2008	2012
TICKETS AVAILABLE	8,320	56,575
TICKETS SOLD	8,320	53,418
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	0.1%	0.7%

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST
TICKETS AVAILABLE	N/A	1,000
TICKETS SOLD	Free entry	1,000
PERCENTAGE OF TICKETS SOLD	-	100%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	257	245
	50	50

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 87 million

Total maximum television audience during the London 2012 Olympic Games: 49 million

The average minute of coverage was watched by: 14.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 1,764

DIGITAL MEDIA

Internet

Number of visits to the official ISAF website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	3,950	13,175
AVERAGE DAILY NUMBER OF PAGES VIEWED	15,334	106,295



Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	466,025	43,659,220

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	122,765

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	69,536

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	19,510
NUMBER OF TWITTER FOLLOWERS	7,500

Other social media activity

In addition to Facebook and Twitter, the ISAF also runs two YouTube channels (ISAF and ISAF Sailing World Cup). Moreover, it has Flickr and Pinterest accounts. YouTube is used to complement the ISAFTV player hosted on sailing.org. It is also used to promote the core ISAF title events and the ISAF member class World Championships. The ISAF Media Library Flickr page has over 10,000 visitors. It publishes and supplements official event photography. The use of Pinterest is relatively new. The ISAF is currently not using it as a core output channel.

GOVERNANCE

CODE OF ETHICS

The ISAF states that it operates under a Code of Ethics which is aligned with the IOC Code of Ethics. Further details provided below:

The ethics rules in the ISAF Code of Ethics apply to competitors, ISAF official officers, event organisers and entourage. The general rules and principles are fully aligned with those of the IOC Code of Ethics.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The ISAF states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The ISAF states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.



Types of disputes for which the ISAF has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES	X	
DOPING DISPUTES		X
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY	X	
DISCIPLINARY DISPUTES		X
DISPUTES BETWEEN IF BODIES		X
MEMBERSHIP DISPUTES		X
DISPUTES OF A PROPRIETARY NATURE		X
CONTRACTUAL DISPUTES		X
CORRUPTION DISPUTES		X
ETHICAL DISPUTES		X
ELECTION DISPUTES		X

Number of CAS cases in which the ISAF was involved:

2009	2010	2011
0	0	0

BOARD MEMBERS AND GENDER EQUITY

The ISAF Board currently has 8 members. The gender breakdown of the members is presented below:

			% OF 
2008	6	2	25%
2012	6	2	25%

COMPETITION FIXING

The ISAF states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

- › The ISAF has adopted the ASOIF Model Rules on Betting and Anti-Corruption. Appendix 5 of the ISAF Regulations sets out the betting and anti-corruption rules for sailing.
- › Ethics rules aimed at competitors cover: sportsmanship, environmental responsibility, helping those in danger, fair sailing, anti-doping, acceptance of the rules, betting and anti-corruption, gross misconduct, and bringing the sport into disrepute.
- › Ethics rules aimed at ISAF officials, officers, events, and entourage cover: election rules and regulations, misconduct of ISAF race officials and ISAF representatives, conflict of interest policy, race officials' performance (and complaints procedures), betting and anti-corruption, bid guidelines to apply for ISAF events, code of conduct for coaches and/or athletes' support personnel, policy on gender equality, and policies and rules against discrimination.

ATHLETES

BEST ATHLETES

The ISAF states that its best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The ISAF states that it has an Athletes' Commission whose members are elected by their peers.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD	x	x
COMMISSIONS	x	x
TECHNICAL BODIES	x	x

HEALTH

Medical Commission

The ISAF states that it has a Medical Commission but that there is no Medical Commission representative on the Executive Board.

Health, safety and security monitoring

The ISAF states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

The ISAF is in the process of completing an ongoing project on injury surveillance. The purpose is to enable athletes to understand how injuries in sailing are caused, which in turn will help athletes to prevent them. The ISAF has also completed a doping risk assessment which gives information about the use and abuse of some drugs specifically relating to the sport of sailing, and Medical Guidelines for international team coaches. The latter informs coaches of simple precautionary measures for the health and wellbeing of athletes. It also gives advice about travel and sport-related diseases which are preventable. Finally, the ISAF has guidelines on the organisation of medical support for sailing events.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE ISAF	% CONDUCTED BY THE ISAF
2006	122	62	51%
2007	188	160	85%
2010	75	34	45%
2011	107	34	32%



Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	7
2010	6
2011	1

The ISAF states that it has not introduced the athlete biological passport and that it does not plan to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The ISAF states that it has no programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition.

ENTOURAGE

The ISAF states that it has an Entourage Commission or entourage-related initiatives, and that it monitors the athletes' entourage. The ISAF also has a sanction system in place for athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The ISAF states that it has a multi-year strategic planning process in place.

Financial distribution system

The ISAF states that it does not have a financial distribution system to support national federations and continental associations.

Key strategic priorities

The ISAF states that the following are the IF's key strategic priorities:

- › The ISAF strategic plan 2009–2012 focuses on positioning sailing as an attractive sport and as a successful sport on the Olympic programme, with both the needs and well-being of the sailors in mind.
- › Sailors are the heart of the ISAF and their participation in the sport is of the utmost importance.
- › The four focus areas are: members, partners, processes, people.
- › The ISAF has defined four sets of core values that guide it in undertaking all activities: ethics, fair play and sportsmanship; safe, clean and green; excellence, excitement and challenge; respect, solidarity and a lifetime sport.



DEVELOPMENT OF THE SPORT

Main development programmes

The ISAF states that it runs development programmes, including the following:

- › The ISAF has developed technical courses for Level one, two and three coaches at both national and regional level.
- › Most notably, the 2014 ISAF Worlds Emerging Nations Plan has been operating with the support of Olympic Solidarity; it is aimed at encouraging 100 nations to attend the event in Santander, Spain.
- › Within the ISAF Training Scholarship programme, 16 nations will benefit from specific scholarships for coaches. The graduates have gone on to manage *National Federation Sail Training Programmes* in their countries and have increased participation within sailing.
- › The ISAF *Connect to Sailing Initiative* is a project which involves developing sailing industry links and equipment provision so that emerging national federations can access better and more suitable facilities, as well as providing a framework from which they can develop their national sports structures.

Youth development programmes

The ISAF states that it runs youth development programmes, including the following:

- › The *ISAF Athlete Participation Programme (APP)* encourages participation and assists athletes from countries that may not otherwise be able to participate in the annual ISAF Youth Sailing World Championships. ISAF offers financial subsidies via the *APP* towards the entry fee and travel to the event. In principle, the programme is aimed at those nations in ISAF subscription categories one, two and three.
- › The *APP* allows athletes, via their member national associations, to apply for support in a number of different ways. Athletes without a team leader or coach during the event may apply for coaching support. Athletes can apply for entry fee and travel subsidies to help them attend the event.

Women and Sport Commission or initiatives

The ISAF states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › The ISAF has a Women's Forum that promotes participation by women in all aspects of sailing and sailing administration. It acts as an advisory group to all ISAF committees on issues relating to women. It also maintains a close liaison with all sailors and administrators and identifies and encourages women to serve on ISAF committees and sub-committees. In addition, the Women's Forum educates and assists women in the work that they do for the ISAF and its members. The Women's Forum also remains updated on activities and initiatives affecting women arising from the International Olympic Committee, International Federations, member national associations, ISAF classes, ISAF affiliate members and other internal and external organisations. Finally, the Women's Forum puts forward nominations for the IOC Women and Sport Awards.

Sport for All Commission or initiatives

The ISAF states that it does not have a Sport for All Commission or Sport for All initiatives.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	<ul style="list-style-type: none"> › After each major event, the ISAF carries out a full review of the venue and field of play. Coaches, team leaders, athletes, event organisers and ISAF officials all give input in their reviews › As the field of play is often very large at sailing events, particular attention is given to the safety of athletes and officials and where necessary venue plans are modified › Venue and field of play risk assessments are used to develop bid guidelines for future events › With the introduction of spectator venues, the ISAF is collecting data to help improve the spectator experience for future events
SPORTS EQUIPMENT	<ul style="list-style-type: none"> › The ISAF has a number of technical committees that monitor equipment, equipment control and class rules › Sailing sports equipment is governed by class rules that help control the development and evolution of boats and personal equipment › All class rule changes for ISAF classes are monitored and approved through federation staff and committees › Olympic equipment is often decided following equipment evaluation trials of new and existing boat designs › The ISAF also has representatives on a number of international regulatory bodies, such as the ISO, which controls standards for relevant equipment › In addition, safety equipment for offshore sailing is monitored and governed by the ISAF Offshore Special Regulations and its associated ISAF Committee and federation staff
COMPETITION CLOTHING	<ul style="list-style-type: none"> › The ISAF is mainly involved with the monitoring and development of safety equipment such as harnesses and lifejackets that are worn as part of the competition clothing

ENVIRONMENT

The IF states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

- › The ISAF promotes and supports the protection of the environment in all sailing competitions around the world. The basic principle in the ISAF Racing Rules of Sailing is that participants are encouraged to minimise any adverse environmental impact of the sport of sailing.
- › The ISAF Code of Environmentally Friendly Behaviour sets out clear advice for sailors.
- › The ISAF Guidance for Sailing Venues also provides a set of guidelines to be adopted by training centres or any sailing venue.
- › The ISAF Green Event Guidance aims at ensuring that environmental issues are taken into consideration during event planning, staging and aftermath.
- › Finally, the Offshore Racing Environmental Code is a guideline on good environmental practice for offshore races.

Evaluation criteria

The ISAF states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit. However, similar initiatives are currently being discussed.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The ISAF states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The ISAF states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The ISAF states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

At all sailing events a protest committee or International Jury is appointed for hearings and decisions on all protests, requests for redress or other matters. During competition, an athlete may file a protest against another athlete for an alleged breach of a rule, or may request redress. Redress can be considered when an athlete claims that their score in a race has been made significantly worse through no fault of their own.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The ISAF has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › Judging has a low impact on the result of a sailing regatta
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › Sailing is basically a self-policing sport. Where rules are broken the infringing boat must take a penalty or leave the course, otherwise other competitors have the right to protest › A jury will hear all parties, establish the facts and make a decision › For medal races, penalties can be given on the water by referees and final results are known at the end of the race
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › International seminars are held to increase the quality of officials worldwide › The ISAF publishes and updates manuals and policies regularly, as well as providing training and instructions during all major events › ISAF officials are selected from national officials recommended by the national authority and need to meet high standards of experience, rules knowledge, mentoring skills and arbitration skills
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › A system of event reports is in place to evaluate performance. These reports are considered and reviewed to guide selection decisions for events › Performance evaluation consists of pre-event preparations, rules knowledge, decision making, event management and overall performance › During major events, evaluation takes place within the race officials' team after every day of competition
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › ISAF officials initially have to attend a seminar where they must pass a written examination and a performance assessment › Officials are required to reapply every four years › Their performance in the four-year period is assessed according to criteria for quality and consistency › A system of event reports is in place to evaluate performance

FINANCE

TRANSPARENCY

The ISAF states that it uses acknowledged accounting standards.

The ISAF states that it publishes the accounts on its website.

The ISAF states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the ISAF from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
ROLEX	x	x			
SCHENKER DB		x		x	
ATLANTIS			x		
IHG				x	

COSTS

Venue at the Olympic Games

Although there is no Olympic venue seating capacity except for the 250 accredited seating places required, ticketed spectator areas can be put in place by the OCOG.

The sport should take place in the ocean, sea or any lake big enough to accommodate the field of play, and it should ensure sufficient wind conditions.

The venue cannot easily be shared due to the competition format but it is potentially possible to share with some other sports/disciplines such as triathlon and/or marathon swimming.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: High

Level of technology complexity at Olympic venues: High

Television production costs

Television production for sailing cost EUR 333,832 per day of competition at the London 2012 Olympic Games. There were 81.3 hours of production in total, with an average cost/hour of EUR 57,486.

ISSF

International Shooting Sport Federation

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OVERVIEW

EVENTS

Events at the London 2012 Olympic Games: 15

	♂	♀
RIFLE	3	2
PISTOL	3	2
SHOTGUN	3	2

Number of ISSF competition days during the 16-day London Olympic Games schedule: 10

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
♂	10	0	2	3	4	7	7	6	6	0	0	0	0	6	7	7	10	10	10	9	9
♀	0	0	0	0	0	0	0	0	0	0	0	0	0	3	4	4	5	7	7	6	6
♂♀	0	0	0	0	0	0	0	0	0	7	8	7	7	2	2	2	0	0	0	0	0
TOTAL	10	0	2	3	4	7	7	6	6	7	8	7	7	11	13	13	15	17	17	15	15

QUOTAS

Quotas at the London 2012 Olympic Games: 390*

♂	♀
218	139

* Overall quotas include the addition of nine host country quota places (five for men and four for women) and 24 tripartite quota places that could have been granted to either gender

ADDED VALUE

The ISSF states that the added value brought by shooting to the Olympic Games is as follows:

With 148 national federations corresponding to National Olympic Committees (NOCs), the ISSF brings universality to the Olympic Games. Athletes from 108 national federations qualified for the London 2012 Olympic Games and 23 countries won shooting medals. Moreover, with 75 million shooters, shooting is one of the world's most popular participation sports. In addition, shooting offers participation to all age categories from youth to masters and makes them part of the worldwide Olympic Movement. Furthermore, shooting is an open sport because success is determined almost exclusively by training and effort and not by physical attributes. With its 1,000-year history, shooting has also played prominent roles in the cultural and social structures of communities in many countries. By being an Olympic sport, shooting links those cultural traditions to the Olympic Movement. Finally, the ISSF started to develop its ISSF-TV programme in 2004, which now has about 600 million viewers per year. These fans are directly connected with the Olympic Movement.

The ISSF states that the added value brought by the Olympic Games to shooting is as follows:

The Olympic ideals are a primary means of motivating young people to participate in shooting. Moreover, during the Olympic Games and the Olympic qualifying process, shooting receives positive visibility with fans and young people from all over the world that it could not obtain in any other way. The immense credibility of the Olympic Games is passed on to each of the sports on the Olympic programme. Lastly, shooting's membership within the Olympic family contributes significantly to its continuing growth in participation throughout the world.

HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the ISSF: 1907

OLYMPIC GAMES




Year of introduction to the Olympic Games programme:



Number of times on the programme of the Olympic Games:



WORLD CHAMPIONSHIPS

	SENIOR		JUNIOR
			
YEAR OF FIRST WORLD CHAMPIONSHIPS	1897	1958	1989
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	50	14	6
FREQUENCY	Every four years		

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	5	2011
COMMONWEALTH GAMES	11	2010
ALL-AFRICA GAMES	2	1991
ASIAN GAMES	15	2010
PAN AMERICAN GAMES	16	2011
MEDITERRANEAN GAMES	11	2009

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

The ISSF has 148 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	15	16	15
AMERICA	34	36	34
ASIA	39	38	42
EUROPE	48	49	49
OCEANIA	5	6	8
TOTAL	141	145	148

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of ISSF-affiliated national federations that organised national championships in 2010 and 2011:

	2010	2011
AFRICA	12	12
AMERICA	28	28
ASIA	37	37
EUROPE	49	49
OCEANIA	4	4
TOTAL	130	130

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
2008	12	8	30	26	38	33	49	48	2	2
2012	8	6	21	18	33	33	47	46	3	2

Number of national federations that took part in the last two ISSF World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	6	3	13	6	27	18	46	40	3	1
LAST	9	7	12	8	30	23	48	39	3	2

Number of national federations that took part in the last two ISSF Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	7	4	18	15	33	26	45	37	2	2
LAST	11	11	18	16	29	28	47	38	3	2

Number of national federations that took part in the last two ISSF Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	2	2	7	3	15	12	37	35	1	1
LAST	4	3	7	6	17	16	39	38	2	2

GLOBAL SPREAD OF EXCELLENCE

Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	2008	2012	2008	2012	2008	2012
AFRICA	0	0	0	0	0%	0%
AMERICA	1	2	2	1	16%	11%
ASIA	3	5	2	2	27%	36%
EUROPE	9	11	8	7	55%	53%
OCEANIA	1	0	0	0	2%	0%
TOTAL	14	18	12	10	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

	♂		♀	
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	1	3	2	1
ASIA	7	6	8	7
EUROPE	23	22	17	18
OCEANIA	1	0	1	1
NUMBER OF MEDALS AWARDED	198	198	117	123
NUMBER OF COUNTRIES THAT WON MEDALS	32	31	28	27
NUMBER OF CONTINENTS THAT WON MEDALS	4	3	4	4

POPULARITY

APPEAL OF THE SPORT

The ISSF states that the following steps have been taken to increase the appeal of shooting, in particular for young people:

The ISSF increasingly uses social media channels such as YouTube, Facebook and Twitter to attract new and younger fans. ISSF championship videos are distributed via YouTube and national television networks. The ISSF has also developed a new Sport for All run and shoot event to increase grassroots participation. The new rifle and pistol mixed team events with both mixed gender and nationality were also designed to appeal to young people. In addition, the ISSF fully supports the Youth Olympic Games. Qualifications are organised on all five continents to encourage continental associations and national federations to promote youth participation. Moreover, a new Youth Cup is planned and the ISSF will use it to offer high-level competitions on all continents. Furthermore, significant changes in finals procedures

(presentation, commentators, eliminations, medal round duels) have been introduced to make competitions more modern, spectacular and appealing to new fans and young people. Finally, shooting regularly publishes promotional articles in target magazines.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:

	2008	2012
TICKETS AVAILABLE	30,965	23,386
TICKETS SOLD	30,398	22,865
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	0.5%	0.3%

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST
TICKETS AVAILABLE	6,500	11,400
TICKETS SOLD	6,100	11,400
PERCENTAGE OF TICKETS SOLD	94%	100%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	150	170

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 215 million

Total maximum television audience during the London 2012 Olympic Games: 73 million

The average minute of coverage was watched by: 21 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 1,587

DIGITAL MEDIA

Internet

Number of visits to the official ISSF website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	2,750	9,000
AVERAGE DAILY NUMBER OF PAGES VIEWED	26,650	53,100

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	590,496	58,070,176

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	232,996

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	357,517

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	23,900
NUMBER OF TWITTER FOLLOWERS	2,300

Other social media activity

The ISSF YouTube channel has 3,440 subscribers and 587 videos of live events and highlights. ISSF videos on YouTube also provide full-length and edited versions of all World Championships, with English commentary. Short interviews with medal-winning athletes and key officials are included in the existing offer.

GOVERNANCE

CODE OF ETHICS

The ISSF states that it operates under a Code of Ethics which is aligned with the IOC Code of Ethics.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The ISSF states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The ISSF states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which the ISSF has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES		X
DOPING DISPUTES	X	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY		X
DISCIPLINARY DISPUTES		X
DISPUTES BETWEEN IF BODIES		X
MEMBERSHIP DISPUTES		X
DISPUTES OF A PROPRIETARY NATURE		X
CONTRACTUAL DISPUTES		X
CORRUPTION DISPUTES		X
ETHICAL DISPUTES		X
ELECTION DISPUTES		X

Number of CAS cases in which the ISSF was involved:

2009	2010	2011
0	0	0

BOARD MEMBERS AND GENDER EQUITY

The ISSF Board currently has 13 members. The gender breakdown of the members is presented below:

			% OF 
2008	12	1	8%
2012	13	0	0%

COMPETITION FIXING

The ISSF states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

Shooting is a sport where results are objectively determined by scores on targets that cannot be influenced by judges, officials or participants. Since those scores are determined electronically, the ISSF and its technical equipment suppliers do, nevertheless, place an emphasis on electronic security measures that prevent any possible intervention that could affect competition results. Ongoing tests of electronic targets ensure that shots are correctly evaluated. The results system is closed, with no possibility of outside access for unauthorised persons. Firewalls are used and are kept up to date. Regardless of these steps, manipulation of results is impossible as shot values are clear and each athlete receives his/her results continuously during the competition. Competition-fixing is therefore not possible.

ATHLETES

BEST ATHLETES

The ISSF states that its best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The ISSF states that it has an Athletes' Commission whose members are both appointed by the Federation and elected by their peers.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD	x	x
COMMISSIONS	x	x
TECHNICAL BODIES	x	x

HEALTH

Medical Commission

The IF states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The ISSF states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

The ISSF has been proactive in promoting athletes' health and welfare over the past four years. Every year, it has organised meetings between ISSF physicians representing all the continents. It has also initiated discussions on the evaluation of injuries and injury prevention, particularly in terms of the repetitive use of firearms. A review of adverse drug findings was also conducted, and discussions took place with athlete representatives, coaches and officials about this matter. Moreover, ISSF Medical Officers attended each ISSF competition to facilitate discussions regarding athletes' health and safety. Finally, a research plan was proposed to use cardiac monitoring devices to assess the effects of various levels of competition on the athletes, and judges received training on safety issues.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE ISSF	% CONDUCTED BY THE ISSF
2006	28	0	0%
2007	30	0	0%
2010	N/A	25	-
2011	N/A	25	-

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	3
2010	2
2011	1

The ISSF states that it has not introduced the athlete biological passport and that it does not plan to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The ISSF states that it has programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. A short description is presented below:

Many ISSF national federations have programmes and resources which are coordinated and assisted by the ISSF. Some of these programmes also involve governmental, military, police and sports promotion departments. Some national federations have very detailed schemes which include post-athletic career transition into coaching programmes.

ENTOURAGE

The ISSF states that it does not have an Entourage Commission or entourage-related initiatives. However, the ISSF monitors the athletes' entourage and has a sanction system in place for athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The ISSF states that it does not have a multi-year strategic planning process in place. However, all ongoing developments are discussed and decided at meetings of the Executive Committee, which take place a minimum of once per year. All developments are also discussed prior to the Executive Committee by a specially designated Ad hoc Commission.

Financial distribution system

The ISSF states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The ISSF states that the following are the IF's key strategic priorities:

- › To develop and improve technical rules in ways that make events more appealing and exciting to young people, spectators, fans and the media
- › To cooperate with ISSF member federations to develop and promote greater participation in shooting
- › To improve the quality, scope and impact of ISSF championships by training organisers, judges and coaches
- › To develop and improve technical rules to keep competition conditions equal for all athletes
- › To restrict the development of performance-enhancing equipment

DEVELOPMENT OF THE SPORT

Main development programmes

The ISSF states that it runs development programmes, including the following:

- › The ISSF organises coaching courses around the world to train coaches for national federations within the *ISSF Coaches Programme*.
- › The ISSF also organises training courses including assessments for judges and referees within the *ISSF Judge and Referee Programme*.
- › The ISSF has developed a website, improved live results coverage and produced TV and video materials which can be used free of charge by the organisers of high-level championships.
- › Finally, the ISSF organises an annual Championship Organisers' Workshop to train and prepare national federation officials to conduct competitions that meet the highest international standards.

Youth development programmes

The ISSF states that it runs youth development programmes, including the following:

- › The primary ISSF programme for youth development is the Junior World Championships, which began in 1989.
- › In 2012 the ISSF organised a prototype international Youth Cup competition, which will become a model for a new series of ISSF Junior Cup competitions. These will be proposed in the years to come as a way of promoting the development of high-level skills among young people.
- › In 2011 the ISSF adopted a *Sport for All Programme* that includes a Sporter air rifle discipline which is being used by national federations to introduce young people to competitive rifle shooting.
- › Finally, a primary purpose of the *ISSF Training Academy* is to better prepare shooting coaches who will introduce young people to high-level training and competition.

Women and Sport Commission or initiatives

The ISSF states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › Each section committee must have a minimum of one woman as an elected member, to ensure that women are represented on all committees. Moreover, special courses are conducted to help more women qualify as judges. In addition, discussions take place continually with ISSF national federation leaders about the inclusion of women as officials.

Sport for All Commission or initiatives

The ISSF states that it has a Sport for All Commission or Sport for All initiatives, including the following:

The ISSF introduced the new run and shoot event, combining the traditional sporting requirements of shooting sport (concentration, precision) with new and exciting running components which focus on endurance and strength. The key elements are a running track and shooting stands within an area of a limited size. The Sporter air rifle discipline was developed for youth participants (under 18); it uses the special low-priced Sporter class air rifle and 10m rifle targets. The goal is to keep participation costs as low as possible. Finally, bench rest shooting was developed as a special sporting activity for seniors over 50 and 60 years of age. For the 10m air rifle and pistol and 50m rifle, the gun rests on a bench and the use of scopes for aiming, which is normally prohibited, is allowed. This supports athletes' different needs and abilities.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

<p>VENUES (SAFETY AND PERFORMANCE)</p>	<ul style="list-style-type: none"> › Electronic scoring targets are re-tested before each championship starts › Upon request, visits are made by ISSF experts to help national federations construct new venues and ranges and to provide safety advice › The ISSF Technical Committee evaluates and helps with range design, range equipment and operational procedures for all competitions › ISSF technical delegates are appointed to work with championship organising committees in designing and preparing venues for ISSF Championships › The ISSF has an Electronic Testing Committee to supervise the testing and certification of the electronic targets that are now required for ISSF Championships, with a re-test for all companies every four years
<p>SPORTS EQUIPMENT</p>	<ul style="list-style-type: none"> › Mandatory no-tolerance equipment control checks are made at all ISSF competitions to ensure that sports equipment is not undergoing “technological doping” › Regular meetings, discussions and coordination are carried out with manufacturers of sports equipment › Members of the ISSF Technical and Discipline Section Committees serve as jury members at competitions to ensure compliance with the technical rules
<p>COMPETITION CLOTHING</p>	<ul style="list-style-type: none"> › Mandatory competition clothing checks are made at all ISSF competitions to ensure that competition clothing is in compliance with ISSF rules regarding no-tolerance testing standards › The ISSF organises yearly meetings and discussions with manufacturers of competition clothing and the ISSF Technical and Section Committees to ensure that new but necessary developments are taken into account, while maintaining equal chances for all athletes › The ISSF regards the further development of performance-enhancing competition clothing as a serious problem and has established a Special Commission on Rifle Shooter Clothing, which includes members of the Executive Committee, to establish a programme to deal with this challenge

ENVIRONMENT

The IF states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below.

Shooting has adopted a series of guidelines and rules for shooting range construction that focus on protecting or improving the environment from an ecological standpoint. These guidelines and rules address lead containment and noise abatement practices, among other issues. ISSF rules limit the amount of lead in shotshells to 24 grams. Large screens or nets are now used to capture all lead on shotgun ranges. In addition, lead shot recovery programmes designed to recycle this material are used on most shotgun ranges. Lead projectiles used in rifle and pistol events must be captured and recycled. Furthermore, recommended range designs feature noise reduction treatments.

Evaluation criteria

The ISSF states that it uses evaluation criteria such as the Sustainable Sport & Event Toolkit.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The ISSF states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The ISSF states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The ISSF states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

The ISSF General Regulations guarantee the right to appeal. If there is a disagreement with a jury decision, the matter may be appealed to the jury of appeal. Appeals must be submitted in writing by the team leader within one hour after the jury decision. Under special circumstances, the time for submitting may be extended up to 24 hours. The jury of appeal can only act when a protest from a range jury is denied. It collects as much information as possible and subsequently decides if the appeal is upheld or denied. The decision of the jury of appeal is final.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The ISSF has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › In rifle and pistol events, scoring is done strictly by electronic measurement and not by judges. Judges' decisions come into play only in the event of rule violations, when they must be confirmed by a majority of the jury (minimum two judges) › In shotgun, referees decide if the shot is a "hit" or a "miss". Strict rules regarding referee training and decision-making are in force. All decisions must be made by a majority of the jury
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › ISSF judges must supervise competitions and ensure fair and equal treatment of all athletes › Scores are computed electronically and displayed for athletes and spectators in real time. They are kept in closed electronic systems and cannot be manipulated from the outside. Security is guaranteed by firewalls and guard systems
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › National federations run training courses for national judges, who are subsequently encouraged to attend an ISSF course › Judges for Olympic Games, World Championships and World Cups are selected by the Executive Committee on the basis of nominations by the Judges' Committee › The ISSF organises regional judging courses to train judges. Judges must obtain licenses via mandatory training courses and examinations and all licenses are reviewed by the ISSF Judges' Committee
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › The competition jury chairmen and technical delegates submit reports to the ISSF which include an evaluation of the judges. In competitions and championships, an evaluation system is used to assess judges' performance internally › To gain experience, new judges are appointed to serve at world cups or continental championships, where they work under the leadership of ISSF Section Committee members
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › Member national federations are encouraged to run training and selection courses for national judges, who are subsequently encouraged to attend an ISSF course. Those judges who pass detailed written and verbal tests are awarded a diploma indicating that they have sufficient knowledge to be an international judge › The member national federation may then apply for the individual to be awarded a "B" level judges' licence. Once a "B" licence holder has a minimum of four years' recent experience and has officiated as a jury member on five occasions in international competition, he/she may be recommended by the member national federation for an upgrade to an "A" level licence › An "A" licence is necessary to officiate as a jury member at the World Championships or the Olympic Games. Licences are valid for a period of four years › The judges' certification was recently expanded to cover electronic scoring targets, with special tests for rifle, clothing and equipment. Courses featuring highly detailed tests are conducted all over the world to ensure the highest level of judging

FINANCE

TRANSPARENCY

The ISSF states that it uses acknowledged accounting standards.

The ISSF states that it does not publish the accounts on its website.

The ISSF states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the ISSF from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
SIUS AG	x	x	x	x	
CHINA DIGITAL		x		x	
GOVERNMENT OF GERMANY	x				
SHOOTING SPORT MANUFACTURERS		x	x	x	
ORGANISERS OF COMPETITIONS		x	x	x	

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 3,000 but may vary according to the various field of play required.

The sport should take place in a dedicated venue for that sport but a temporary stadium may also be built.

Venue can rarely be shared with other sports due to the specificity of the field of play.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: Very high

Level of technology complexity at Olympic venues: Very high

Television production costs

Television production for shooting cost EUR 146,245 per day of competition at the London 2012 Olympic Games. There were 14.5 hours of production in total, with an average cost/hour of EUR 100,859.

ITF

International Tennis Federation

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OVERVIEW




EVENTS

Events at the London 2012 Olympic Games: 5

		
2	2	1



Number of ITF competition days during the 16-day London Olympic Games schedule: 9

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	2	2	2	2
	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	2	2	2	2
	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
TOTAL	5	0	0	0	0	0	0	0	0	0	0	0	0	0	4	4	4	4	4	4	5

QUOTAS

Quotas at the London 2012 Olympic Games: 172

	
86	86

ADDED VALUE

The ITF states that the added value brought by tennis to the Olympic Games is as follows:

Tennis has internationally admired athletes with star power, who can contribute to the overall appeal of the Olympic Games. This is demonstrated by how quickly Olympic tennis tickets sell out, how many tennis athletes are asked to carry the ceremony flag, as well as the interest shown from other athletes, the media and Olympic family. Because tennis has four World Championships annually (the Grand Slams) with huge media coverage, there is considerable interest in the Olympic Games at those events ahead of each edition. Using Wimbledon for the London 2012 Olympic Games created an even stronger link between the tennis World Championships and the Olympic Games, and Wimbledon provided a unique attraction in itself. In addition, tennis has a very professional structure and high level of service to players, fans and media. Finally, tennis has given the Olympic Movement some new ideas (electronic review, media transcripts, the Olympic tennis app) which have helped to enhance the overall experience at the Olympic Games.

The ITF states that the added value brought by the Olympic Games to tennis is as follows:

Like all Olympic sports, tennis treats the Olympic Games as an aspirational event with an Olympic medal being one of the biggest career achievements. Therefore, all top players want to play in the Olympic Games and, when there, play with the passion that playing for your country brings to sport. Moreover, since tennis returned to the Olympic Games in 1988, investment in tennis by National Olympic Committees (NOCs) has meant an explosion in depth by nation in tennis. Many more nations are represented at the elite levels of the game and the ITF itself has grown to a membership of 210 nations. Being part of the Olympic Games is important for tennis because it allows our elite athletes to be showcased alongside other outstanding Olympians and gives them the opportunity to compete on this tremendous stage for arguably the highest honour in sport, an Olympic medal. To be part of the Olympic Movement has also benefited

the ITF's development activities around the world through Olympic Solidarity, and also through the funding provided by tennis's participation in the Olympic Games. In addition, junior tennis activities are enhanced through participation in the Youth Olympic Games, which introduces young players to the importance of playing for their country and the values of the Olympic Games.

HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the ITF: 1913

OLYMPIC GAMES





Year of introduction to the Olympic Games programme:

		
1896	1900	1900

Number of times on the programme of the Olympic Games:

		
14	12	7

WORLD CHAMPIONSHIPS

	SENIOR		JUNIOR	
				
YEAR OF FIRST WORLD CHAMPIONSHIPS	1877	1884	1922	1930
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	126	121	86	76
FREQUENCY	Every year			

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	24	2011
COMMONWEALTH GAMES	1	2010
ALL-AFRICA GAMES	10	2011
ASIAN GAMES	13	2010
PAN AMERICAN GAMES	15	2011
MEDITERRANEAN GAMES	12	2009

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

The ITF has 202 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	51	50	52
AMERICA	42	42	41
ASIA	43	44	43
EUROPE	48	49	49
OCEANIA	15	17	17
TOTAL	199	202	202

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of ITF-affiliated national federations that organised national championships in 2010 and 2011:

	2010	2011
AFRICA	30	30
AMERICA	42	42
ASIA	45	45
EUROPE	48	48
OCEANIA	12	12
TOTAL	177	177

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
2008	1	1	1	1	1	1	1	1	1	1
2012	Qualification based on singles world ranking									

Number of national federations that took part in the last two ITF World Championships*:











	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	2	1	9	9	10	10	34	33	1	2
LAST	2	1	10	9	10	10	35	33	1	2

* Wimbledon and the US Open are used as the equivalent of the last two ITF World Championships.

Number of national federations that took part in the last two ITF Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	11	11	28	24	21	15	29	28	2	2
LAST	12	9	29	28	21	18	32	30	2	2

Number of national federations that took part in the last two ITF Junior World Championships*:




	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	9	10	26	24	21	19	32	31	2	2
LAST	12	9	28	28	21	18	32	30	2	2

* Junior Davis Cup and Fed Cup are used as the equivalent of the ITF Junior World Championships.

GLOBAL SPREAD OF EXCELLENCE




Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS						DISTRIBUTION OF MEDALS WON	
							2008	2012
	2008	2012	2008	2012	2008	2012	2008	2012
AFRICA	0	0	0	0	0	0	0%	0%
AMERICA	2	2	1	1	0	1	25%	33%
ASIA	0	0	1	0	0	0	8%	0%
EUROPE	4	3	2	3	0	2	67%	67%
OCEANIA	0	0	0	0	0	0	0%	0%
TOTAL	6	5	4	4	0	3	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

						
	PREVIOUS	LAST	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0	0	0
AMERICA	0	1	1	1	1	1
ASIA	0	1	0	0	1	0
EUROPE	5	3	2	3	1	3
OCEANIA	0	0	0	0	0	0
NUMBER OF MEDALS AWARDED*	4	4	4	4	2	2
NUMBER OF COUNTRIES THAT WON MEDALS**	5	5	3	4	3	4
NUMBER OF CONTINENTS THAT WON MEDALS	1	3	2	2	3	2

* No match is played between the two losing semi-finalists to determine the third place.

** In team and mixed team events, the doubles pairs may come from different countries/continents.

POPULARITY

APPEAL OF THE SPORT

The ITF states that the following steps have been taken to increase the appeal of tennis, in particular for young people:

The ITF launched three major projects aimed at increasing participation in tennis: *Play & Stay* in 2007, *Tennis10s* for children under 10 in 2010 and *Tennis Xpress* for adults in 2012. *Play & Stay* promotes tennis as an easy, fun and healthy sport with the use of slower balls by coaches working with beginner players, ensuring that their first experience of tennis is a positive one by serving, rallying and scoring from the first lesson. *Tennis 10s* is a programme aimed at players aged 10 and under, in which competitions are played with slower red, orange and green balls on appropriately sized courts. *Tennis Xpress* is an easy, active and fun coaching programme for beginner adult players.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:



	2008	2012
TICKETS AVAILABLE	105,461	217,661
TICKETS SOLD	104,438	216,930
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	1.7%	2.8%

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST
TICKETS AVAILABLE	540,000	680,000
TICKETS SOLD	500,000	650,000
PERCENTAGE OF TICKETS SOLD	93%	96%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	2,275	2,200
	1,225	1,300

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 371 million

Total maximum television audience during the London 2012 Olympic Games: 74 million

The average minute of coverage was watched by: 26.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 2,178

DIGITAL MEDIA

Internet

Number of visits to the official ITF website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	65,000	300,000
AVERAGE DAILY NUMBER OF PAGES VIEWED	400,000	1,000,000

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	975,337	68,941,411

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	218,719

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	582,581

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	59,549
NUMBER OF TWITTER FOLLOWERS	11,833

GOVERNANCE

CODE OF ETHICS

The IF states that it operates under a Code of Ethics that is aligned with the IOC Code of Ethics. Further details provided below:

The ITF has developed a Tennis Integrity Unit, a Code of Conduct for competitions, ethics statements in event rulebooks, as well as ethical standards for board members, directors, managers and employees.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The ITF states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The ITF states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Type of dispute for which the ITF has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES		X
DOPING DISPUTES	X	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY		X
DISCIPLINARY DISPUTES		X
DISPUTES BETWEEN IF BODIES		X
MEMBERSHIP DISPUTES		X
DISPUTES OF A PROPRIETARY NATURE		X
CONTRACTUAL DISPUTES		X
CORRUPTION DISPUTES	X	
ETHICAL DISPUTES		X
ELECTION DISPUTES		X

Number of CAS cases in which the ITF was involved:

2009	2010	2011
3	1	2

BOARD MEMBERS AND GENDER EQUITY

The ITF Board currently has 15 members. The gender breakdown of the members is presented below:

			% OF 
2008	12	1	8%
2012	14	1	7%

COMPETITION FIXING

The ITF states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

Tennis operates an anti-corruption programme across the whole of professional tennis. The purpose of the *Uniform Tennis Anti-Corruption Program* is to maintain the integrity of tennis, protect against any efforts to impact improperly the results of any match and establish a uniform set of rules and consistent scheme of enforcement and sanctions applicable to all professional tennis events and to all Governing Bodies.

ATHLETES

BEST ATHLETES

The ITF states that its best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The ITF states that it has an Athletes' Commission whose members are appointed by the Federation.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD		
COMMISSIONS	x	
TECHNICAL BODIES	x	

HEALTH

Medical Commission

The ITF states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The ITF states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

The ITF provides medical support at ITF events. Moreover, it has developed minimum healthcare guidelines such as the establishment of procedures prior to the start of the tournament for dealing with medical emergencies, as well as rules for participation during extreme weather conditions. Extreme weather conditions are defined as being when heat stress meets or exceeds a heat stress index of 30.1 degrees Celsius / 86.2 degrees Fahrenheit. The referee has the authority to determine if the Extreme Weather Conditions Rule will be in effect. In this case a 10-minute break is allowed between the second and third sets. There may also be a delay in the starting times of matches scheduled for play that day.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE ITF	% CONDUCTED BY THE ITF
2006	150	13	9%
2007	160	24	15%
2010	229	229	100%
2011	216	216	100%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	8
2010	3
2011	3

The ITF states that it has introduced the athlete biological passport.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The ITF states that it has programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. A short description is presented below:

The ITF liaises on a very regular basis with the two player organisations, the ATP and the WTA Tour, on all areas of activity. The ITF is a member of the WTA Tour Board of Directors and has close ties to the ATP. Because of this relationship, the interests and viewpoints of the players are always considered. In addition, the Davis Cup and the Fed Cup are both sanctioned by the tours, allowing the ITF to maintain a close relationship with players and their issues.

ENTOURAGE

The ITF states that it has an Entourage Commission or entourage-related initiatives, and that it monitors the athletes' entourage. The ITF also has a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The ITF states that it has a multi-year strategic planning process in place.

Financial distribution system

The ITF states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The ITF states that the following are the IF's key strategic priorities:

- › Events: to operate successful and admired international events
- › Players: to support the creation of the next generation of professional players via an effective & sustainable global tennis pathway
- › Participation: to increase and promote greater tennis playing opportunities at all levels of the sport
- › Leadership: to ensure a positive influence on the evolution of the sport

DEVELOPMENT OF THE SPORT

Main development programmes

The ITF states that it runs development programmes, including the following:

- › The *ITF/Grand Slam Development Fund Player Development Pathway* helps talented players from their first time playing to the top levels of junior and professional tennis. Operating at both national and international levels, the programme provides grants for U10 players to play and be coached outside of their home country.
- › The *ITF Coach Education Programme* helps national associations to create their own programmes and improve the level of coaching globally.
- › Many national associations do not have their own national tennis centre. As a consequence, they rent private facilities. The ITF can help through facility grants. While the ITF covers only a small percentage of the overall cost, these grants can act as an endorsement and catalyst to enable national associations to gain additional funding from government and the private sector.

Youth development programmes

The ITF states that it runs youth development programmes, including the following:

- › The ITF oversees and sanctions international junior events through its affiliated regional associations in the U14, U16 and U18 age groups.
- › It also organises Junior U14 and U16 world team events annually.
- › It sanctions 400 tournaments in over 120 nations through the Junior ITF U18 Circuit.

- › It funds and organises regional development circuits for players aged between the 12 and under to 18-year-old age groups through the *ITF/GSDF Development programme*.
- › It organises wheelchair tennis competition and training programmes through the Wheelchair Tennis Department and the *Silver Fund programme*.
- › Working with key constituents, the ITF has designed a new coaching programme, *Tennis 10s*, that gives young players the chance to enjoy and remain in the game. This was rolled out to adults in late 2012.

Women and Sport Commission or initiatives

The ITF states that it does not have a Women and Sport Commission or Women and Sport initiatives.

Sport for All Commission or initiatives

The ITF states that it has a Sport for All Commission or Sport for All initiatives, including the following:

The ITF launched three main projects in relation to increasing participation in tennis: *Play & Stay* in 2007, *Tennis10s* for U10 children in 2010 and *TennisXpress* for adults in 2012.

The ITF also has a Development Advisers' Group, a Coaches' Commission and Regional Development Officers.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	› The main means of monitoring venues are through site visits, minimum requirements for hosting events, Rules of Tennis and Event Regulations
SPORTS EQUIPMENT	› The ITF Science and Technical Department operates a systematic programme of research, testing and approval of tennis equipment in its laboratory at the ITF offices in London. The results of these programmes are subject to ongoing internal evaluation › The ITF Technical Commission advises the ITF Board of Directors on all matters pertaining to equipment › Since 2006 the ITF has used electronic line calling as a technological means of adjudication
COMPETITION CLOTHING	› Competition clothing is policed by ITF supervisors and officials at each event › Applicable rules are agreed by the Rules of Tennis Committee every year in conjunction with the ATP, WTA and Grand Slam tournaments

ENVIRONMENT

The ITF states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below.

Various initiatives are in place at the ITF's head office to minimise the impact of its operations on the environment; these include guidance to staff in relation to recycling and energy efficiency, recycling of larger items such as furniture and IT equipment and joint initiatives with the ITF's landlord (Bank of England) to reduce electricity consumption on its site as part of its responsibilities under the UK Carbon Reduction Commitment. Initiatives such as reducing the amount of international travel required to participate in the professional tennis tour, and maximising the use of equipment, recycling and reusing as opposed to destroying equipment, may result in reducing tennis's environmental impact.

Evaluation criteria

The ITF states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The ITF states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The ITF states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The ITF states that it has a jury of appeal. A short description of the process from start to finish in the event of appeal by an athlete during the competition is presented below:

The Federation shall select the Jury of Appeal. The persons will be chosen for their knowledge of the game, their independence, impartiality and competence. No more than two members of the Jury shall be from the same country. Any player, representative of a National Association, official or other person directly involved in the organisation of the Olympic Tennis Event may submit an appeal to the Jury in respect of a ruling given by the ITF, the Referee (where such ruling is appealable), or other person, in respect of an incident which has taken place during the Games. At least four members of the Jury must be on site during the playing of matches, and no decision shall be valid unless at least 75% of those present and voting so agree. The decision of the ITF Board of Directors shall be final in the event of any appeals.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The ITF has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › ITF officials are full-time and professional at almost all levels, certainly at the top level where referees and chair umpires are re-certified yearly based on performance › There is minimal controversy over the calls as players appreciate the professionalism and training › Increased use of electronic line calling has further improved the fairness on court in terms of more accurate line calling
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › On each court there are normally nine line umpires, one chair umpire, roving supervisors and a referee › A line umpire makes the first call and the chair umpire either confirms the call or overrules it. Players have a chance to challenge the calls (on court using the electronic review system) › Referees intervene to determine the interpretation of the rules
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › The ITF trains officials by conducting courses and hosting officiating schools on all continents › The best are selected for major events based on performance and taking into account the data that is recorded in an ITF database from every tournament › Assignments are made daily and weekly based on performances from the day or week before
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › There is a scale of one to seven for marking the performance of all officials (line umpires, chair umpires, referees, chief of umpires) and all evaluations are reviewed and discussed for promotions and demotions at the year-end re-certification meeting
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › The ITF has the following certifications (lower to higher): Green Badge, White Badge, Bronze Badge, Silver Badge, Gold Badge › At the end of each year, the ITF (together with representatives from the ATP and WTA Tours) meet to discuss the certification level of each certified official › The review is based upon courses attended, evaluations and work rate during the year

FINANCE

TRANSPARENCY

The ITF states that it uses acknowledged accounting standards.

The ITF states that it publishes the accounts on its website.

The ITF states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the ITF from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
BNP PARIBAS	x				
HP	x	x	x	x	
ADECCO	x				
HUGO BOSS	x	x	x		
ROLEX	x				

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 10,000 for the finals court, with at least 9 additional courts with capacities of 5,000 or 3,000 necessary to run the competition; the remaining courts need a capacity of 250.

The sport should take place in a dedicated venue for that sport.

Venue cannot be used by any other sport.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: Very high

Level of technology complexity at Olympic venues: High

Television production costs

Television production for tennis cost EUR 338,489 per day of competition at the London 2012 Olympic Games. There were 306.5 hours of production in total, with an average cost/hour of EUR 9,939.

ITTF

The International Table Tennis Federation

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OVERVIEW



EVENTS

Events at the London 2012 Olympic Games: 4

	
2	2

Number of ITTF competition days during the 16-day London Olympic Games schedule: 12

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	2	2	2	2
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	2	2	2	2
TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	4	4	4	4	4	4

QUOTAS

Quotas at the London 2012 Olympic Games: 172

	
86	86

ADDED VALUE

The ITTF states that the added value brought by table tennis to the Olympic Games is as follows:

With 217 member associations, 197 of which correspond to National Olympic Committees (NOCs), table tennis has spread to every corner of the world. This was reflected at the 2012 London Olympic Games, which saw the participation of NOCs such as Vanuatu, Togo, Libya and Djibouti, among others.

Moreover, table tennis promotes gender equality; women from Qatar, Djibouti and Iran participated in the 2012 London Olympic Games table tennis events. In table tennis, there are no barriers to women's participation, and the ITTF accepted and applauded the IOC's initiative of inviting women from countries that traditionally have never sent women competitors to the Olympic Games. The ITTF was very pleased to open up, with the IOC's support, an extra place for a woman player from Qatar.

Finally, table tennis stimulates peace and friendship between people. In the Olympic table tennis event, the DPR Korea and the Republic of Korea met and competed against each other in a spirit of mutual respect and healthy competition. In preparation for the Olympic Games, the ITTF held a special Peace Cup in November 2011 in Doha, Qatar, which was attended by United Nations representatives, at which athletes from North and South Korea played as a joint doubles team in both the men's and women's competitions.

The ITTF states that the added value brought by the Olympic Games to table tennis is as follows:

The Olympic Games allow table tennis to be showcased and exposed to a wider, and often new, audience. Given the importance of the Olympic Games, it also gives the ITTF an opportunity to innovate and create exciting centre-court concepts, with new and innovative designs giving the sport a fresh and modern look.

The Olympic Games are also an excellent opportunity for the ITTF to meet other International Federations (IFs) and many NOCs in a spirit of camaraderie and friendship, while learning from each other and exchanging ideas for the betterment of international sport in general and each respective sport in particular.

Last but not least, the financial contribution from the IOC to the IFs is much appreciated. In the case of the ITTF, it is used to further develop table tennis, by assisting continental federations and helping member associations in need.

HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the ITTF: 1926

OLYMPIC GAMES


Year of introduction to the Olympic Games programme:

 1988

Number of times on the programme of the Olympic Games:

 7
--

WORLD CHAMPIONSHIPS

	SENIOR 	JUNIOR 
YEAR OF FIRST WORLD CHAMPIONSHIPS	1926	2003
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	52	9
FREQUENCY	Every two years	Every year

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	4	2011
COMMONWEALTH GAMES	3	2010
ALL-AFRICA GAMES	8	2011
ASIAN GAMES	13	2010
PAN AMERICAN GAMES	9	2011
MEDITERRANEAN GAMES	11	2009

UNIVERSALITY





MEMBER NATIONAL FEDERATIONS

The ITTF has 197 member national federations corresponding to NOCs:











	2005	2008	2012
AFRICA	47	45	48
AMERICA	36	37	39
ASIA	43	44	44
EUROPE	47	48	49
OCEANIA	13	16	17
TOTAL	186	190	197

ACTIVE MEMBER NATIONAL FEDERATIONS











Number of ITTF-affiliated national federations that organised national championships in 2010 and 2011:

	2010 	2011 	2010 	2011 
AFRICA	42	43	40	41
AMERICA	38	39	36	37
ASIA	40	40	38	38
EUROPE	51	51	51	51
OCEANIA	20	20	20	20
TOTAL	191	193	185	187











Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
2008	11	7	18	13	20	16	42	39	7	7
2012	18	26	19	15	22	23	37	31	4	3











Number of national federations that took part in the last two ITTF World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	13	7	22	14	29	21	46	42	2	2
LAST	14	8	22	14	33	25	49	42	2	2

Number of national federations that took part in the last two ITTF Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	12	5	26	22	20	19	41	31	7	8
LAST	16	9	19	16	25	21	39	32	7	6



Number of national federations that took part in the last two ITTF Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	1	1	5	3	6	7	18	17	2	2
LAST	2	3	3	3	8	7	13	13	1	2

GLOBAL SPREAD OF EXCELLENCE



Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
					2008	2012
	2008	2012	2008	2012		
AFRICA	0	0	0	0	0%	0%
AMERICA	0	0	0	0	0%	0%
ASIA	2	2	3	3	92%	83%
EUROPE	1	1	0	0	8%	17%
OCEANIA	0	0	0	0	0%	0%
TOTAL	3	3	3	3	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

				
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	0	0	0	0
ASIA	4	3	4	4
EUROPE	1	1	0	0
OCEANIA	0	0	0	0
NUMBER OF MEDALS AWARDED	20	4	20	4
NUMBER OF COUNTRIES THAT WON MEDALS	5	4	4	4
NUMBER OF CONTINENTS THAT WON MEDALS	2	2	1	1

POPULARITY

APPEAL OF THE SPORT

The ITTF states that the following steps have been taken to increase the appeal of table tennis, in particular for young people:

The ITTF introduced a global youth development plan, including several competitions for young people such as the World Junior Championships, World Cadet Challenges and World Junior Series. Moreover, the ITTF has developed live streaming for most of its events using itTV - the ITTF television platform. Finally, the ITTF has increased its use of communication via new social media such as Facebook, Twitter and Flickr.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:


	2008	2012
TICKETS AVAILABLE	114,932	138,924
TICKETS SOLD	113,810	137,930
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	1.8%	1.8%

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST
TICKETS AVAILABLE	57,400	70,861
TICKETS SOLD	23,000	50,780
PERCENTAGE OF TICKETS SOLD	40%	72%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	450	526

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 461 million

Total maximum television audience during the London 2012 Olympic Games: 88 million

The average minute of coverage was watched by: 24 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 1,004

DIGITAL MEDIA

Internet

Number of visits to the official ITTF website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	51,917	78,415
AVERAGE DAILY NUMBER OF PAGES VIEWED	696,498	1,747,020

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	413,132	20,234,634

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	84,407

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	746,868

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	45,000
NUMBER OF TWITTER FOLLOWERS	3,687

GOVERNANCE

CODE OF ETHICS

The ITTF states that it does not have a Code of Ethics in force.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The ITTF states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The ITTF states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which the ITTF has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES	x	
DOPING DISPUTES		x
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY	x	
DISCIPLINARY DISPUTES		x
DISPUTES BETWEEN IF BODIES		x
MEMBERSHIP DISPUTES		x
DISPUTES OF A PROPRIETARY NATURE		x
CONTRACTUAL DISPUTES		x
CORRUPTION DISPUTES		x
ETHICAL DISPUTES		x
ELECTION DISPUTES	x	

Number of CAS cases in which the ITTF was involved:

2009	2010	2011
0	0	0

BOARD MEMBERS AND GENDER EQUITY

The ITTF Board currently has 8 members. The gender breakdown of the members is presented below:

			% OF 
2008	5	2	29%
2012	7	1	13%

COMPETITION FIXING

The ITTF states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

The ITTF has adopted regulations against illegal betting and corruption as part of its Handbook. The elimination of unfair and unsporting practices such as match fixing, match corruption and irregular or illegal betting is now enshrined in the ITTF rules. The ITTF rules state that players, coaches and officials shall uphold the aim of presenting the sport in a good light and safeguard its integrity by refraining from any attempt to influence the elements of a competition in a manner contrary to sporting ethics. Players, coaches and officials shall not participate in any form or support betting or gambling related to their own matches and competitions. Disciplinary actions against those who fail to comply with these principles (i.e. partial loss of prize money and/or suspension from ITTF events) are in place. The SportAccord Code of Conduct on sports betting for players and officials has been adopted.

ATHLETES

BEST ATHLETES

The ITTF states that its best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The ITTF states that it has an Athletes' Commission whose members are both appointed by the Federation and elected by their peers.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD	x	x
COMMISSIONS	x	x
TECHNICAL BODIES	x	

HEALTH

Medical Commission

The ITTF states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The ITTF states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

The ITTF has eradicated Volatile Organic Compounds (VOCs) from all of the athletes' personal equipment (rackets and racket coverings). This was done in a gradual way, leading to a full ban on all VOCs as of September 2008. This was to protect athletes' health. Strict racket control systems are in place to detect any infractions to the rules and to ensure that the sport is VOC free.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE ITTF	% CONDUCTED BY THE ITTF
2006	35	0	0%
2007	22	0	0%
2010	24	24	100%
2011	79	24	30%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	5
2010	7
2011	6

The ITTF states that it has not introduced the athlete biological passport and that it does not plan to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The ITTF states that it has no programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition.

ENTOURAGE

The ITTF states that it has an Entourage Commission or entourage-related initiatives, but that it does not monitor the athletes' entourage. However, the ITTF does have a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The ITTF states that it has a multi-year strategic planning process in place.

Financial distribution system

The ITTF states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The ITTF states that the following are the IF's key strategic priorities:

- › In 1999, the ITTF adopted the P4 plan. This objective-oriented plan is based on four priorities as the underlying philosophy of the ITTF: participation, popularity, profit financing and planning (hence the P4 appellation). In addition to planning, at least two of the remaining three priorities must exist in each and every ITTF activity, initiative or programme.
- › Each "P" generates a series of objectives. These objectives are either "critical", which means time-sensitive, or "flexible", which means the timelines are determined by the available human and financial resources. In critical objectives and critical priorities, the time is fixed and therefore the human and financial resources must be allocated and budgeted accordingly.

DEVELOPMENT OF THE SPORT

Main development programmes

The ITTF states that it runs development programmes, including the following:

- › The ITTF has an extensive *Development Programme* with over 1.8 million USD per year divided among the continents, according to the number of associations and the ratio of subjective needs.
- › A four-year agreement is negotiated with each continent based on needs, including coach education, training camps, women's courses, umpire and referee courses, marketing courses, para table tennis courses, equipment assistance and continental development officers.
- › The ITTF also has a strong focus on humanitarian projects through the *ITTF Dreambuilding Project* including projects with Peace & Sport and UNOSDP (i.e. Peace&Sport Cup, Peace through Ping Pong Projects in Colombia, East Timor, DR Congo, Burundi, Haiti Earthquake Project, etc.).
- › The *ITTF Women's Development Programme* includes a minimum of one women's course on each continent.

Youth development programmes

The ITTF states that it runs youth development programmes, including the following:

- › The ITTF has junior training camps connected to ITTF Global Junior Circuit events.
- › The ITTF runs the *With the Future in Mind Junior Scholarship Programme* in close cooperation with Olympic Solidarity, for approximately 20 talented juniors from developing countries.
- › The ITTF runs *Road to YOG Programmes* targeting and providing training and competition opportunities for young people.

Women and Sport Commission or initiatives

The ITTF states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › The ITTF follows up on development courses for women and girls, whose participation went up from 35% in 2010 to 42% in 2012. The ITTF also organises continental meetings in order to develop short- and long-term project plans and to establish zonal or regional structures. Moreover, the ITTF completed a tool kit with mentoring guidelines, HIV awareness and life skills. Finally, the ITTF celebrated International Women's Day at national level. In 2011, 22 countries participated in the event and around 30 activities were planned.

Sport for All Commission or initiatives

The ITTF states that it does not have a Sport for All Commission or Sport for All initiatives.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	› After each World Championships, the ITTF conducts a full debriefing with ITTF staff and the organiser to evaluate all aspects of the organisation including the venue set-up
SPORTS EQUIPMENT	› The ITTF has one full staff equipment manager in charge of all matters pertaining to table tennis equipment and an Equipment Committee which deals with the policies to be applied in terms of the technical evolution of the sport › The ITTF also has a strict racket control system in place and monitors all of the ITTF-authorized or -approved brands through tests which evaluate the level of compliance with the ITTF's technical requirements
COMPETITION CLOTHING	› The ITTF does not consider that competition clothing has a direct impact in table tennis and thus does not follow its technical evolution

ENVIRONMENT

The ITTF states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

The ITTF follows the policies and recommendations of the United Nations' Agenda 21 and the IOC Guide on Sport, Environment and Sustainable Development published in June 2006. The ITTF has eradicated the use of Volatile Organic Compounds.

Evaluation criteria

The ITTF states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit insofar as it considers that table tennis has a very low impact on environmental issues.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The ITTF states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The ITTF states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The ITTF states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

In individual events, an appeal to the jury may be made by a player participating in the match in which the incident has arisen. In a team event, an appeal may be made only by the captain of a team participating in the match in which the incident has arisen. Appeals to the jury may be made against a decision by the referee on a question of tournament or match conduct not covered by the ITTF laws and regulations. The jury's decision is final.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The ITTF has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › Judging has a low impact on the result of a table tennis match
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › An international referee and deputy referees are appointed to each international tournament, with each international match being assigned to an international umpire (IU) and an assistant umpire
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › The ITTF provides support to all the associations to facilitate and standardise practices. Information is also provided online for the training of international umpires. A basic level of umpire courses was introduced for countries lacking an umpire training scheme › Associations may nominate national officials for the ITTF international umpire exam, which takes place every two years. Successful officials can then undertake advanced umpire training classes, examinations and evaluations › A small number advance to the highest level following several years of outstanding performance and peer recommendations. International referees must also undertake a programme of seminars, exams and interviews to obtain their qualification
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › The umpire evaluation system was designed to record the performance of the umpire during a match. The umpire is not graded, but rather marked as meeting expectations or needing improvement › For the Olympic Games, only those umpires meeting expectations are selected › An evaluator from the ITTF Umpires and Referees Committee discusses the performance with the umpire after the match and provides feedback on areas that could be improved
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › International Umpires certification started in 1993 and the ITTF has qualified more than 5000 IUs since then › Since 2002, the ITTF has had two levels of certification for IUs, expressed in the colour of badges: a White Badge and a Blue Badge. All current IUs are considered White Badges, but umpires with excellent performance can try to achieve the Blue Badge qualification › The ITTF has the following referee levels: national referee, certified referee/international referee and international referee advanced

FINANCE

TRANSPARENCY

The ITTF states that it uses acknowledged accounting standards.

The ITTF states that it publishes the accounts on its website.

The ITTF states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the ITTF from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
VOLKSWAGEN	x				
GAC (GUANGZHOU AUTOMOTIVE GROUP)	x				
DHS (SHANGHAI DOUBLE HAPPINESS)	x	x			
LIEBHERR	x				
TAMASU-BUTTERFLY	x	x			

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 5,000.

The sport can take place in either an exhibition/convention centre hall or indoor arena.

Venue can possibly be shared with other indoor sports/disciplines such as rhythmic gymnastics, taekwondo or modern pentathlon fencing, but the competition format of these sports can make sharing challenging at times.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: Considerable

Level of technology complexity at Olympic venues: Considerable

Television production costs

Television production for table tennis cost EUR 185,400 per day of competition at the London 2012 Olympic Games. There were 201.5 hours of production in total, with an average cost/hour of EUR 11,041.

ITU

International Triathlon Union

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OVERVIEW



EVENTS

Events at the London 2012 Olympic Games: 2

	
1	1

Number of ITU competition days during the 16-day London Olympic Games schedule: 2

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1
TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2	2

QUOTAS

Quotas at the London 2012 Olympic Games: 110

	
55	55

ADDED VALUE

The ITU states that the added value brought by triathlon to the Olympic Games is as follows:

Triathlon attracts new, young athletes and audiences to the Olympic Games by engaging them in thrilling and unpredictable events, as witnessed during the London 2012 Olympic Games. The majority (53%) of the ITU's online followers are under 34 years of age. Moreover, triathlon helps to keep the Olympic Games fresh and exciting, while still maintaining the traditional values of Olympism.

The ITU states that the added value brought by the Olympic Games to triathlon is as follows:

Triathlon's status as an Olympic sport adds immense value to the sport. This status gives official recognition and legitimacy to triathlon and hence access to resources for National Olympic Committees (NOCs) and national sport associations to develop triathlon. Olympic inclusion acts as a catalyst to advance triathlon and gain support at national level. In addition, triathlon's status as an Olympic sport gives athletes the possibility to fulfil their dreams of racing at the highest level, the Olympic Games being considered the pinnacle of triathlon.

Furthermore, exposure during the Olympic Games introduces the sport to new audiences and encourages new generations of potential Olympians to take up triathlon. This has been an invaluable tool for motivating young people to practise the sport in developing nations. Young people can see that triathlon is a gender-equal, exciting sport.

The ITU's national federations and stakeholders are also enhanced by embracing the shared Olympic values. The ITU is committed to developing the sport worldwide and while the ITU already has 149 national federations, of which 140 correspond to NOCs, the ITU is committed to growing the sport further. Showcasing triathlon during Games time creates possibilities for triathlon in non-traditional markets and helps the ITU's global development programmes.

HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the ITU: 1989

OLYMPIC GAMES



Year of introduction to the Olympic Games programme:



Number of times on the programme of the Olympic Games:



WORLD CHAMPIONSHIPS

	SENIOR 	JUNIOR 
YEAR OF FIRST WORLD CHAMPIONSHIPS	1989	1990
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	23	22
FREQUENCY	Every year	

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	1	1993
UNIVERSIADE	0	-
COMMONWEALTH GAMES	2	2006
ALL-AFRICA GAMES	1	2011
ASIAN GAMES	2	2010
PAN AMERICAN GAMES	5	2011
MEDITERRANEAN GAMES	0	-

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

The ITU has 140 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	7	7	19
AMERICA	31	37	39
ASIA	14	23	29
EUROPE	39	43	44
OCEANIA	6	6	9
TOTAL	97	116	140

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of ITU-affiliated national federations that organised national championships in 2010 and 2011:

	♂		♀	
	2010	2011	2010	2011
AFRICA	6	8	6	8
AMERICA	30	31	30	31
ASIA	17	20	16	19
EUROPE	37	39	37	39
OCEANIA	3	4	3	4
TOTAL	93	102	92	101

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
2008	6	4	25	15	18	12	36	27	2	2
2012	7	5	26	19	24	14	36	31	4	3











Number of national federations that took part in the last two ITU World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	2	3	13	11	8	4	21	20	2	2
LAST	5	1	15	14	7	5	24	23	2	2

Number of national federations that took part in the last two ITU Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	5	2	12	12	20	12	22	21	2	2
LAST	4	2	22	16	11	6	22	21	2	2



Number of national federations that took part in the last two ITU Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	4	0	10	8	4	3	25	20	2	2
LAST	1	2	8	6	5	4	14	12	2	2

GLOBAL SPREAD OF EXCELLENCE



Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
					2008	2012
	2008	2012	2008	2012		
AFRICA	0	0	0	0	0%	0%
AMERICA	1	0	0	0	17%	0%
ASIA	0	0	0	0	0%	0%
EUROPE	1	2	1	2	33%	83%
OCEANIA	1	0	1	1	50%	17%
TOTAL	3	2	2	3	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

				
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	0	0	0	1
ASIA	0	0	0	0
EUROPE	4	4	4	3
OCEANIA	1	0	1	1
NUMBER OF MEDALS AWARDED	9	9	9	9
NUMBER OF COUNTRIES THAT WON MEDALS	5	4	5	5
NUMBER OF CONTINENTS THAT WON MEDALS	2	1	2	3

POPULARITY

APPEAL OF THE SPORT

The ITU states that the following steps have been taken to increase the appeal of triathlon, in particular for young people: Guaranteeing live coverage of all major events has led to the growth of a large fan base. The coverage is available on major TV networks and online to ensure unfettered access for a young and mobile-savvy audience. The ITU has focused on increasing its social media presence with dedicated Facebook, Twitter, Flickr and YouTube channels, ensuring engagement and interaction with a large, young audience. The ITU also has a fully mobile website compatible with all mobile devices.

Triathlon mixed relay was also specifically developed to appeal to a young audience, while not alienating the core audience or altering the core concept of the sport. This event encompasses all the very best elements of triathlon in a short, dynamic and compelling format, while promoting gender equality and teamwork.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:

	2008	2012
TICKETS AVAILABLE	14,014	8,732
TICKETS SOLD	13,884	8,613
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	0.2%	0.1%


Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST
TICKETS AVAILABLE		
TICKETS SOLD		
PERCENTAGE OF TICKETS SOLD		


 ITU has offered a free seating policy at all of its World Championship events since 1989.

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	475	585

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 99.5 million

Total maximum television audience during the London 2012 Olympic Games: 64.5 million

The average minute of coverage was watched by: 36 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 478

DIGITAL MEDIA

Internet

Number of visits to the official ITU website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	9,236	14,195
AVERAGE DAILY NUMBER OF PAGES VIEWED	63,271	68,516

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	518,317	8,090,523

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	69,035

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	24,156

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	34,555
NUMBER OF TWITTER FOLLOWERS	15,215

Other social media activity

All major triathlon national federations are also very active on social media platforms. In addition to the two platforms previously mentioned, the ITU is also active on numerous other social media platforms. The ITU has had a dedicated YouTube channel since 2007, with over 1.24 million video views. The ITU also started a Pinterest account to broaden the sport's appeal to a female audience, the primary demographic of that social media platform. The ITU's Flickr account ensures a wider distribution of the sport's best images to a young audience. Finally, the ITU updated its analytics programme in 2008 to Google Analytics to ensure accurate reporting of website traffic.

GOVERNANCE

CODE OF ETHICS

The ITU states that it operates under a Code of Ethics which is aligned with the IOC Code of Ethics. Further details provided below:

The ITU Executive Board voted in 2010 to adhere to the IOC Code of Ethics as it pertains to the sport of triathlon. In particular, the ITU strongly aligns itself with the IOC Code of Ethics in the areas of dignity, integrity, good governance and resources, as well as confidentiality.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The ITU states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The ITU states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which the ITU has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES	x	
DOPING DISPUTES	x	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY	x	
DISCIPLINARY DISPUTES	x	
DISPUTES BETWEEN IF BODIES		x
MEMBERSHIP DISPUTES		x
DISPUTES OF A PROPRIETARY NATURE		x
CONTRACTUAL DISPUTES	x	
CORRUPTION DISPUTES		x
ETHICAL DISPUTES		x
ELECTION DISPUTES	x	

Number of CAS cases in which the ITU was involved:

2009	2010	2011
1	1	2

BOARD MEMBERS AND GENDER EQUITY

The ITU Board currently has 21 members. The gender breakdown of the members is presented below:

			% OF 
2008	10	4	29%
2012	13	8	38%

COMPETITION FIXING

The ITU states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

While the perceived threat of competition fixing in triathlon is low, the ITU is very aware of the dangers of competition fixing. The ITU has a competition jury which is in place to investigate any allegations of competition fixing. In addition, there are procedures in place which allow the ITU Executive Board to hear appeals and sanction athletes on any race-related matter, including allegations of competition fixing. The ITU continues to monitor the situation closely with other International Federations and is prepared to act to implement stronger measures to prevent potential competition fixing if necessary.

ATHLETES

BEST ATHLETES

The ITU states that its best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The ITU states that it has an Athletes' Commission whose members are elected by their peers.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD	x	x
COMMISSIONS	x	x
TECHNICAL BODIES	x	x

HEALTH

Medical Commission

The ITU states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The ITU states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

The ITU Medical and Coaches' Commissions actively participate in the decision-making process around the scheduling of events to ensure optimum recovery periods for athletes. The ITU has also commissioned studies and implemented rules on allowable water temperatures for the swim together with FINA and the IOC. There is a strong athlete health element in the ITU coaching certification process. In addition, the ITU has set up a biannual science and triathlon conference to enable coaches, doctors and sports scientists to share information on athletes' health and welfare, as well as optimising performance.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE ITU	% CONDUCTED BY THE ITU
2006	112	0	0%
2007	326	0	0%
2010	1,654	80	5%
2011	1,595	80	5%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	1
2010	2
2011	1

The ITU states that it has introduced the athlete biological passport.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The ITU states that it has no programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition.

ENTOURAGE

The ITU states that it has an Entourage Commission or entourage-related initiatives, and that it monitors the athletes' entourage. The ITU also has a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The ITU states that it has a multi-year strategic planning process in place. It works off a four-year strategic planning cycle, reviewed after each Olympic Games. The current goals focus on developing the sport from grassroots to elite level, while maximising the profile, value and profitability of the ITU's major properties.

Financial distribution system

The ITU states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The ITU states that the following are the IF's key strategic priorities:

- › To achieve an extraordinary profile for the sport within the Olympic and Paralympic family
- › To have an ITU presence in all triathlon events worldwide

- › To establish successful and strategic relationships with all partners and engage them widely in all aspects of the sport
- › To increase triathlon's presence in all regions by increasing the number of national federations with high performance athletes and events
- › To implement sustainable best practices within the ITU

DEVELOPMENT OF THE SPORT

Main development programmes

The ITU states that it runs development programmes, including the following:

- › The ITU has funded a dedicated development coordinator for each continental confederation. Over 1,200 athletes and coaches from more than 100 developing nations have benefited from ITU development projects since 2009, in addition to 3,598 technical officials.
- › The *Athlete Development Programme* provides support, resources and expertise to elite athletes from developing national federations to compete at World Cup level.
- › Coach development aims to increase the number of coaches from developing national federations who can gain experience in the preparation and support of athletes competing at World Cup level.
- › Technical and event development focuses on developing technical officials, event organisers and events by running technical courses, observer programmes and a *Transfer of Knowledge Programme*.

Youth development programmes

The ITU states that it runs youth development programmes, including the following:

- › A squad of athletes from emerging and developing national federations are selected to participate in development camps under the guidance of top-level international coaches from the ITU coaching staff. The ITU also runs a series of continental camps aimed at youth and junior athletes.
- › ITU community level courses and resources (DVD and teachers' manuals) prepare communities, clubs and schools to present grassroots and Tri for Fun events locally, with the focus being on basic competition rules and event management principles.
- › All ITU events are encouraged to have large children's and youth events. One such event in Hamburg has over 4,000 participants, and over 12,000 children participate in a youth series in Australia and New Zealand. British Triathlon has 24 children's' events, many with over 1,000 children per race.

Women and Sport Commission or initiatives

The ITU states that it has a Women and Sport Commission and Women and Sport initiatives, including the following:

- › The ITU Women's Committee was created in 1990 to make sure that there were equal opportunities, recognition and rewards for women in triathlon. The Committee helps maintain the profile of women in all aspects of the sport, including athletes, coaches, technical officials, administrators, organisers, staff and leaders. It gives opportunities for women to meet and discuss topics relevant to women, to learn and to celebrate successes together, as well as constantly challenging those in the sport to highlight women's achievements and make sure that they are viewed equally. This has become important with the increase of prize money and television exposure. The Women's Committee has been successful in its mandate in terms of equality and external recognition in pan-women networks.

Sport for All Commission or initiatives

The ITU states that it has a Sport for All Commission and Sport for All initiatives, including the following:

- › The ITU has a Sport for All Commission to promote participation in triathlon. The ITU also runs several initiatives to encourage Sport for All. The concept of the ITU World Triathlon Series is that the highest level of elite competition takes place alongside large mass participation races. Over 30,000 athletes participate in these competitions alone annually. Nearly every sanctioned ITU competition also runs a large Sport for All event. Moreover, the ITU's annual Age Group World Championships encourages mass participation through a qualification system by each national federation. ITU Community level courses prepare communities, clubs and schools to present grassroots and Tri for Fun events locally, with a focus on basic ITU competition rules and event management principles.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

<p>VENUES (SAFETY AND PERFORMANCE)</p>	<ul style="list-style-type: none"> › The ITU has set standards on venue management principles and overlays for triathlon competitions. These standards are listed in the ITU event organisation manual and the specific requirements for the World Triathlon Series and World Cup events. These documents are updated annually based on feedback from technical officials, event organisers and ITU committees, and are available online › At specific events or venues, the procedure of the ITU is to assign the same technical delegate for three consecutive years, ensuring that there is consistency and that improvements are made based on the experience of previous years. After the third year, a new technical delegate is assigned to make sure that new ideas and innovations are implemented
<p>SPORTS EQUIPMENT</p>	<ul style="list-style-type: none"> › Detailed specifications are available for all sports equipment used in ITU competitions. All equipment has to follow these specifications and be homologated by the ITU Technical Committee › As far as athletes' equipment is concerned (e.g. bicycles), the ITU works in cooperation with other International Federations (e.g. the UCI) in order to keep up to date with the latest developments in the equipment used in their sports › All new athletic equipment has to go through the same procedure and be assessed by the ITU Technical Committee to guarantee compliance with the ITU Competition Rules › The ITU is introducing its own certification process for triathlon-specific equipment, such as clip-on handlebars. All athletes' equipment has to be presented prior to ITU competitions, when it is checked by ITU technical officials
<p>COMPETITION CLOTHING</p>	<ul style="list-style-type: none"> › In 2010, the ITU started closely monitoring the technical evolution of competition clothing. A system was implemented for controlling the clothing innovations used in triathlon competition and certifying these garments › The ITU conducts annual meetings with triathlon-specific clothing manufacturers and the ITU Sport Department for the purpose of recording their thoughts and concerns › The ITU also works closely with the ITU Athletes' Committee and the ITU Coaches' Committee to receive their feedback on the process › The ITU establishes rules and regulations governing the approved competition clothing. In 2013 it will also introduce an equipment certification system and from 2014 it will implement a certification list covering all the approved competition clothing

ENVIRONMENT

The ITU states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

The ITU has a policy of sustainable events with minimal environmental impact. The ITU set up a Sustainability Commission in 2010 to develop policies and advise stakeholders. Travel is limited as much as possible and telecommunication tools are used to conduct meetings. ITU events use existing infrastructure and so have minimal environmental impact. Events do not require alteration of the existing landscape or any new construction of permanent structures. The race sites are returned to the same condition as before the event. Every event must prove water quality values exceeding internationally recognised standards for cleanliness. Because of these standards, triathlon has helped to improve water quality in many locations. Finally, a number of ITU events have been certified as eco-friendly.

Evaluation criteria

The ITU states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit (SSET). However, it is in the process of evaluating the best environmental criteria for its events. In 2012, a study of various high-level events was commissioned. This study will determine the impact that ITU events have on the environment and help develop further policies and procedures for improving the sustainability of events and reducing the environmental impact of the sport. Once the study has been completed, the ITU Sustainability Commission will look at the various options at its disposal, including the SSET, in order to determine the most appropriate environmental evaluation criteria for the sport.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The ITU states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The ITU states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The ITU states that it has a jury of appeal. A short description of the process from start to finish in the event of appeal by an athlete during the competition is presented below:

An appeal is a request for review of a decision by the referee (Level one), the competition jury (Level two) or the ITU Executive Board (Level three). Where ITU rules do not cover the incident, FINA, UCI, IAAF, IPC swimming and IPC athletics rules will apply. The decision of the referee may be appealed to the competition jury no later than 15 minutes after finishing or posting the infraction. The decision must be announced immediately. The decision of the jury may be appealed to the ITU Secretary General, who calls upon the Executive Board to nominate a panel of three. The decision has to be announced after Executive Board approval. The decision of the Executive Board may be appealed to the Court of Arbitration for Sport (CAS).

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The ITU has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › Judging has a low impact on the result of triathlon competitions. The critical areas of the competition and courses such as the start, swim turns, transition area and finish, are recorded with photo and video camera by the technical officials to back up any judgement call made by a technical official
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › In triathlon, an athlete's performance is judged by a timing and results system. Timing chips, worn by the athletes, record the split times and final times at different positions › Technical officials supervise the competition and ensure that all rules are complied with › Any infringement by an athlete which is called by a technical official needs to be confirmed by the race referee
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › Alongside educational seminars, the ITU has various initiatives to ensure that technical officials receive adequate experience. These include the assistant technical director programme and the self-funded programme › Officials are selected according to existing policies and procedures, under which the Technical Committee of the ITU has final approval › For major competitions, final approval rests with the Executive Board
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › Technical officials are evaluated according to their performance in seminars and also during competition › These evaluations are recorded in the technical officials' database, which now contains more than 3,500 officials › Evaluation upon completion of a seminar is by examination › After ITU events, a post-race report is submitted by the technical director, which includes an evaluation of the technical officials who participated
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › Under the ITU system, technical officials are certified at three different levels. To move from one level to the next, officials need to attend mandatory seminars and officiate at a predetermined number of events › Technical officials may only assume duties which correspond to their certification level › Certification is carried out once a year by the ITU Technical Committee

FINANCE

TRANSPARENCY

The ITU states that it uses acknowledged accounting standards.

The ITU states that it publishes the accounts on its website.

The ITU states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the ITU from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
SAMSUNG	x				
LAGARDÈRE GROUP	x			x	
DEXTRO ENERGY	x	x			
OAKLEY	x	x			
SPECIALIZED	x				



COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 2,500.

The sport can take place in a lake or sea or in dedicated purpose-built water channels, for the swimming event, while the cycling and running events can take place on any road.

The swimming venue may be shared with rowing, canoe sprint, and marathon swimming. The road venue could be shared with any other road events.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: Medium

Level of technology complexity at Olympic venues: Low

Television production costs

Television production for triathlon cost EUR 992,171 per day of competition at the London 2012 Olympic Games. There were 5.6 hours of production in total, with an average cost/hour of EUR 354,347.

IWF

International Weightlifting Federation

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OVERVIEW



EVENTS

Events at the London 2012 Olympic Games: 15

	
8	7



Number of IWF competition days during the 16-day London Olympic Games schedule: 10

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	5	5	5	5	6	7	7	7	7	7	9	9	10	10	10	10	10	8	8	8	8
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	7	7	7
TOTAL	5	5	5	5	6	7	7	7	7	7	9	9	10	10	10	10	10	15	15	15	15

QUOTAS

Quotas at the London 2012 Olympic Games: 260*

	
156	104

* Quotas include five host country quota places (three for men and two for women), and 10 tripartite quota places (six for men and four for women)

ADDED VALUE

The IWF states that the added value brought by weightlifting to the Olympic Games is as follows:

As one of the oldest Olympic sports, weightlifting is of genuine importance to the Olympic Games. As in previous Olympic Games, London 2012 audiences and TV viewers around the world were able to watch spectacular, exciting and fair competitions in all categories. A faithful embodiment of the Olympic motto, weightlifting was staged at ExCeL by competitors from 84 National Olympic Committees (NOCs). British audiences enjoyed the atmosphere of suspense, concentration and drama. Fairness and objectivity prevailed in the adjudication and universality was ensured through the qualification system. With 41% of women, weightlifting had a very good gender ratio. Furthermore, inclusive clothing rules allowed for the participation of female athletes from all over the world.

The IWF states that the added value brought by the Olympic Games to weightlifting is as follows:

The Olympic Games, being the pinnacle of all sporting events, represent the highest value in weightlifting. The exposure provided and the ideals that can only be associated with the Olympic Games are a unique and vital asset to the sport. Nothing can increase a sport's popularity and prestige more than a successful performance at the Olympic Games. As well as the honour and athletic value of Olympic participation, athletes and the public alike can share the special atmosphere of the Olympic Games, which are held to a higher level of ethical and moral principles. Finally, the stability and financial support provided by Olympic revenues is a significant factor in the Federation's ability to carry through its development programmes and to promote the sport worldwide.




HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the IWF: 1905

OLYMPIC GAMES





Year of introduction to the Olympic Games programme:

 1896	 2000
---	---

Number of times on the programme of the Olympic Games:

 24	 4
---	--

WORLD CHAMPIONSHIPS

	SENIOR		JUNIOR	
				
YEAR OF FIRST WORLD CHAMPIONSHIPS	1891	1987	1975	1995
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	79	21	38	18
FREQUENCY	Every year*		Every year	

* Except for years in which the Olympic Games are held

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	1	2011
COMMONWEALTH GAMES	16	2010
ALL-AFRICA GAMES	9	2007
ASIAN GAMES	15	2010
PAN AMERICAN GAMES	16	2011
MEDITERRANEAN GAMES	18	2009



UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

The IWF has 175 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	26	32	34
AMERICA	36	37	35
ASIA	40	44	44
EUROPE	45	47	45
OCEANIA	15	17	17
TOTAL	162	177	175

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of IWF-affiliated national federations that organised national championships in 2010 and 2011:

	2010	2011	2010	2011
AFRICA	18	19	16	15
AMERICA	26	27	25	25
ASIA	38	39	33	32
EUROPE	44	44	35	33
OCEANIA	10	10	9	9
TOTAL	136	139	118	114

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
2008	14	11	18	15	29	16	39	31	16	12
2012	14	13	20	18	26	21	34	29	15	10

Number of national federations that took part in the last two IWF World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	5	2	12	9	18	14	26	22	1	0
LAST	4	4	14	11	17	15	26	23	10	6

Number of national federations that took part in the last two IWF Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	13	12	17	16	22	19	33	25	14	10
LAST	13	12	18	17	25	18	33	25	15	10



Number of national federations that took part in the last two IWF Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	2	2	4	4	17	12	18	11	6	3
LAST	1	0	14	15	8	6	17	9	1	0

GLOBAL SPREAD OF EXCELLENCE

Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	♂	♀	♂	♀	2008	2012
	2008	2012	2008	2012	2008	2012
AFRICA	0	0	0	0	0%	0%
AMERICA	1	2	0	1	2%	7%
ASIA	5	5	6	6	53%	53%
EUROPE	7	6	4	6	45%	40%
OCEANIA	0	0	0	0	0%	0%
TOTAL	13	13	10	13	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

	♂		♀	
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	1	1	0	0
AMERICA	2	1	2	1
ASIA	6	7	5	5
EUROPE	8	9	4	8
OCEANIA	0	0	0	0
NUMBER OF MEDALS AWARDED	72	72	63	63
NUMBER OF COUNTRIES THAT WON MEDALS	17	18	11	14
NUMBER OF CONTINENTS THAT WON MEDALS	4	4	3	3

POPULARITY

APPEAL OF THE SPORT

The IWF states that the following steps have been taken to increase the appeal of weightlifting, in particular for young people:

The IWF recently introduced the IWF Youth World Championships, which are now held annually. Moreover, educational seminars are organised five to six times a year at international level and three to four times at regional level. The presentation of the sport has also been enhanced and made more spectacular and appealing to young people. Furthermore, live webcasting has been made available at major events. The IWF created a “Say NO! to Doping” campaign tailored for young athletes, involving role models, a quiz and initiation projects. Finally, social media activities have been increased.




TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:

	2008	2012
TICKETS AVAILABLE	64,130	92,442
TICKETS SOLD	63,110	90,137
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	1%	1.1%

Tickets available and sold during the last two World Championships:

	PREVIOUS	 LAST
TICKETS AVAILABLE	20,000	40,000
TICKETS SOLD	15,000	40,000
PERCENTAGE OF TICKETS SOLD	75%	100%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	150	250

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 320 million

Total maximum television audience during the London 2012 Olympic Games: 82.5 million

The average minute of coverage was watched by: 33.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 1,176

DIGITAL MEDIA

Internet

Number of visits to the official IWF website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	2,393	7,015
AVERAGE DAILY NUMBER OF PAGES VIEWED	164,800	40,315

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	463,053	21,002,852



Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	119,387

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	552,146

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	11,000
NUMBER OF TWITTER FOLLOWERS	700

Other social media activity

The IWF states that it is also active on YouTube and Weibo.

GOVERNANCE

CODE OF ETHICS

The IWF states that it operates under a Code of Ethics that is aligned with the IOC Code of Ethics. Further details provided below:

The new version of the IWF Code of Ethics approved by the IWF Congress in December 2012 is in line with the basic principles of the IOC Code of Ethics. It includes key principles such as non-discrimination, dignity, freedom from any kind of harassment, fair play, integrity, political neutrality, protection of the environment and promotion of the Olympic Movement. Furthermore, the IWF Code of Ethics includes rules on confidentiality and conflicts of interest, as well as the roles and responsibilities of the Ethics Commission.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The IWF states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The IWF states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.



Types of disputes for which the IWF has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES		X
DOPING DISPUTES	X	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY		X
DISCIPLINARY DISPUTES		X
DISPUTES BETWEEN IF BODIES		X
MEMBERSHIP DISPUTES		X
DISPUTES OF A PROPRIETARY NATURE		X
CONTRACTUAL DISPUTES		X
CORRUPTION DISPUTES		X
ETHICAL DISPUTES		X
ELECTION DISPUTES		X

Number of CAS cases in which the IWF was involved:

2009	2010	2011
0	1	5

BOARD MEMBERS AND GENDER EQUITY

The IWF Board currently has 21 members. The gender breakdown of the members is presented below:

			% OF 
2008	16	1	6%
2012	20	1	5%

COMPETITION FIXING

The IWF states that it has set up rules and procedures to fight against competition fixing. Further details provided below: Relevant guidelines have been approved and published on the IWF website. These guidelines were provided to each national federation at the last IWF Congress.



ATHLETES

BEST ATHLETES

The IWF states that its best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The IWF states that it has an Athletes' Commission whose members are appointed by the Federation.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD		
COMMISSIONS	x	x
TECHNICAL BODIES		

HEALTH

Medical Commission

The IWF states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The IWF states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

The IWF Medical Committee meets annually and monitors the injury and illness reports of all IWF events. The statistical data is presented to the IWF Congress with health, medical and security advice. All IWF-licensed sports equipment providers are obliged to guarantee that their equipment is suitable for weightlifting and is safe for the athletes. The IWF requires all participants in all World Championships to have medical insurance coverage. The IWF provides for hospital treatment to be available at World Championships. During competition and training, an ambulance service and IWF doctor are always present on site. IWF education programmes include information on prevention and on the health consequences of doping.

The IWF also plans to introduce the steroid passport in the future.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE IWF	% CONDUCTED BY THE IWF
2006	649	409	63%
2007	619	402	65%
2010	503	439	87%
2011	171	100	58%



Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	44
2010	50
2011	43

The IWF states that it has not introduced the athlete biological passport and that it does not plan to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The IWF states that it has programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. A short description is presented below:

The IWF has published a set of Athletes' Career Guidelines. The purpose of this document is to raise awareness and to motivate the weightlifting community to create the right environment for athletes' career plans. The main paths and means are as follows:

- › Prepare athletes for life after competition through raising awareness (educational seminars)
- › Train athletes to develop specific skills (media relations, etc.)
- › Assist athletes to combine sport with work/education (time management, prioritisation, etc.)
- › Develop appropriate support from their entourage (member federation, club, coach)
- › Provide a network of expertise enabling the athletes to feel supported in finding their way after elite sport

Furthermore, the IWF regularly holds Educational Seminars at every IWF Championships, including a session on athletes' career development.

ENTOURAGE

The IWF states that it does not have an Entourage Commission or entourage-related initiatives. However, the IWF monitors the athletes' entourage and has a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The IWF states that it has a multi-year strategic planning process in place.

Financial distribution system

The IWF states that it has a financial distribution system to support national federations and continental associations.



Key strategic priorities

The IWF states that the following are the IF's key strategic priorities:

- › To support all initiatives for peace and understanding
- › To advocate and ensure competitions are held in a spirit of fair play
- › To further upgrade the organisation of world championships and other events
- › To develop weightlifting among young people
- › To increase democracy and transparency in decision-making and management
- › To increase the involvement and activity of member federations
- › To implement strategic development and education programmes

DEVELOPMENT OF THE SPORT

Main development programmes

The IWF states that it runs development programmes, including the following:

- › Since 2009, the IWF's long-term *Development Programme* has featured programmes on all five continents. It mainly covers equipment supplies, training and technical courses.
- › Additional special projects include the *Talent Identification Programme* in Oceania and the *Club Coaching Programme* based on the Club Coach Manual. With regard to coaching, level one and level two courses have been held in several countries on the five continents.
- › Since 2009, education seminars for athletes and coaches have been organised at each IWF World Championship. The main aim is to increase the level of knowledge of athletes and coaches in a number of fields, particularly anti-doping and technical aspects.

Youth development programmes

The IWF states that it runs youth development programmes, including the following:

- › Educational seminars have been held during the Youth World Championships since the first edition in 2009 in Chiang Mai, Thailand. The main topics are anti-doping, technical and ethical issues.

Women and Sport Commission or initiatives

The IWF states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › The IWF Women's Commission promotes programmes and lectures on the effects of weightlifting on women. It also advises on rules regarding competition clothing and proposes rule changes to ensure women's participation in decision-making bodies. Furthermore, it liaises with the IOC Women and Sport Commission and promotes the training and selection of women technical officials for major events, including the Olympic Games.

Sport for All Commission or initiatives

The IWF states that it does not have a Sport for All Commission or Sport for All initiatives.



TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	› The IWF carries out on-site inspections, test events and venue evaluations
SPORTS EQUIPMENT	› Sports equipment issues are discussed at each IWF Technical Committee meeting › Licensed equipment manufacturers are involved in research and testing procedures. Research findings and evaluations are taken into consideration when licensing other manufacturers or extending contracts with existing providers › The London 2012 Olympic Games gave special impetus to the sport, and resulted in a significant jump in quality, which also motivated other sports equipment manufacturers to follow suit
COMPETITION CLOTHING	› Taking advice from the Athletes' Commission, the Technical Committee monitors competition clothing › It also reviews new developments for safety and adjusts the rules where necessary

ENVIRONMENT

The IWF states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

The IWF has approved and published guidelines for sustainability.

Evaluation criteria

The IWF states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit, but it gives maximum consideration to compliance with its Sustainability Guidelines.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The IWF states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The IWF states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The IWF states that it does not have a jury of appeal.



FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The IWF has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › Judging (refereeing) has no significant impact on the result of competitions. Nevertheless, the IWF continually improves the standard of referees through a strictly monitored and evaluated selection system › Competition management technology is improved in parallel so as to eliminate the chance of human error
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › Three referees of different nationalities have equal influence on a lift. An electronic system is used to display referees' decisions in real time to ensure transparency › Decisions are monitored by a five-member jury which, in extreme cases, has the right to change the referees' decisions › The rules are constantly updated in order to ensure objective refereeing
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › Training is regularly organised and a technical officials' symposium is held every four years › Selection is based on proposals from national federations. Only the best referees are selected for the Olympic Games › Proficiency, experience, along with continental, national and gender balances are targeted. New officials are introduced gradually
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › All technical officials' work is evaluated at each competition › The Technical Committee Chairman keeps and records the evaluations › Assessments are used in additional selection procedures
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › Only international referees (technical officials) with IWF-issued cards and licences may officiate at any international event › Examinations are organised in accordance with the IWF Rules

FINANCE

TRANSPARENCY

The IWF states that it uses acknowledged accounting standards.

The IWF states that it publishes the accounts on its website.

The IWF states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the IWF from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
ADIDAS	x	x			
5 BARBELL MANUFACTURING COMPANIES	x		x		
ZHEN-AO	x		x		



COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 5,000.

The sport can take place in either an exhibition/convention centre hall or an indoor arena.

Venue can be shared with other indoor sports/disciplines such as rhythmic gymnastics and taekwondo, but its competition format and field of play configuration can make this challenging.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: Medium

Level of technology complexity at Olympic venues: Medium

Television production costs

Television production for weightlifting cost EUR 112,790 per day of competition at the London 2012 Olympic Games. There were 56.1 hours of production in total, with an average cost/hour of EUR 20,105.

UCI

International Cycling Union

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OVERVIEW

DISCIPLINES, EVENTS

Disciplines at the London 2012 Olympic Games: 4

- › Track
- › Road
- › Mountain bike
- › BMX



Events at the London 2012 Olympic Games: 18

		
TRACK	5	5
ROAD	2	2
MOUNTAIN BIKE	1	1
BMX	1	1

Number of UCI competition days during the 16-day London Olympic Games schedule: 14



- › Track: 6
- › Road: 3
- › Mountain bike: 2
- › BMX: 3

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	6	6	6	6	6	6	6	6	7	7	7	6	6	7	7	7	8	11	11	11	9
	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	3	6	7	7	7	9
TOTAL	6	6	6	6	6	6	6	6	7	7	7	6	6	8	9	10	14	18	18	18	18

QUOTAS

Quotas at the London 2012 Olympic Games: 528

			TOTAL
TRACK	104	84	188
ROAD	145	67	212
MOUNTAIN BIKE	50	30	80
BMX	32	16	48

ADDED VALUE

The UCI states that the added value brought by cycling to the Olympic Games is as follows:

Cycling is one of the biggest sports in the world, with the annual Tour de France one of the top sporting events. Cycling brings a good balance of traditional values and modernity to the Olympic Games. Moreover, it offers a range of different disciplines and formats with different atmospheres, which appeal to different audiences. As a non-ticketed event, road cycling brings the Olympic Games to the people. The road race is also a unique opportunity for organisers to showcase their city and region to the world, while track cycling produces a spectacular show. BMX cycling is very attractive to young people and brings “extreme sport” to the Olympic Games. Finally, mountain bike cycling perfectly showcases the “green spirit” of the Olympic Games.

The UCI states that the added value brought by the Olympic Games to cycling is as follows:

The Olympic Games bring global visibility to the cycling disciplines, encouraging people to practise a healthy, environmentally friendly sport and means of commuting. In addition, the Olympic Games inspire a generation and boost the development of cycling in the host country. Being at the top of the sport development pyramid, the Olympic Games are essential to the development of all cycling disciplines, even those not yet included in the Olympic programme. Finally, winning a medal at the Olympic Games is the ultimate achievement that all riders dream of and work hard for on a daily basis.

HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the UCI: 1900

OLYMPIC GAMES

Year of introduction to the Olympic Games programme:





	♂	♀
TRACK	1896	1988
ROAD	1896	1984
MOUNTAIN BIKE	1996	1996
BMX	2008	2008

Number of times on the programme of the Olympic Games:





	♂	♀
TRACK	26	7
ROAD	24	8
MOUNTAIN BIKE	5	5
BMX	2	2

WORLD CHAMPIONSHIPS


a) Track

	SENIOR		JUNIOR	
				
YEAR OF FIRST WORLD CHAMPIONSHIPS	1893	1958	1975	1987
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	108	55	38	26
FREQUENCY	Every year			



b) Road

	SENIOR		JUNIOR	
				
YEAR OF FIRST WORLD CHAMPIONSHIPS	1921	1958	1975	1987
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	85	52	38	26
FREQUENCY	Every year			

c) Mountain bike

	SENIOR / JUNIOR
	
YEAR OF FIRST WORLD CHAMPIONSHIPS	1990
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	23
FREQUENCY	Every year

d) BMX

	SENIOR	JUNIOR
		
YEAR OF FIRST WORLD CHAMPIONSHIPS	1982	1996
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	31	17
FREQUENCY	Every year	

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	2	2011
COMMONWEALTH GAMES	18	2010
ALL-AFRICA GAMES	10	2011
ASIAN GAMES	15	2010
PAN AMERICAN GAMES	16	2011
MEDITERRANEAN GAMES	15	2009

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS


The UCI has 177 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	32	41	44
AMERICA	37	40	40
ASIA	37	39	41
EUROPE	47	48	48
OCEANIA	5	4	4
TOTAL	158	172	177











ACTIVE MEMBER NATIONAL FEDERATIONS

a) Track











Number of UCI-affiliated national federations that organised national championships in 2010 and 2011:

		
	2010	2011
AFRICA	1	1
AMERICA	10	10
ASIA	8	8
EUROPE	30	35
OCEANIA	2	2
TOTAL	51	56











Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
2008	4	3	21	15	17	12	31	23	2	2
2012	2	0	19	14	14	11	25	22	2	2











Number of national federations that took part in the last two UCI World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	0	0	1	1	1	1	8	8	2	2
LAST	1	0	1	2	0	1	6	7	2	2

Number of national federations that took part in the last two UCI Continental Championships:



	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	0	0	15	13	23	13	27	18	2	2
LAST	0	0	21	18	16	11	26	19	2	2

Number of national federations that took part in the last two UCI Junior World Championships:











	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	1	1	7	5	7	1	19	15	2	2
LAST	1	1	7	5	6	2	17	11	2	2

b) Road











Number of UCI-affiliated national federations that organised national championships in 2010 and 2011:

				
	2010	2011	2010	2011
AFRICA	15	15	5	6
AMERICA	29	29	23	23
ASIA	9	10	4	6
EUROPE	39	39	34	34
OCEANIA	2	2	2	2
TOTAL	94	95	68	71











Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
2008	15	3	20	12	19	7	40	29	2	2
2012	18	8	25	14	17	10	38	33	2	2











Number of national federations that took part in the last two UCI World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	3	1	9	6	3	5	28	21	2	2
LAST	6	1	8	9	7	6	34	26	2	2

Number of national federations that took part in the last two UCI Continental Championships:





	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	16	4	16	14	25	16	32	14	2	2
LAST	19	6	23	20	18	12	31	17	2	2

Number of national federations that took part in the last two UCI Junior World Championships:











	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	3	1	4	4	5	1	33	15	1	2
LAST	3	0	6	3	8	1	33	21	2	2

c) Mountain bike











Number of UCI-affiliated national federations that organised national championships in 2010 and 2011:

	2010		2011	
				
AFRICA	3	4	2	4
AMERICA	9	11	9	11
ASIA	3	4	3	4
EUROPE	32	32	32	32
OCEANIA	2	2	2	2
TOTAL	49	53	48	53











Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
2008	4	2	16	11	13	8	33	3	2	2
2012	5	2	16	11	14	9	34	17	2	2











Number of national federations that took part in the last two UCI World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	3	1	8	7	4	2	27	24	2	2
LAST	3	1	9	8	4	2	28	21	2	2

Number of national federations that took part in the last two UCI Continental Championships:



	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	3	1	13	10	6	4	18	13	2	2
LAST	5	2	15	11	14	8	25	20	2	2

Number of national federations that took part in the last two UCI Junior World Championships:






	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	1	1	7	4	1	2	19	10	2	2
LAST	1	1	7	3	1	0	23	13	2	0

d) BMX






Number of UCI-affiliated national federations that organised national championships in 2010 and 2011:

	2010 		2011 	
	2010	2011	2010	2011
AFRICA	2	2	2	2
AMERICA	6	8	5	6
ASIA	2	2	2	2
EUROPE	10	13	6	8
OCEANIA	2	2	2	2
TOTAL	21	27	17	20






Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA 		AMERICA 		ASIA 		EUROPE 		OCEANIA 	
	2008	2012	2008	2012	2008	2012	2008	2012	2008	2012
2008	1	0	13	11	4	3	14	12	2	2
2012	1	1	11	9	5	2	19	12	2	2






Number of national federations that took part in the last two UCI World Championships:

	AFRICA 		AMERICA 		ASIA 		EUROPE 		OCEANIA 	
	PREVIOUS	LAST	PREVIOUS	LAST	PREVIOUS	LAST	PREVIOUS	LAST	PREVIOUS	LAST
PREVIOUS	1	1	9	5	2	1	17	11	2	2
LAST	1	1	10	7	3	1	19	11	2	2

Number of national federations that took part in the last two UCI Continental Championships:

	AFRICA 		AMERICA 		ASIA 		EUROPE 		OCEANIA 	
	PREVIOUS	LAST	PREVIOUS	LAST	PREVIOUS	LAST	PREVIOUS	LAST	PREVIOUS	LAST
PREVIOUS	2	0	12	8	11	8	10	10	0	0
LAST	2	0	14	9	11	8	11	12	3	2

Number of national federations that took part in the last two UCI Junior World Championships:

	AFRICA 		AMERICA 		ASIA 		EUROPE 		OCEANIA 	
	PREVIOUS	LAST	PREVIOUS	LAST	PREVIOUS	LAST	PREVIOUS	LAST	PREVIOUS	LAST
PREVIOUS	1	1	7	5	1	0	10	7	2	1
LAST	15	0	8	3	1	0	12	7	2	1

GLOBAL SPREAD OF EXCELLENCE

Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

a) Track

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	♂		♀		2008	2012
	2008	2012	2008	2012		
AFRICA	0	0	0	0	0%	0%
AMERICA	1	0	1	2	7%	10%
ASIA	1	0	1	2	7%	13%
EUROPE	6	5	4	2	76%	55%
OCEANIA	1	2	1	1	10%	22%
TOTAL	9	7	7	7	100%	100%

b) Road

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	♂		♀		2008	2012
	2008	2012	2008	2012		
AFRICA	0	0	0	0	0%	0%
AMERICA	1	1	1	1	17%	17%
ASIA	0	1	0	0	0%	8%
EUROPE	4	3	4	4	83%	75%
OCEANIA	0	0	0	0	0%	0%
TOTAL	5	5	5	5	100%	100%

c) Mountain bike

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	♂		♀		2008	2012
	2008	2012	2008	2012		
AFRICA	0	0	0	0	0%	0%
AMERICA	0	0	0	1	0%	17%
ASIA	0	0	0	0	0%	0%
EUROPE	2	3	3	2	100%	83%
OCEANIA	0	0	0	0	0%	0%
TOTAL	2	3	3	3	100%	100%



d) BMX

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	♂		♀		2008	2012
	2008	2012	2008	2012		
AFRICA	0	0	0	0	0%	0%
AMERICA	1	1	1	1	50%	33%
ASIA	0	0	0	0	0%	0%
EUROPE	1	1	1	1	50%	33%
OCEANIA	0	1	0	1	0%	33%
TOTAL	2	3	2	3	100%	100%



World Championships

Number of countries that won medals at the last two World Championships:



a) Track

				
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	1	0	0	0
AMERICA	1	0	2	4
ASIA	0	0	1	2
EUROPE	6	10	7	6
OCEANIA	2	2	2	1
NUMBER OF MEDALS AWARDED	57	57	57	57
NUMBER OF COUNTRIES THAT WON MEDALS	10	12	12	13
NUMBER OF CONTINENTS THAT WON MEDALS	4	2	4	4



b) Road

				
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	1	0	1	0
ASIA	0	0	0	0
EUROPE	8	7	7	6
OCEANIA	1	2	2	2
NUMBER OF MEDALS AWARDED	18	21	12	15
NUMBER OF COUNTRIES THAT WON MEDALS	10	9	10	8
NUMBER OF CONTINENTS THAT WON MEDALS	3	2	3	2

c) Mountain bike

				
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	1	0	0	0
AMERICA	0	1	1	1
ASIA	0	0	0	0
EUROPE	8	7	8	8
OCEANIA	0	1	0	0
NUMBER OF MEDALS AWARDED	9	9	9	9
NUMBER OF COUNTRIES THAT WON MEDALS	9	9	9	9
NUMBER OF CONTINENTS THAT WON MEDALS	2	3	2	2

d) BMX

				
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	0	1	2	0
ASIA	0	0	0	0
EUROPE	4	4	2	5
OCEANIA	2	1	2	1
NUMBER OF MEDALS AWARDED	6	6	6	6
NUMBER OF COUNTRIES THAT WON MEDALS	6	6	6	6
NUMBER OF CONTINENTS THAT WON MEDALS	2	3	3	2

POPULARITY

APPEAL OF THE SPORT

The UCI states that the following steps have been taken to increase the appeal of cycling, in particular for young people:

The UCI has significantly increased its social media activities, in particular by providing micro-information on a round-the-clock and seven-days-a-week basis throughout the year. This has been complemented by behind-the-scenes video reporting and free-to-share video highlights and daily photo highlights. The combination of video and original photo content plus information within one hour of major results has proved to be particularly popular in the 15-24 age group. Live web TV in cooperation with commercial partners for specific events has also been made available, for example in mountain bike. Finally, the development of BMX cycling specifically targets young people.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:

a) Track

	2008	2012
TICKETS AVAILABLE	19,032	38,301
TICKETS SOLD	18,812	37,966
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	0.3%	0.5%

b) Road

	2008	2012
TICKETS AVAILABLE	N/A	35,967
TICKETS SOLD	N/A	35,542
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	N/A	0.5%

c) Mountain bike

	2008	2012
TICKETS AVAILABLE	26,708	33,914
TICKETS SOLD	26,458	33,558
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	0.4%	0.4%

d) BMX

	2008	2012
TICKETS AVAILABLE	4,350	16,162
TICKETS SOLD	4,298	15,914
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	0.1%	0.2%

Tickets available and sold during the last two World Championships:

a) Track

	PREVIOUS	LAST
TICKETS AVAILABLE	21,500	23,250
TICKETS SOLD	19,200	22,500
PERCENTAGE OF TICKETS SOLD	89%	97%

b) Road

	PREVIOUS	LAST
TICKETS AVAILABLE	293,000	293,000
TICKETS SOLD	Free entry	Free entry
PERCENTAGE OF TICKETS SOLD	-	-

c) Mountain bike

	PREVIOUS	LAST
TICKETS AVAILABLE	Unlimited	Unlimited
TICKETS SOLD	75,000	51,000
PERCENTAGE OF TICKETS SOLD	-	-


d) BMX

	PREVIOUS	LAST
TICKETS AVAILABLE	Unlimited	22,000
TICKETS SOLD	18,000	15,900
PERCENTAGE OF TICKETS SOLD	-	72%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

a) Track

	PREVIOUS	LAST
	382	287

b) Road

	PREVIOUS	LAST
	703	800

c) Mountain bike

	PREVIOUS	LAST
	400	449

d) BMX

	PREVIOUS	LAST
	67	55

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 563.5 million

Total maximum television audience during the London 2012 Olympic Games: 100.5 million

The average minute of coverage was watched by: 27.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 2,797

DIGITAL MEDIA

Internet

Number of visits to the official UCI website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	20,100	25,600
AVERAGE DAILY NUMBER OF PAGES VIEWED	67,000	82,000

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	2,670,000	52,597,233

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	396,108

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	577,354

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	61,000
NUMBER OF TWITTER FOLLOWERS	42,000

GOVERNANCE

CODE OF ETHICS

The UCI states that it operates under a Code of Ethics which is aligned with the IOC Code of Ethics. Further details provided below:

Just like the IOC Code of Ethics, the UCI Code of Ethics commits the UCI and all its members, officials and employees to principles of human dignity, non-discrimination, integrity, friendship, fair play, political neutrality and Olympism. It strictly limits compensation provided to officials and employees and outlines how to act in the event of possible conflicts of interest. Furthermore, an Ethics Commission has been set up which has the jurisdiction to examine violations of the Code of Ethics. Finally, the UCI implements rules of good governance, which further develop the principles laid out in the Code of Ethics and which underline the UCI's commitment to democratic structures and decisions.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The UCI states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The UCI states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which the UCI has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES		X
DOPING DISPUTES	X	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY	X	
DISCIPLINARY DISPUTES	X	
DISPUTES BETWEEN IF BODIES		X
MEMBERSHIP DISPUTES		X
DISPUTES OF A PROPRIETARY NATURE		X
CONTRACTUAL DISPUTES		X
CORRUPTION DISPUTES		X
ETHICAL DISPUTES		X
ELECTION DISPUTES		X

Number of CAS cases in which the UCI was involved:

2009	2010	2011
14	12	14

BOARD MEMBERS AND GENDER EQUITY

The UCI Board currently has 15 members. The gender breakdown of the members is presented below:

			% OF 
2008	16	0	0%
2012	14	1	7%

COMPETITION FIXING

The UCI states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

Article 1.2.030 of the UCI Rules and Regulations states that “anyone subject to the UCI regulations may not be involved directly or indirectly in the organisation of bets on cycling competitions, under penalty of a suspension of between eight days and one year and/or a fine of CHF 2,000 to 200,000. In addition, if an organiser is involved, any competition organised by the organiser may be excluded from the calendar for one year.”

ATHLETES

BEST ATHLETES

The UCI states that its best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The UCI states that it has an Athletes' Commission whose members are both appointed by the Federation and elected by their peers.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD		
COMMISSIONS	x	x
TECHNICAL BODIES	x	x

HEALTH

Medical Commission

The UCI states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The UCI states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

In 1999 the UCI put in place a *Medical Monitoring programme*. It consists of a yearly medical evaluation involving 1,300 riders (950 male professional road riders and 350 male and female athletes from the other Olympic disciplines). It includes a physical exam, cardiac evaluation (questionnaire, rest electrocardiogram (ECG), stress ECG and cardiac ultrasound) and blood tests. In addition to this, at the 2010 Junior Road and Track World Championships, almost 200 young riders (male and female) underwent a cardiac evaluation with a physical exam and an ECG. Finally, in 2010 three different surveys on injuries and illnesses were also conducted at the Track World Championships, at the Giro d'Italia and the Tour de France.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE UCI	% CONDUCTED BY THE UCI
2006	154	154	100%
2007	1,456	1,456	100%
2010	6,944	5,273	76%
2011	6,075	5,699	94%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	46
2010	58
2011	51

The UCI states that it has introduced the athlete biological passport.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The UCI states that it has programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. A short description is presented below:

The UCI has put in place a system of benefits for riders, designed to help them train to go into another career. Provided they meet certain conditions, any rider at the end of his/her career may request the payment of an allowance taken from a solidarity fund.

ENTOURAGE

The UCI states that it has an Entourage Commission or entourage-related initiatives, and that it monitors the athletes' entourage. The UCI also has a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The UCI states that it has a multi-year strategic planning process in place.

Financial distribution system

The UCI states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The UCI states that the following are the IF's 11 key strategic priorities for the 2012-2016 period:

- › To maintain cycling at the Olympic Games
- › To make sure UCI cycling events are attractive (for riders, sponsors, spectators, media)
- › To develop the image of cycling in relation to sustainable development
- › To be recognised as a reference in the fight against doping
- › To develop professional cycling on the five continents
- › To help and assist all UCI stakeholders
- › To be proactive with the needs of cities and regions for cycling events
- › To increase the number of licensees per country
- › To reinforce women's involvement in cycling
- › To develop an efficient administrative structure for the development of cycling
- › To develop continental training centres

DEVELOPMENT OF THE SPORT

Main development programmes

The UCI states that it runs development programmes, including the following:

- › The UCI, through the World Cycling Centre (WCC), undertakes training for athletes all over the world and specifically at the WCC, where the federation welcomes athletes for a duration of between three months and one year. These athletes have the opportunity to attend several international competitions and the World Championships. At the WCC, the UCI undertakes more than 10,000 training days in three disciplines (road, BMX, track) for just over 100 athletes per year.
- › The WCC offers a training programme for future coaches.
- › The WCC also conducts activities outside of Aigle, particularly in Asia, with a Continental Centre in Japan that welcomes neighbouring countries and also offers some training camps outside Japan. The UCI also has a Continental Centre in South Africa, which welcomes athletes and has a competition team like the WCC. Most of the UCI's affiliated countries in Africa are involved in these training camps.
- › The UCI sends bikes all over the world through two programmes: Bike for the World and ProTeam Solidarity (about 100 bikes for each programme).
- › The UCI also organises coach training with its Confederations and Olympic Solidarity.
- › The WCC cooperates with Olympic Solidarity via athletes' grants.

Youth development programmes

The UCI states that it runs youth development programmes, including the following:

- › At the WCC several training courses are organised to help young athletes attend the Junior World Championships and the Youth Olympic Games. As an example, each year a training course is organised for 10 athletes per discipline (road, track and BMX), focusing on athletes aged 17 to 18. These courses are organised over a two-month period. At this time no training courses for young athletes are offered outside the WCC.
- › During the UCI Road World Championships, the UCI also organises the Youth Conference for young athletes (Juniors, U23) on the topic of the sport of cycling.
- › The IF can also help young athletes to be part of a professional team under certain conditions.

Women and Sport Commission or initiatives

The UCI states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › One of the UCI's 11 priorities is to reinforce the presence of women in cycling. As such, the UCI has appointed a project manager to work on the following development points:
 - Equal prize money for all UCI World Championships and World Cups
 - Knowledge transfer between leading national cycling federations on their women's development programmes
 - Equal exposure for men and women on all UCI communications and digital platforms
 - Increase exposure of the Women's Road World Cup through TV and WebTV coverage
 - Promotion of role models in women's cycling
 - Dedicated training for female athletes and coaches at the World Cycling Centre
 - Evaluation of competition formats to make them more attractive to athletes, media and fans
 - Promotion and sanction of women-specific cycling equipment (e.g. clothing, bike frames, saddles, etc.)
 - Gradual inclusion of more female members in UCI commissions and UCI Management Committee

Sport for All Commission or initiatives

The UCI states that it has a Sport for All Commission or Sport for All initiatives, including the following:

- › Cycling for all is considered by the UCI as a discipline "per se". A full-time coordinator and the Cycling for All commission ensure that a high level programme is in place. The UCI recognises the following interest groups as part of Cycling for All:
 - Amateur competition
 - Timed mass participation rides
 - Organised untimed leisure rides
 - Cycle commuting
- › To engage those groups, the UCI has developed Cycling for All events series such as the UCI World Cycling Tour (amateur racing), the UCI Golden Bike (timed mass rides), and Velothon (timed mass rides linked to an Elite event). It has also developed the Bike City concept (combination of UCI Elite events + city planning for the development of cycling as a sport, leisure and transport). In addition, the Cycling for All programme also offers guidelines to National Federations.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	<ul style="list-style-type: none">› BMX and track cycling tracks need UCI homologation in order to host international events› Road, mountain bike and cyclo-cross courses are monitored by UCI-appointed technical delegates in order to host international events
SPORTS EQUIPMENT	<ul style="list-style-type: none">› Two engineers within the Sport and Technical Department monitor the technical evolution of sports equipment on a daily basis› The UCI has put in place homologation procedures for frames, forks and wheels› The UCI Equipment Commission meets twice a year› Two technical advisors are also mandated when necessary
COMPETITION CLOTHING	<ul style="list-style-type: none">› Engineers also monitor competition clothing

ENVIRONMENT

The UCI states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below.

The UCI has produced a working tool for organisers of cycling events entitled “ReCycling, the UCI Environmental Guidebook”. By proposing the implementation of simple and practical actions, this guide significantly changes the relationship between events and the environment, while building a greener image for cycling. Each chapter of ReCycling is designed to guide organisers through the preparation and operating phases of their events. ReCycling is in line with the three-pillar concept of the Olympic Movement, where the environment features alongside sport and culture. The working methodology of this guide is based on the Sustainable Sport & Event Toolkit.

Evaluation criteria

The UCI states that it uses evaluation criteria such as the Sustainable Sport & Event Toolkit.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The UCI states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The UCI states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The UCI states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

Article 11.1.006 of the UCI Rules and Regulations for the Olympic Games states that “the Appeals Jury for the Olympic Games shall comprise 10 members appointed by the UCI President. It shall meet in camera when requested by the President or the Executive Board. It may be called upon to give its verdict on any dispute or problem of a general or

ethical nature which is internal for cycling and may arise during the Olympics.” Moreover, Article 1.2.132 states that “no appeal shall be admitted against observations of fact, assessments of the situation in races and application of the competition regulations by the commissaires’ panel or, where appropriate, an individual commissaire, or against any other decision taken by them.”

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The UCI has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › The UCI has made sure that its rules and regulations are easy to interpret in order to avoid, insofar as possible, judging mistakes during competitions
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › The UCI appoints a commissaires’ panel (headed by the president of the panel) for each competition in each cycling discipline › All these commissaires’ panels manage the judging of competitions independently and in accordance with UCI rules and regulations
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › Since approximately 2010, the UCI has implemented continuing education programmes for UCI international commissaires › These programmes include the technical aspects of cycling, decision-making processes, conflict management, communication with athletes, etc. › All the international commissaires are continuously evaluated and the best international commissaires in each discipline are selected for the Olympic Games
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › Since 2010, each international commissaire has had to take exams to test his or her knowledge › If deficiencies are detected, the commissaire must take extra courses in order to continue refereeing › International commissaires are ranked based on their exam results › If a major judging issue occurs in competition, an investigation is conducted by the UCI to adjust the commissaire’s evaluation accordingly
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › In order to become a UCI international commissaire, candidates must have qualified as an elite national commissaire, have passed the UCI international commissaire examination and practical assessment, and must pass the evaluation test every four years

FINANCE

TRANSPARENCY

The UCI states that it uses acknowledged accounting standards.

The UCI states that it publishes the accounts on its website.

The UCI states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the UCI from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
SHIMANO	x	x	x	x	x
TISSOT	x	x	x	x	x
SANTINI	x	x	x	x	
SKODA	x	x	x	x	
MAPEI	x	x			

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 5,000 for track cycling and BMX, 2,000 for mountain bike and 1,000 for road race and time trial.

Track cycling should take place in a dedicated venue while the BMX course can be built temporarily according to local site opportunities.

Mountain bike can be held in any park or countryside area with the required course characteristics, while road racing and time trials can take place on any road.

Venues for track cycling, BMX and potentially also mountain bike cannot be shared with other sports/disciplines because of the specificities of the field of play. Road races and time trials can share start and/or finish zones with all other road events such as race walk, marathon and triathlon.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues:

- › Road: Medium
- › Track: Medium
- › Mountain bike: Low
- › BMX: Medium

Level of technology complexity at Olympic venues:

- › Road: Medium
- › Track: Considerable
- › Mountain bike: Low
- › BMX: Medium

Television production costs

Television production for track cycling cost EUR 223,360 per day of competition at the London 2012 Olympic Games. There were 24.3 hours of production in total, with an average cost/hour of EUR 55,151.

Television production for road cycling cost EUR 978,522 per day of competition at the London 2012 Olympic Games. There were 32.1 hours of production in total, with an average cost/hour of EUR 213,385. This information applies to all outdoor races (including marathon and race walk).

Television production for mountain bike cost EUR 711,002 per day of competition at the London 2012 Olympic Games. There were 4.3 hours of production in total, with an average cost/hour of EUR 330,699.

Television production for BMX cost EUR 287,119 per day of competition at the London 2012 Olympic Games. There were 6.2 hours of production in total, with an average cost/hour of EUR 138,928.

UIPM

Union Internationale de Pentathlon Moderne


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OVERVIEW



EVENTS

Events at the London 2012 Olympic Games: 2

	
1	1


Number of UIPM competition days during the 16-day London Olympic Games schedule: 2

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	1	1	1	1	1
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1
TOTAL	1	1	1	1	1	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2

QUOTAS

Quotas at the London 2012 Olympic Games: 72

	
36	36

ADDED VALUE

The UIPM states that the added value brought by modern pentathlon to the Olympic Games is as follows:

Modern pentathlon is part of the modern Olympic Games heritage, the only sport created especially for the Games, by its founder Pierre de Coubertin, who believed that the sport would test an athlete's moral qualities as much as his/her physical resources and skills. At the Ancient Greek Games, the pentathlon was considered the climax. Olympic values are integral to modern pentathlon which also brings balance to the Games, as it is one of only two multi-disciplinary sports. The five disciplines require athletes to master and excel at speed, agility, precision, endurance, strength, stress management and mental concentration. The introduction of laser shooting embraces an environmentally friendly philosophy. This technology and the new combined event (running/shooting) have made modern pentathlon more exciting and understandable for spectators, while making it more accessible to everyone. The UIPM is now ready to showcase its five sports in one arena, making it more attractive for both spectators and TV audiences. The combined event has made modern pentathlon exciting, and with a new ladder system for fencing coming into effect in 2013, the entire sport can effectively be watched from the same location.

The UIPM states that the added value brought by the Olympic Games to modern pentathlon is as follows:

The Olympic Games are part of modern pentathlon's DNA, since the sport was created by Pierre de Coubertin to determine the most complete athlete within the framework of the Games. It would be difficult to imagine modern pentathlon without the Olympic Games. The Olympic Games are the pinnacle of any pentathlete's career. The champions that emerge every four years inspire thousands of young athletes all over the world to make a commitment to a life of sport. Modern pentathlon caters to well-rounded rather than specialised athletes, and promotes the idea of excelling in more areas than one. Having this sport in the Games gives more athletes the possibility to strive to be a part of the



Olympic Games through the principles of hard work and discipline. The values of the Olympic Games are also those of modern pentathlon. Athletes dedicate themselves to the pursuit of excellence, thus transforming their lives. They make lifelong friendships and learn to respect their opponents. The Olympic Games are the primary motivation of all pentathletes. The value the Olympic Games give to modern pentathlon is irreplaceable and the very essence of this sport.


HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of the UIPM: 1948

OLYMPIC GAMES





Year of introduction to the Olympic Games programme:

	
1912	2000

Number of times on the programme of the Olympic Games:

	
23	4

WORLD CHAMPIONSHIPS

	SENIOR		JUNIOR	
				
YEAR OF FIRST WORLD CHAMPIONSHIPS	1949	1981	1965	1989
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	52	32	47	23
FREQUENCY	Every year			

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	0	-
UNIVERSIADE	0	-
COMMONWEALTH GAMES	0	-
ALL-AFRICA GAMES	0	-
ASIAN GAMES	3	2010
PAN AMERICAN GAMES	6	2011
MEDITERRANEAN GAMES	0	-



UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

The UIPM has 108 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	13	14	16
AMERICA	23	23	23
ASIA	27	28	30
EUROPE	36	36	36
OCEANIA	3	3	3
TOTAL	102	104	108

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of UIPM-affiliated national federations that organised national championships in 2010 and 2011:

	2010	2011
AFRICA	9	10
AMERICA	16	17
ASIA	19	20
EUROPE	37	36
OCEANIA	3	3
TOTAL	84	86

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
2008	2	2	13	9	6	4	23	17	1	1
2012	4	3	13	11	7	5	25	19	2	2

Number of national federations that took part in the last two UIPM World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	2	1	8	7	5	2	20	17	1	1
LAST	3	2	9	8	7	3	22	18	1	1

Number of national federations that took part in the last two UIPM Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	4	3	12	10	6	5	20	18	2	2
LAST	4	3	13	11	7	5	25	19	2	2



Number of national federations that took part in the last two UIPM Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
	♂	♀	♂	♀	♂	♀	♂	♀	♂	♀
PREVIOUS	4	3	14	12	8	6	26	20	2	2
LAST	4	3	14	13	8	6	23	21	2	2

GLOBAL SPREAD OF EXCELLENCE

Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	2008	2012	2008	2012	2008	2012
AFRICA	0	0	0	0	0%	0%
AMERICA	0	0	0	1	0%	17%
ASIA	0	1	0	0	0%	17%
EUROPE	2	2	3	2	100%	66%
OCEANIA	0	0	0	0	0%	0%
TOTAL	2	3	3	3	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

	♂		♀	
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	0	0
AMERICA	0	0	0	0
ASIA	1	2	0	1
EUROPE	4	3	5	3
OCEANIA	0	0	0	0
NUMBER OF MEDALS AWARDED	9	9	9	9
NUMBER OF COUNTRIES THAT WON MEDALS	8	7	8	7
NUMBER OF CONTINENTS THAT WON MEDALS	2	2	1	2

POPULARITY

APPEAL OF THE SPORT

The UIPM states that the following steps have been taken to increase the appeal of modern pentathlon, in particular for young people:

Implementing the combined run/shoot event with laser friendly shooting has revolutionised the sport, making it completely safe for people of all ages and adding real drama to its competitions, with a handicap start creating a tense finale. A new fencing ladder system will also be adopted in 2013, adding an extra dimension and creating an even bigger spectacle. The sport is now a one-day event geared towards a one-venue concept. Biathle (run and swim) and triathle (run, shoot and swim) are also making it easier for young people to get involved in the sport. Major UIPM events are now available to watch live in six territories and on various digital platforms. The UIPM website is being upgraded to appeal to a wider audience and grow the sport's young fan base.



TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:

	2008	2012
TICKETS AVAILABLE	53,300	32,231
TICKETS SOLD	53,062	31,736
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	0.8%	0.4%

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST
TICKETS AVAILABLE	21,000	11,000
TICKETS SOLD	15,000	7,000
PERCENTAGE OF TICKETS SOLD	71%	64%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	146	152

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 31.5 million

Total maximum television audience during the London 2012 Olympic Games: 33.5 million

The average minute of coverage was watched by: 12.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 215

DIGITAL MEDIA

Internet

Number of visits to the official UIPM website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	22,145	32,458
AVERAGE DAILY NUMBER OF PAGES VIEWED	110,725	155,255

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	450,410	12,292,630



Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	134,147

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	28,440

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	44,403
NUMBER OF TWITTER FOLLOWERS	1,746

Other social media activity

The UIPM states that Fotolog is used to target Spanish-speaking fans in Spain and South America. Weibo is used to connect with Chinese fans that do not have access to Facebook or Twitter. Orkut is used to connect to Brazilian fans. VK is used in a similar way to Facebook to target Russian fans. Tumblr is used to blog about competitions. Pinterest is used to target fans' interests through pictures and videos and the use of tags. Google+ is used similarly to Facebook to post pictures, updates and videos. YouTube is used to post videos and also stream UIPM events live. Instagram and Flickr are used to distribute pictures from events to fans and, finally, Foursquare is used to share photos on mobile phones.

GOVERNANCE

CODE OF ETHICS

The IF states that it operates under a Code of Ethics that is aligned with the IOC Code of Ethics. Further details provided below:

The Rules contained in article 59 of the Olympic Charter are reflected in Chapters VIII and IX of the UIPM Disciplinary Rules. The UIPM provides for the removal from office of persons "who seriously violate time and again the UIPM statutes, UIPM Rules or decisions made by UIPM bodies or other authorities of the UIPM" (article 8.5.1 of the UIPM Disciplinary Rules). Moreover, Article 3 of the IOC Code of Ethics is implemented by the UIPM through article 2.4 of the Rules on Internal Organisation. The World Anti-Doping Code is fully implemented within the UIPM Medical Rules; sanctions are applied by virtue of the UIPM Disciplinary Rules.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The UIPM states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The UIPM states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.



Types of dispute for which the UIPM has used the CAS:

	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES	X	
DOPING DISPUTES		X
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY		X
DISCIPLINARY DISPUTES		X
DISPUTES BETWEEN IF BODIES		X
MEMBERSHIP DISPUTES		X
DISPUTES OF A PROPRIETARY NATURE		X
CONTRACTUAL DISPUTES		X
CORRUPTION DISPUTES		X
ETHICAL DISPUTES		X
ELECTION DISPUTES		X

Number of CAS cases in which the UIPM was involved:

2009	2010	2011
0	0	0

BOARD MEMBERS AND GENDER EQUITY

The UIPM Board currently has 21 members. The gender breakdown of the members is presented below:

	♂	♀	% OF ♀
2008	17	2	11%
2012	19	2	10%

COMPETITION FIXING

The UIPM states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

The UIPM takes competition fixing very seriously. The UIPM constantly monitors athlete performance for suspicious behaviour. Athletes are prohibited from any form of betting in any possible manner on the occasion of, during and/or in connection with Olympic Games and UIPM competitions. Any violation of this rule is sanctioned by a ban of a minimum of four years, with a lifetime ban being the maximum sanction. Officials are also prohibited from any form of betting in any possible manner on the occasion of, during and/or in connection with Olympic Games and UIPM competitions. Any violation of this rule is sanctioned by a ban of a minimum of four years up to lifetime, and removal from their function.



ATHLETES

BEST ATHLETES

The UIPM states that its best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The UIPM states that it has an Athletes' Commission whose members are elected by their peers.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD	x	x
COMMISSIONS	x	x
TECHNICAL BODIES	x	X

HEALTH

Medical Commission

The UIPM states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

The UIPM states that it takes initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

All UIPM athletes must undergo physical evaluation by their medical staff or their national federation medical doctors. These results are then sent to the UIPM to ensure that all athletes are at an adequate level, and also for retrospective evaluation of illness or injury trends with a view to preventing them in the future. Moreover, each pentathlete must complete a riding test to secure approval from the UIPM to ride in UIPM sanctioned events.

During competitions, the UIPM does everything to make sure the athletes can compete in a safe environment, including, among other measures, scheduling the event when it is not too hot, ensuring that medical staff are present at events, and using only the safest horses to prevent accidents. The implementation of laser shooting has also made the sport safer and reduced the number of injuries.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE UIPM	% CONDUCTED BY THE UIPM
2006	40	0	0%
2007	42	0	0%
2010	40	40	100%
2011	40	40	100%



Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	0
2010	1
2011	0

The UIPM states that it has introduced the athlete biological passport.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The UIPM states that it has programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. A short description is presented below:

The UIPM runs education programmes, seminars and an athletes' forum which focuses on development of life skills and post-athletic career transition. The UIPM also conducts athlete development programmes in conjunction with the World Olympians' Association. Furthermore, modern pentathlon is a sport that rewards the athlete's mental and intellectual ability, so 80 per cent of pentathletes are academics. Modern pentathlon has a long career span, so pentathletes have enough time and freedom to continue a proper education programme, which means they do not have an issue finding a job after retirement from elite sport. As there are many doctors practising pentathlon, the UIPM continually runs Doping Control Officer programmes to encourage pentathletes to get into anti-doping.

ENTOURAGE

The UIPM states that it does not have an Entourage Commission or entourage-related initiatives. However, the UIPM monitors the athletes' entourage and has a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The UIPM states that it has a multi-year strategic planning process in place.

Financial distribution system

The UIPM states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The UIPM states that the following are the IF's key strategic priorities:

- › To make modern pentathlon more accessible by developing cheap laser pistols that do not incur expenses for pellets, biathlon (run and swim), triathlon (swim, run and shoot) and the combined event (run and shoot)
- › To keep the sport modern through the use of laser pistols
- › To improve presentation and make the sport more attractive by having all the events in a temporary pentathlon stadium using basic facilities, which will allow the UIPM to showcase all five disciplines in one arena in a shorter time frame, through an improved fencing system



- › To focus on promoting the sport in schools with laser targets and pistols, as well as through the World School Biathlon, where children compete globally based on their times
- › To bring countries and cultures together through development programmes

DEVELOPMENT OF THE SPORT

Main development programmes

The UIPM states that it runs development programmes, including the following:

- › The UIPM has completed the development of laser shooting, which has made the sport cheaper and more accessible to youth and schools, allowed for the removal of security barriers and hosting of the sport in city centres, made the sport more environmentally friendly and transformed the combined event into a standalone sport.
- › The UIPM has run biathle programmes for under-privileged youth in countries in Central and South America as well as Africa, including Burundi, the Congo and Namibia, introducing them to modern pentathlon and increasing social cohesion, in collaboration with Peace and Sport.

Youth development programmes

The UIPM states that it runs youth development programmes, including the following:

- › World School Biathlon (run/swim) competitions are run in schools worldwide in accordance with the UIPM rules. Medals are awarded for best times at the end of the year, allowing children to compete internationally without travel expenses. National Federations (NFs) implement the UIPM's "come and try" blueprint where laser shooting, fencing and running can be tried out by anyone.
- › Working with NFs and NOCs, the UIPM aims to increase the attractiveness of biathle and triathle. A development manager now oversees various UIPM projects. Environmentally friendly and safe laser technology allows the UIPM to introduce modern pentathlon to new audiences.
- › The UIPM also coordinates training camps worldwide to allow young athletes from developing nations to work with the sport's top coaches; grants are available to support them.

Women and Sport Commission or initiatives

The UIPM states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › Everything the UIPM does is the same for each gender. The completion rules are exactly the same, competitions are held in parallel, prize money is the same and the resources put towards each gender are split evenly. A minimum number of women have to be elected onto the Athletes' Commission and Coaches Committee to ensure gender equality.

Sport for All Commission or initiatives

The UIPM states that it has a Sport for All Commission or Sport for All initiatives, including the following:

- › While the UIPM does not have a Sport for All Commission, it has a myriad of Sport for All initiatives, the biggest being biathle. Biathle consists of the two endurance elements of modern pentathlon, running and swimming, which can be performed without equipment or complex facilities. All that is needed is some land and some water, which could be a beach, lake, river, reservoir or pool. This means there are no barriers (social, cultural or financial) for young people or adults to participate in this Sport for All event, which is used as a feeder sport into modern pentathlon. The UIPM has a Masters Commission which represents the interest of Masters pentathletes (aged 40+), assists event organisers with Masters competitions and promotes the sport at this level by encouraging older pentathletes to continue competing.



TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

<p>VENUES (SAFETY AND PERFORMANCE)</p>	<ul style="list-style-type: none"> › Since the introduction of laser shooting and the combined event, an entire modern pentathlon event can occur in a very small area with very little equipment. All that is needed is a pool, a gymnasium and a grassed area › There is no longer any need for a large, complex, safe shooting range to be built, as the targets can just be hung on a wall and the mobile shooting range can fit in a car › This also means that the organiser does not have to organise the competition away from the public, as there are no safety issues with using firearms, and no shooting license needs to be obtained › For all these reasons, the equipment needed to organise a modern pentathlon event can be moved to and from the event using just a car (for the shooting range), resulting in the same level of performance and a higher level of safety
<p>SPORTS EQUIPMENT</p>	<ul style="list-style-type: none"> › Since the introduction of laser shooting technology, the UIPM has put in place strict testing regulations › Before each UIPM event, each laser pistol is tested for strength, diameter and power to ensure that it is UIPM compliant, that there have been no illicit manipulations and to ensure that the athletes are all on a level playing field › The UIPM has a homologation process which approves new companies' laser pistols and targets. This ensures that they are of an adequate standard and that they are globally compatible with other laser equipment. This was shown at the London 2012 Olympic Games, with three different laser pistol manufacturers used › To ensure animal safety, the UIPM ensures that all whips used by athletes are soft, to protect the horses › Before each day of competition all equipment is checked for compliance with the UIPM rules by technical officials
<p>COMPETITION CLOTHING</p>	<ul style="list-style-type: none"> › As fencing clothing and equipment have evolved, the UIPM has made sure that the athletes are using the safest possible protectors, fencing masks and epees, while at the same time ensuring that they comply with UIPM and FIE rules › After in-depth talks with FINA, the UIPM decided to follow their decision to ban full-length swimsuits, as they created an unfair advantage for those athletes that could afford them and went against the UIPM's philosophy of Sport for All › The UIPM works closely with the FEI to monitor new brands of riding apparel and protective equipment to make sure that they comply with UIPM rules, thus ensuring safety and fair play › Before each day of competition each item of the athletes' clothing is checked for compliance with the UIPM rules by the technical officials

ENVIRONMENT

The UIPM states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

One of the UIPM's core beliefs is to conduct the sport in the most environmentally friendly way, as shown by the switch to laser shooting. Indeed, one of the main reasons for this change was to reduce the use of contaminating materials that damage the environment. No lead pellets are used in laser shooting, as lead is extremely harmful for the environment. In addition, laser targets last a lot longer, since they do not suffer the impact of pellets with each shot. This means less use of plastic, which is also of great benefit to the environment. Additionally, by concentrating the disciplines in fewer venues, the UIPM has reduced the transport requirements for both athletes and spectators, thus limiting the negative impact on the environment.

Evaluation criteria

The UIPM states that it uses evaluation criteria such as the Sustainable Sport & Event Toolkit.



TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The UIPM states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The UIPM states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The UIPM states that it has a jury of appeal. A short description of the process from start to finish in the event of appeal by an athlete during the competition is presented below:

At official UIPM competitions, the jury of appeal consists of seven members. At Olympic Games, World Championships and World Cups, two of these members are technical delegates. The third member of the jury of appeal is the representative of the Local Olympic Organising Committee, who must hold an International Judge's license. Three further members must be members of the UIPM Technical Committee. The seventh member of the jury of appeal must be a team representative holding an International Judge's license. The jury of appeal meets immediately after having received a protest or an appeal and makes its decision as soon as possible. The jury of appeal's decision is taken by secret ballot. A majority vote will decide. In the event of an equal number of votes, the President of the jury of appeal has the deciding vote.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The UIPM has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › Judging has a medium impact on modern pentathlon results in all five disciplines
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › A points system is used to determine modern pentathlon results, based on performance and recorded time › The points system is used until the last event › The first to cross the finish line in the combined (run and shoot) event is the overall winner
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › The UIPM has developed training courses overseen by lecturers appointed by the UIPM › 40 technical officials are appointed for category A/B competitions › 18 national technical observers are appointed to national competitions › 18 international judges are appointed for World Championships and Olympic Games › The appointed judges represent five continents and both genders, and are selected by the sports director
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › National and international judges are constantly being reviewed by the technical delegates to ensure that they are of an adequate level for international and national events
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › Judges are qualified and licensed following examinations in practice and theory by UIPM technical delegates › Licences are obtained per discipline and can only be renewed following re-examination › The UIPM works with the five International Federations governing the individual sports that make up modern pentathlon to ensure that judges are up-to-date on all rule changes



FINANCE

TRANSPARENCY

The UIPM states that it uses acknowledged accounting standards.

The UIPM states that it does not publish its accounts on its website.

The UIPM states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the UIPM from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
NEW BALANCE	x	x	x	x	
LUFTHANSA		x	x	x	
SPEEDO	x	x	x	x	
RAM SWISS WATCHES	x	x	x	x	x
SHINE & CHINE	x				

COSTS

Venue at the Olympic Games

There is no Olympic venue seating capacity for modern pentathlon as this sport usually relies on other sports venues. Ideally, venue selection for modern pentathlon should be a compromise between the use of venues provided for other sports/disciplines (either competition or training venues) and appropriate siting of those venues to minimise transfers from one event to another.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: High

Level of technology complexity at Olympic venues: Very High

Television production costs

Television production for modern pentathlon cost EUR 509,916 per day of competition at the London 2012 Olympic Games. There were 16.2 hours of production in total, with an average cost/hour of EUR 62,953.

WA

World Archery Federation

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OVERVIEW



EVENTS

Events at the London 2012 Olympic Games: 4

	
2	2



Number of WA competition days during the 16-day London Olympic Games schedule: 8

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	0	0	0	0	0	0	0	0	0	0	1	1	1	1	2	2	2	2	2	2	2
	0	0	0	0	0	0	0	0	0	0	1	1	1	1	2	2	2	2	2	2	2
TOTAL	0	0	0	0	0	0	0	0	0	0	2	2	2	2	4	4	4	4	4	4	4

QUOTAS

Quotas at the London 2012 Olympic Games: 128

	
64	64

ADDED VALUE

WA states that the added value brought by archery to the Olympic Games is as follows:

Archery is a TV- and spectator-friendly sport. It also brings the added value of universality insofar as 55 countries out of the 149 current members, 147 of which correspond to National Olympic Committees (NOCs), participated in the London 2012 Olympic Games. Archery is a cost-effective sport which requires only temporary facilities and no expensive overlays. In addition, it is an inclusive and gender-balanced sport attractive to the young, as demonstrated by its social media success. Furthermore, it is a sport that can be hosted in a variety of environments, showcasing the city and the venue. This was very well illustrated at Lord's during the London 2012 Olympic Games. Last but not least, it is a clean sport with no doping issues, and where the results are achieved through objective scoring, with no judging issues.

WA states that the added value brought by the Olympic Games to archery is as follows:

The Olympic Games are a unique multi-sports platform, showcasing archery to the largest possible worldwide audience through TV, the press and social media. The Games also provide fantastic TV coverage produced by the finest broadcasting experts (Olympic Broadcasting Services). Access to experts in many domains such as broadcasting, event production and event logistics helps WA to improve its own events throughout the Olympiad. Furthermore, the Olympic Games provide financial revenues that assist WA in developing archery worldwide. Belonging to the Olympic Movement also allows member national federations and athletes to receive several forms of support from national governments and NOCs.


HISTORY AND TRADITION

ESTABLISHMENT

Year of establishment of WA: 1931

OLYMPIC GAMES



Year of introduction to the Olympic Games programme:

 1900	 1904
---	---

Number of times on the programme of the Olympic Games:

 15	 13
---	---

WORLD CHAMPIONSHIPS

	SENIOR 	JUNIOR 
YEAR OF FIRST WORLD CHAMPIONSHIPS	1931	1991
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	47	12
FREQUENCY	Every two years	

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	8	2009
UNIVERSIADE	5	2011
COMMONWEALTH GAMES	2	2010
ALL-AFRICA GAMES	0	-
ASIAN GAMES	9	2011
PAN AMERICAN GAMES	9	2011
MEDITERRANEAN GAMES	6	2005

UNIVERSALITY





MEMBER NATIONAL FEDERATIONS

WA has 147 member national federations corresponding to NOCs:











	2005	2008	2012
AFRICA	18	19	31
AMERICA	26	28	28
ASIA	34	32	34
EUROPE	46	47	47
OCEANIA	13	13	10
TOTAL	137	139	147

ACTIVE MEMBER NATIONAL FEDERATIONS











Number of WA-affiliated national federations that organised national championships in 2010 and 2011:

	2010		2011	
				
AFRICA	15	20	13	18
AMERICA	24	25	24	25
ASIA	28	28	28	28
EUROPE	44	44	44	44
OCEANIA	8	8	4	4
TOTAL	119	125	113	119











Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
2008	10	9	16	13	20	18	42	33	6	3
2012	14	12	16	14	27	23	40	33	6	3











Number of national federations that took part in the last two WA World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	2	2	9	7	14	14	32	27	2	2
LAST	4	4	11	11	23	18	40	34	2	2

Number of national federations that took part in the last two WA Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	8	7	16	14	16	14	37	35	0	0
LAST	14	12	15	11	22	19	40	36	4	3









Number of national federations that took part in the last two WA Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	2	1	9	8	12	10	28	22	2	2
LAST	2	1	7	7	9	9	35	31	2	2

GLOBAL SPREAD OF EXCELLENCE



Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
	2008		2012		2008	2012
AFRICA	0		0		0%	0%
AMERICA	0		1		0%	25%
ASIA	2		3		67%	67%
EUROPE	3		1		33%	8%
OCEANIA	0		0		0%	0%
TOTAL	5		5		100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

				
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	0	0	1	0
AMERICA	2	3	2	4
ASIA	2	1	2	4
EUROPE	4	5	2	6
OCEANIA	1	0	0	0
NUMBER OF MEDALS AWARDED	12	15	12	15
NUMBER OF COUNTRIES THAT WON MEDALS	9	9	7	14
NUMBER OF CONTINENTS THAT WON MEDALS	4	3	4	3

POPULARITY

APPEAL OF THE SPORT

WA states that the following steps have been taken to increase the appeal of archery, in particular for young people.

WA has worked on the presentation of the sport to make it more appropriate to the target audience, according to the event. The competition format has also been optimised for the recurve (Olympic) bow through the introduction of the set system. This has made the compound bow competition a more specific event. Furthermore, WA introduced a mixed team event and changed the youth category age groups to fit in better with the Youth Olympic Games. This will also allow WA to avoid drops during the transition from junior to elite level. Moreover, WA developed live scoring on the internet, as well as YouTube and social media, to reach a wider audience. Finally, it introduced the fanreporter, a new concept that provides quality short documentaries during WA World Cups and World Championships.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:


	2008	2012
TICKETS AVAILABLE	36,309	61,150
TICKETS SOLD	35,612	60,410
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	0.6%	0.8%

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST
TICKETS AVAILABLE	13,500	4,400
TICKETS SOLD	13,500	4,350
PERCENTAGE OF TICKETS SOLD	100%	99%

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	279	142

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 162 million

Total maximum television audience during the London 2012 Olympic Games: 71.5 million

The average minute of coverage was watched by: 23.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 740

DIGITAL MEDIA

Internet

Number of visits to the official WA website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	11,306	99,305
AVERAGE DAILY NUMBER OF PAGES VIEWED	108,089	1,365,937

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	969,897	21,816,489

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	223,536

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	375,543

Social media

Number of fans or followers:

	ON 22 MARCH 2013
NUMBER OF FACEBOOK FANS	60,125
NUMBER OF TWITTER FOLLOWERS	6,571

Other social media activity

WA states that it is very active on YouTube with 18,327 subscribers and 13,157,735 views. WA also has a Flickr account. Special media training sessions for WA athletes have been conducted, and WA helps athletes with setting up a Facebook fan page.

GOVERNANCE

CODE OF ETHICS

WA states that it operates under a Code of Ethics which is aligned with the IOC Code of Ethics. Further details provided below:

The WA Code of Ethics is entirely based on the IOC Code of Ethics. Only very few amendments have been made.

INTERNAL DISPUTE-RESOLUTION MECHANISM

WA states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

WA states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which WA has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES		X
DOPING DISPUTES		X
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY		X
DISCIPLINARY DISPUTES		X
DISPUTES BETWEEN IF BODIES		X
MEMBERSHIP DISPUTES		X
DISPUTES OF A PROPRIETARY NATURE		X
CONTRACTUAL DISPUTES		X
CORRUPTION DISPUTES		X
ETHICAL DISPUTES		X
ELECTION DISPUTES		X

Number of CAS cases in which WA was involved:

2009	2010	2011
0	0	0

BOARD MEMBERS AND GENDER EQUITY

The WA Board currently has 14 members. The gender breakdown of the members is presented below:

			% OF 
2008	13	3	19%
2012	10	4	29%

COMPETITION FIXING

WA states that it has set up rules and procedures to fight against competition fixing. Further details provided below: Prior to the London 2012 Olympic Games, the ASOIF “Model Rules” were adopted and implemented.

ATHLETES

BEST ATHLETES

WA states that its best athletes participate in the Olympic Games.

REPRESENTATION

Athletes’ Commission

WA states that it has an Athletes’ Commission whose members are elected by their peers.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD	x	x
COMMISSIONS	x	x
TECHNICAL BODIES		

HEALTH

Medical Commission

WA states that it has a Medical Commission and that a Medical Commission representative sits on the Executive Board.

Health, safety and security monitoring

WA states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

At least once every Olympiad WA conducts a survey on injuries. Archery is a low-risk sport for injuries, but the WA Medical and Sport Sciences Committee follows up on the matter. In 2011, WA also conducted a survey on the nutritional habits of youth archers. This study will be used to provide a guide for nutrition.

WA also monitors steroid profiles.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY WA	% CONDUCTED BY WA
2006	53	26	49%
2007	51	21	41%
2010	92	20	22%
2011	68	20	29%

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	5
2010	7
2011	3

WA states that it has not introduced the athlete biological passport and that it does not plan to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

WA states that it has programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. A short description is presented below:

WA has started a programme to assist with media training. The WA's Medical Committee has also started work on a training and nutrition guide. The next step is to discuss with the WA Athletes' Committee the promotion of programmes with a view to developing other life skills.

ENTOURAGE

WA states that it has an Entourage Commission or entourage-related initiatives, and that it monitors the athletes' entourage. WA also has a sanction system in place for the athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

WA states that it has a multi-year strategic planning process in place.

Financial distribution system

WA states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

WA states that the following are the IF's key strategic priorities:

- › Identity: a new identity for World Archery was implemented. The most visible part of this is the name change to World Archery and the new logo.
- › Events: all of WA's events have concrete plans to become more attractive for athletes, spectators, partners and TV.
- › Promotion: WA is consistently promoted and widely recognised by external parties.
- › Partnerships: a majority of World Archery's budget is supported by partnerships outside of IOC funding.
- › Expansion: WA and its members have the structure and tools needed to sustain the expansion of archery.

DEVELOPMENT OF THE SPORT

Main development programmes

WA states that it runs development programmes, including the following:

- › Level One courses for coaches have been organised in the Americas and Europe and are now planned for Asia.
- › Several development programmes have been conducted in the WA official and accredited training centre in Egypt (MEAC). However, due to political issues in Egypt, programmes to train athletes and teach coaches at all levels have now been transferred to Thailand.
- › A programme consisting of the production of equipment with local resources was developed in several countries in Africa.

Youth development programmes

WA states that it runs youth development programmes, including the following:

- › A development programme was developed in the Americas to prepare young athletes for the Nanjing 2014 Youth Olympic Games. A coach is travelling through five countries to assist the national federations.
- › WA initiated a programme in cooperation with the Brazilian NOC to have national athletes ready for the Rio de Janeiro 2016 Olympic Games.

Women and Sport Commission or initiatives

WA states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › For several years, WA has presented trophies at its Congress to member associations that have sent the most women athletes to events, as well as to people or member associations responsible for special initiatives to promote women in sport. WA also keeps statistics on women in sport and regularly attends women in sport conferences.

Sport for All Commission or initiatives

WA states that it has a Sport for All Commission or Sport for All initiatives, including the following:

- › While there is no specific Sport for All Commission within WA, all archery disciplines are also performed as recreational and Sport for All activities. As such, all of our committees have some part of their work dedicated to Sport for All. WA also runs several Sport for All activities, such as beginners' and performance awards. It also participates in the Masters Games.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

VENUES (SAFETY AND PERFORMANCE)	› There is no real technical evolution of venues in archery
SPORTS EQUIPMENT	› A technical committee constantly monitors the evolution of the equipment › WA also keeps an eye on the rules to make sure no one circumvents them › It has an excellent relationship with manufacturers, who consult WA before bringing new items onto the market
COMPETITION CLOTHING	› The technical committee is also in charge of monitoring the evolution of competition clothing › While clothing has no determining impact on archery, WA monitors some of the new types of material that are developed

ENVIRONMENT

WA states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

WA has policies governing the use of water and a policy for organisers to reduce water consumption and improve waste management. It also tries to find venues with the fewest possible transport needs.

Evaluation criteria

WA states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit (SSET). While it will look to implement further policies in the future, it considers that the added value of the SSET or similar standards have yet to be proven. WA states that it prefers to implement practical actions with event organisers rather than creating policies. It also tries to educate archery athletes as much as possible, so that any venue used is left in better condition than it was before the event.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

WA states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

WA states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

WA states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

An appeal must be delivered in writing to the chairperson of the Judges' Commission at the event. This chairperson will forward the appeal to the chairperson of the jury (or his/her designee). The jury will consider the case accordingly. If necessary, depending on the nature of the appeal, it will hear the appellant and call witnesses. A full document on procedures has been created and is available on request. Jury decisions do not constitute case law since every case is specific. The decision of the jury is final. A written procedure is followed for publishing the decision.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

WA has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › Judges have no impact on results as the scores of the arrows are called by the athletes or their agents and verified by the other athletes or agents › In contentious situations such as arrows on the line or shots considered outside the time limit, the judge may have a direct impact on the results, as defined in the rules
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › Judges have a fixed procedure to follow when judging contentious situations, which is outlined at seminars and in their Handbook
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › Judges are trained at seminars and conferences (mandatory) and are tested for re-accreditation (exams) › Selection for the Olympic Games is based on the judges' experience (they must have been a judge at international level for a minimum of five years), their feedback on tests and evaluation at tournaments › Additional tests have been introduced, including a stress test
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › Judges are regularly evaluated by the Chairman of the Judges' Commission, and reported to the WA Judge Committee › In addition, tests are organised at conferences and judges must pass a re-accreditation test every four years › They are also observed by the WA Judge Committee's observer at events
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › Officials must have served as a national judge for a minimum of three years before they are able to attend a continental seminar or sit an exam › After gaining some experience at continental level, it is then compulsory to attend an international seminar and take exams › A system has been introduced to temporarily suspend or withdraw accreditation

FINANCE

TRANSPARENCY

WA states that it uses acknowledged accounting standards.

WA states that it publishes the accounts on its website.

WA states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by WA from its major sponsors from 2009 to 2012 (maximum five sponsors):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
KIA MOTORS	x	x	x		
LONGINES/SWISS TIMING	x	x	x	x	
SPORTOTO	x				
TURKISH AIRLINES		x	x	x	
TFORS		x		x	

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 4,000.

The sport can take place in any kind of site where its field of play can be installed, including existing venues or urban environments.

Venue can be shared with other sports, according to local site opportunities.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: Medium

Level of technology complexity at Olympic venues: Medium

Television production costs

Television production for archery cost EUR 144,122 per day of competition at the London 2012 Olympic Games. There were 42.5 hours of production in total, with an average cost/hour of EUR 27,129.

WTF

World Taekwondo Federation

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OVERVIEW



EVENTS

Events at the London 2012 Olympic Games: 8

	
4	4

Number of WTF competition days during the 16-day London Olympic Games schedule: 4

Evolution in number of Olympic events since 1924:

	24	28	32	36	48	52	56	60	64	68	72	76	80	84	88	92	96	00	04	08	12
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	4	4	4
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	4	4	4
TOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8	8	8	8

QUOTAS

Quotas at the London 2012 Olympic Games: 128

	
64	64

ADDED VALUE

The WTF states that the added value brought by taekwondo to the Olympic Games is as follows:

Taekwondo is a global sport with global appeal, with 203 member national associations, of which 196 correspond to National Olympic Committees (NOCs). Moreover, there are an estimated 70 million taekwondo practitioners worldwide. This sport thus offers universality to the Olympic Games' international audience. The 32 medals at the London 2012 Olympic Games were won by athletes from 21 different nations. Since 2000, 33 countries have already made it onto the podium. Any nation can be inspired by the galvanising effect of an Olympic medal.

In addition, the constant evolution of the sport has made bouts more intense and competitive. Athletes are encouraged to use advanced techniques and put a premium on speed, skill and dynamism. Taekwondo is a more exciting competition than ever and the advances in technology make the sport easy to understand for new fans.

Furthermore, taekwondo does not need a purpose-built venue. Thanks to minimal space and specialist equipment requirements it can share event arenas, with a transition time between sports of less than 24 hours. This versatility minimises the Organising Committees' footprint, expenditure and resource demands at every stage of Games delivery.

The WTF states that the added value brought by the Olympic Games to taekwondo is as follows:

Inclusion in the Olympic programme has driven taekwondo towards ever higher standards, from the mat to the top levels of the WTF administration. Since taekwondo's debut in the Games, there has been a surge in global reach and participation, as people discover an exciting, inclusive and accessible sport. As a consequence, the number of WTF member national associations has increased by 30% in the last 12 years and taekwondo is now the second most popular sport in Africa. The Olympic Games have enabled taekwondo to reach new audiences and have precipitated greater professionalism at every level, from elite coaching through to youth development. The calibre of athletes has

increased dramatically, with a real depth of world-class talent on every Olympic continent. Finally, the Olympic Games have completed the virtuous cycle of better athletes attracting more media exposure and sponsorship opportunities, which ultimately brings more public and private investment in taekwondo athletes' futures.

HISTORY AND TRADITION

ESTABLISHMENT

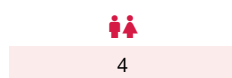
Year of establishment of the WTF: 1973

OLYMPIC GAMES




Year of introduction to the Olympic Games programme:



Number of times on the programme of the Olympic Games:



WORLD CHAMPIONSHIPS

	SENIOR		JUNIOR
			
YEAR OF FIRST WORLD CHAMPIONSHIPS	1973	1987	1996
NUMBER OF WORLD CHAMPIONSHIPS HELD TO DATE	20	13	9
FREQUENCY	Every two years		

OTHER MULTISPORT GAMES

	NUMBER OF TIMES ON THE PROGRAMME	YEAR OF MOST RECENT INCLUSION
WORLD GAMES	3	1989
UNIVERSIADE	5	2011
COMMONWEALTH GAMES	0	-
ALL-AFRICA GAMES	7	2011
ASIAN GAMES	6	2010
PAN AMERICAN GAMES	7	2011
MEDITERRANEAN GAMES	0	2013

UNIVERSALITY

MEMBER NATIONAL FEDERATIONS

The WTF has 196 member national federations corresponding to NOCs:

	2005	2008	2012
AFRICA	37	43	48
AMERICA	42	42	41
ASIA	40	41	42
EUROPE	47	48	48
OCEANIA	9	12	17
TOTAL	175	186	196

ACTIVE MEMBER NATIONAL FEDERATIONS

Number of WTF-affiliated national federations that organised national championships in 2010 and 2011:

	2010	2011	2010	2011
AFRICA	25	30	23	25
AMERICA	26	33	24	30
ASIA	32	39	31	35
EUROPE	36	40	34	38
OCEANIA	7	9	4	6
TOTAL	126	151	116	134

Number of national federations that took part in qualifying events for the last two Olympic Games:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
2008	21	17	34	22	27	20	42	36	8	5
2012	27	21	30	25	35	29	40	36	11	9











Number of national federations that took part in the last two WTF World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	29	22	31	22	34	25	40	35	5	3
LAST	27	19	30	23	36	28	42	35	8	2

Number of national federations that took part in the last two WTF Continental Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
PREVIOUS	12	11	21	18	23	19	39	35	10	10
LAST	17	15	24	19	35	30	37	31	10	10





Number of national federations that took part in the last two WTF Junior World Championships:

	AFRICA		AMERICA		ASIA		EUROPE		OCEANIA	
										
PREVIOUS	14	12	21	15	19	12	34	30	4	3
LAST	13	8	12	10	21	15	35	31	2	1

GLOBAL SPREAD OF EXCELLENCE



Olympic Games

Continental distribution of medals awarded at the last two Olympic Games:

	NUMBER OF NOCS THAT WON MEDALS				DISTRIBUTION OF MEDALS WON	
					2008	2012
	2008	2012	2008	2012	2008	2012
AFRICA	1	1	0	0	3%	3%
AMERICA	3	4	6	2	31%	19%
ASIA	6	4	3	4	38%	28%
EUROPE	3	5	5	8	28%	50%
OCEANIA	0	0	0	0	0%	0%
TOTAL	13	14	14	14	100%	100%

World Championships

Number of countries that won medals at the last two World Championships:

				
	PREVIOUS	LAST	PREVIOUS	LAST
AFRICA	2	2	0	1
AMERICA	4	1	6	1
ASIA	5	7	4	4
EUROPE	6	8	7	8
OCEANIA	0	0	0	0
NUMBER OF MEDALS AWARDED	64	64	64	64
NUMBER OF COUNTRIES THAT WON MEDALS	17	18	17	14
NUMBER OF CONTINENTS THAT WON MEDALS	4	4	3	4

POPULARITY

APPEAL OF THE SPORT

The WTF states that the following steps have been taken to increase the appeal of taekwondo, in particular for young people:

Taekwondo offers thrilling full-contact competition that nevertheless remains a safe sport. Enhancements to the rules have made taekwondo dynamic, action-packed and easily understood by new fans and practitioners of all ages. Athletes from Great Britain, for example, rose from being youth Olympic champion to Olympic champion, inspiring generations.

Programmes such as the *World Youth Taekwondo Camp*, *World Taekwondo Peace Corps* and *KHU-WTF Partnership Programme* provide a platform for instilling Olympic values in young people through taekwondo. Qualified instructors bring sports programmes to young people on every Olympic continent, providing physical and health education. Developing a dedicated youth-focused digital communications strategy has fuelled interest from younger generations.

TICKET SALES AND ATTENDANCE

Tickets available and sold during the last two Olympic Games:

	2008	2012
TICKETS AVAILABLE	40,476	72,023
TICKETS SOLD	40,185	71,602
SHARE OF ALL TICKETS SOLD IN THE OLYMPIC GAMES	0.6%	0.9%

Tickets available and sold during the last two World Championships:

	PREVIOUS	LAST
TICKETS AVAILABLE	7,500	Free entry
TICKETS SOLD	6,434	Free entry
PERCENTAGE OF TICKETS SOLD	86%	-

MEDIA ACCREDITATIONS GRANTED

Number of media accreditations granted at the last two World Championships:

	PREVIOUS	LAST
	219	346

TELEVISION COVERAGE AT THE OLYMPIC GAMES

Total number of viewer hours during the London 2012 Olympic Games: 88 million

Total maximum television audience during the London 2012 Olympic Games: 53 million

The average minute of coverage was watched by: 15.5 million viewers globally

WRITTEN PRESS COVERAGE AT THE OLYMPIC GAMES

Total number of articles published from 20 July to 19 August 2012: 692

DIGITAL MEDIA

Internet

Number of visits to the official WTF website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
AVERAGE DAILY NUMBER OF UNIQUE VISITS	8,630	34,821
AVERAGE DAILY NUMBER OF PAGES VIEWED	120,003	267,752

Number of pageviews for the dedicated section of the OCOG website:

	FIRST HALF OF 2012	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	495,599	36,334,649

Number of pageviews for the dedicated section of the IOC website:

	DURING THE OLYMPIC GAMES
NUMBER OF PAGEVIEWS	124,088

Number of video views on YouTube.com/Olympics:

	DURING THE OLYMPIC GAMES
NUMBER OF VIDEO VIEWS	332,384

Social media

Number of fans or followers:

	ON 1 JULY 2012
NUMBER OF FACEBOOK FANS	70,000
NUMBER OF TWITTER FOLLOWERS	500

Other social media activity

As of 31 August 2012, five million unique visitors had viewed the WTF website's 15,000 videos of over 60 top-class taekwondo competitions. The WTF's online TV channel, WTF Taekwondo TV, was launched in 2008. It is now the centre of the WTF's new media strategy. In July 2011, a platform was made available to iPhone/iPad users and an Android application was introduced in January 2012. The WTF's YouTube channel was created in 2010 as another means of providing engaging content to social media networks featuring highlights of major WTF competitions. As of this year, official WTF pages can be found on Facebook and Twitter. The WTF is also in the process of creating and populating Pinterest and Flickr pages to add another dimension to its offer.

GOVERNANCE

CODE OF ETHICS

The WTF states that it operates under a Code of Ethics that is aligned with the IOC Code of Ethics. Further details provided below:

The WTF takes its role as an ambassador for the Olympic Movement very seriously, sharing, promoting and embodying the values of the Olympic Movement. The WTF Code of Ethics faithfully reflects the principles of the IOC Code of Ethics and the Olympic Movement. The WTF code calls on every member of the taekwondo family, including athletes, officials and their entourage, to act with the integrity associated with the Olympic values. It also regulates the allocation of funding and restricts the receipt of gifts or commissions. It bans any form of discrimination or harassment and reinforces the integrity of the sport and the principle of fair play. The WTF has also separately adopted the WTF Bye-Laws on betting and anti-corruption, based on the model Bye-Laws recommended by ASOIF.

INTERNAL DISPUTE-RESOLUTION MECHANISM

The WTF states that it has a transparent and enhanced dispute-resolution mechanism in place.

COURT OF ARBITRATION FOR SPORT

The WTF states that it uses the Court of Arbitration for Sport (CAS) as the dispute-resolution body for all disputes that cannot be settled amicably or through local arbitration or mediation.

Types of dispute for which the WTF has used the CAS:




	YES	NO
DISPUTES IN CONNECTION WITH THE STATUTES, REGULATIONS OR SPORTS RULES		X
DOPING DISPUTES	X	
DISPUTES IN CONNECTION WITH A DECISION MADE BY AN IF JUDICIAL BODY	X	
DISCIPLINARY DISPUTES	X	
DISPUTES BETWEEN IF BODIES		X
MEMBERSHIP DISPUTES		X
DISPUTES OF A PROPRIETARY NATURE		X
CONTRACTUAL DISPUTES		X
CORRUPTION DISPUTES		X
ETHICAL DISPUTES		X
ELECTION DISPUTES		X

Number of CAS cases in which the WTF was involved:

2009	2010	2011
0	1	1

BOARD MEMBERS AND GENDER EQUITY

The WTF Board currently has 34 members. The gender breakdown of the members is presented below:

			% OF 
2008	37	3	8%
2012	31	3	9%

COMPETITION FIXING

The WTF states that it has set up rules and procedures to fight against competition fixing. Further details provided below:

The WTF states that it does everything in its power to prevent corrupt practices. It has adopted the WTF Bye-Laws on betting and anti-corruption. The Bye-Laws explicitly prohibit betting, manipulation of results and other forms of corrupt conduct. They apply to all those who participate in or assist with WTF competitions. It also recommends similarly stringent rules for WTF member national associations. The Bye-Laws provide for the receipt of information on a confidential basis, while setting forth the burden and standard of proof, a process for investigating a breach, procedural protections for any alleged violator, the range of possible sanctions and the right to appeal.

ATHLETES

BEST ATHLETES

The WTF states that its best athletes participate in the Olympic Games.

REPRESENTATION

Athletes' Commission

The WTF states that it has an Athletes' Commission whose members are appointed by the Federation. However, the WTF plans to hold elections for the members of its Athletes' Commission at the beginning of 2014.

Governing bodies

Governing bodies where athletes are represented:

	MEMBERSHIP	VOTING RIGHTS
EXECUTIVE BOARD	x	x
COMMISSIONS	x	x
TECHNICAL BODIES	x	x

HEALTH

Medical Commission

The WTF states that it has a Medical Commission but that there is no Medical Commission representative on the Executive Board.

Health, safety and security monitoring

The WTF states that it has taken initiatives to monitor and ensure the health, safety and security of athletes. A short description of the main initiatives is presented below:

The WTF has incorporated technology in protective equipment, with continuous research ongoing into its effectiveness. The Protector Scoring System (PSS) means a point-scoring hit needs to be accurate rather than hard. Rule changes encourage more advanced techniques, faster action and a more dynamic competition, while preserving the safety of athletes.

The WTF recognises the IOC Medical and WADA anti-doping codes. It has also adopted its own code defining injury prevention and care for athletes. Moreover, the WTF offers medical training and health education to all relevant members of the taekwondo family and defines mandatory anti-doping measures at international, continental, national and club levels. This will be recorded and monitored through the Global Licensing System.

Fight against doping

Number of out-of-competition tests:

	OVERALL NUMBER	CONDUCTED BY THE WTF	% CONDUCTED BY THE WTF
2006	N/A	29	-
2007	N/A	56	-
2010	N/A	27	-
2011	N/A	43	-

Anti-doping rule violations that led to a sanction:

	OVERALL NUMBER
2007	7
2010	1
2011	0

The WTF states that it has not introduced the athlete biological passport but that it plans to introduce it in the future.

PROGRAMMES OR RESOURCES TO ASSIST ATHLETES

The WTF states that it has programmes or resources to assist athletes with studies, development of life skills and/or post-athletic career transition. A short description is presented below:

Developing life skills is a key component of taekwondo training. The WTF teaches that a healthy body must be supported by a healthy mind. Taekwondo teaches the values of self-discipline, fair play and respect for one's opponents, embodied in the rituals enacted before every bout. Furthermore, the WTF Academy was formed to provide lifelong education programmes for all taekwondo practitioners, including athletes. The Academy is working to create a well-rounded education for athletes, including a clear path to take them beyond competition and into professional life. The objective is to coach young people to become better athletes and, just as importantly, to equip them to be responsible global citizens away from the mat.

ENTOURAGE

The WTF states that it has an Entourage Commission or entourage-related initiatives, and that it monitors the athletes' entourage. The WTF also has a sanction system in place for athletes' entourage.

DEVELOPMENT

DEVELOPMENT OF THE FEDERATION

Strategic planning

The WTF states that it has a multi-year strategic planning process in place.

Financial distribution system

The WTF states that it has a financial distribution system to support national federations and continental associations.

Key strategic priorities

The WTF states that the following are the IF's key strategic priorities:

- › The first key strategic goal is to improve the standard of competitions and athletes worldwide. From this perspective, the new WTF Taekwondo World Cup was designed to guarantee regular elite competition. Moreover, the WTF is now re-conceptualising the event to make it more attractive for TV audiences and spectators and to attract more media exposure and sponsorship. In addition to this, as of 2013 the WTF has introduced the Taekwondo Grand Prix for the top athletes.
- › A second key objective is to increase international reach through the development of a global membership system. The distribution of revenues will be reinforced to stimulate growth. The WTF has also targeted young people by expanding the *World Taekwondo Peace Corps* programme. The WTF is also working on giving wider access to taekwondo to people with disabilities as well as all levels of people irrespective of gender, race, age or physical condition. The WTF also continues to work towards full universal participation, prioritising women's presence in management positions.
- › Finally, the third strategic priority is to improve monitoring and evaluation of Key Performance Indicators (KPIs) to increase the effectiveness of resource allocation, transparency and accountability.

DEVELOPMENT OF THE SPORT

Main development programmes

The WTF states that it runs development programmes, including the following:

- › Innovations like the Protector Scoring System and Instant Video Replay remove almost all scope for human error, making officiating more objective and transparent than ever. This has been reinforced by increasing the number of sophisticated seminars and training sessions in more accessible locations, guaranteeing a universally high standard of officiating.
- › Through WTF development funds and the IF revenue share from the IOC, the WTF has been able to assist smaller member national associations to develop by distributing equipment and providing funding for travel and competition, as well as investing in building sustainable programmes.
- › The *World Taekwondo Peace Corps*, *Youth Camp* and the *KHU-WTF Partnership Training Programme* have successfully reached out to young people worldwide, teaching them the Olympic values of fair play and fuelling their hopes and dreams.

Youth development programmes

The WTF states that it runs youth development programmes, including the following:

- › The WTF's youth initiatives include the *World Taekwondo Peace Corps*, *World Youth Taekwondo Camp* and *KHU-WTF Partnership Training Programme*. Participants from diverse backgrounds learn to work together and embrace other people's perspectives regardless of gender, culture or ethnicity. Olympic and world taekwondo champions coach taekwondo sessions and share their experiences in sport and in life as special lecturers.
- › The camps have a strong anti-doping education element. To date, 1,010 young athletes from 63 nations have taken part in the *World Youth Taekwondo Camp*. The *World Taekwondo Peace Corps* has been dispatched to over 80 countries around the world since 2008, and over 350 participants from almost 100 countries have taken part in the *KHU-WTF Partnership Training Programme* since 2005.

Women and Sport Commission or initiatives

The WTF states that it has a Women and Sport Commission or Women and Sport initiatives, including the following:

- › The WTF Women’s Committee is responsible for issues related to the development and promotion of taekwondo amongst women. It provides strategic and technical recommendations to the WTF Council on all aspects of women’s taekwondo. The WTF is very proud to have achieved gender parity in nearly all major competitions, with an equal number of male and female categories and competitors. The WTF is also committed to achieving true universality and is taking active steps to promote the participation of women at all levels. Embodied in the WTF’s constitution are the principles of fair play and equal treatment, specifically for the participation of women in sport at all levels. One evaluation criterion of the WTF’s new ranking system of our member national associations is the active participation of women as athletes and decision-makers.

Sport for All Commission or initiatives

The WTF states that it has a Sport for All Commission or Sport for All initiatives, including the following:

- › Until 2010, the WTF maintained a Sport for All Committee. An individual committee was then established. This allowed in-depth attention to be paid to areas such as women in sport, para-taekwondo, youth, education, training, development and expansion. The non-contact taekwondo discipline *poomsae* enables a diverse range of people to take up taekwondo earlier and keep practising longer than they would in other sports. The WTF has organised World Poomsae Taekwondo Championships every year since 2006. Additionally, the third World Para-Taekwondo Championships took place in 2012. The WTF expects the number of participating nations to continue to rise in the years to come.

TECHNICAL EVOLUTION OF THE SPORT

A short description of the main means in place for monitoring the technical evolution of venues, sports equipment and competition clothing is presented below:

<p>VENUES (SAFETY AND PERFORMANCE)</p>	<ul style="list-style-type: none"> › Venue safety and performance measures are prescribed in the WTF Competition Rules and other related rules and guidelines › These specifications are established and monitored by various committees such as the Technical Committee, Games Committee, Referees’ Committee and Medical Committee, with contributions from the Sport and Referee Departments and the Media and Marketing Departments › To eliminate all potential risks, the local organising committee must receive approval from a qualified WTF Technical Delegate (TD) before competition › Upon conclusion of each event, the TD for the particular event submits a report that includes recommendations on venue-related issues to be considered by the relevant decision-making bodies
<p>SPORTS EQUIPMENT</p>	<ul style="list-style-type: none"> › The WTF Technical Committee and the Protector and Scoring System Committee set the standards for manufacturers to ensure WTF specifications are met, and monitor and evaluate the performance of equipment against defined Key Performance Indicators (KPIs) › The recent focus has been on developing the Protector Scoring System, which provides accurate, objective scoring and ergonomic, comfortable protection › The WTF works with industry-leading experts to ensure all equipment is cutting-edge › The WTF firmly believes the Protector Scoring System is one of the most sophisticated pieces of equipment of its kind in use in sport today
<p>COMPETITION CLOTHING</p>	<ul style="list-style-type: none"> › The WTF Technical Committee works alongside manufacturers to ensure WTF specifications are met and to monitor and evaluate the performance of equipment against defined Key Performance Indicators (KPIs) › The WTF’s current priority in the ongoing development of competition clothing is to ensure maximum mobility, in order to support the new speed and flexibility-based dynamic of the sport that has arisen through enhancements to the rules

ENVIRONMENT

The IF states that it has environmental policies or guidelines. A short description of these policies or guidelines is given below:

Taekwondo events have a very small environmental footprint and can frequently make use of pre-existing or shared sports facilities. Also, the equipment needs for taekwondo are limited, minimising manufacture and shipping requirements. These traits make taekwondo perfectly suited to situations where the environmental balance is very delicate and there is little sports infrastructure in place. However, as the sport has evolved and grown in popularity, guidelines are being polished and will be implemented at the 2013 WTF World Taekwondo Championships.

Evaluation criteria

The WTF states that it does not use evaluation criteria such as the Sustainable Sport & Event Toolkit. The overarching priority of the WTF's Environmental Task Force will be to establish a set of universal evaluation criteria which will be applied to every WTF-affiliated event. The WTF recognises the importance of demonstrating a top-down commitment to sustainability and the environment and has established a task force to formulate a sustainable sports and event policy (low-footprint, low-carbon and low/zero waste) and to disseminate this policy to WTF stakeholders.

TRANSPARENCY AND FAIRNESS ON THE FIELD OF PLAY

CODE OF CONDUCT

The WTF states that it has a Code of Conduct for technical officials and referees.

SANCTION SYSTEM

The WTF states that it has a sanction system for technical officials and referees.

JURY OF APPEAL

The WTF states that it has a jury of appeal. A short description of the process from start to finish in the event of an appeal by an athlete during the competition is presented below:

The Instant Video Replay allows coaches a limited number of chances to appeal during a match. The match is paused for around 30 seconds to review the footage. The Instant Video Replay process can also be used without an appeal in the event of a critical and potentially decisive situation at the end of a match. For field of play decisions made during competition where review by Instant Video Replay is not relevant or appropriate, the athlete must submit a protest application together with a non-refundable protest fee of 200 USD to the event's Competition Supervisory Board no later than 10 minutes after the contest. For special sanctions (e.g. interference in competition management), the athlete may appeal directly to the WTF President or Secretary General within 24 hours of the sanction.

FAIRNESS AND OBJECTIVITY OF COMPETITIONS

The WTF has taken the following steps to ensure that the outcome of competitions is as objective and fair as possible:

IMPACT OF JUDGING ON RESULTS	<ul style="list-style-type: none"> › The WTF greatly increased objectivity in judging with the introduction of the Protection Scoring System (PSS) and Instant Video Replay (IVR), all but eliminating human error impacting match results › The PSS automatically rewards point-scoring shots to the body and IVR allows immediate correction of any misjudgement based on a valid appeal › The PSS and IVR are used at all WTF events and are operated by well-trained specialists
JUDGING/REFEREEING SYSTEM	<ul style="list-style-type: none"> › The adjudication of matches is managed by five independent judges, referees and a review jury working concurrently, using the advanced PSS and IVR systems › One centre referee manages the match, the PSS records point-scoring hits to the body, three judges award points for fist techniques, technical points and kicks to the head and finally a jury reviews the IVR upon valid appeal › Judges and referees are selected randomly
TRAINING AND SELECTION OF JUDGES	<ul style="list-style-type: none"> › The WTF develops global training and selection programmes for referees › For the Olympic Games, a special selection programme identifies the very best referees. An initial 60 referees are shortlisted after passing various tests, including medical, physical, scoring, games management, rules and English › From that shortlist, the best 30 referees are chosen for the Olympic Games
EVALUATION OF JUDGES	<ul style="list-style-type: none"> › The WTF uses a global database with records on training and performance for each judge and referee › During competition, scoring sheets are used after each match to evaluate the performance of referees › The Rules stipulate that any referee who has unfairly managed or judged the contest shall be replaced or penalised
CERTIFICATION OF JUDGES	<ul style="list-style-type: none"> › Referees are trained and certified at national level › The WTF awards the international referee certificate to a selection of elite referees who have attended a WTF seminar and passed a test › A regular refresher course is necessary to evaluate the referees and maintain the certification › The WTF conducts additional selection tests to choose the referees and judges who will officiate at international events

FINANCE

TRANSPARENCY

The WTF states that it uses acknowledged accounting standards.

The WTF states that it does not publish the accounts on its website.

The WTF states that the accounts are verified by an independent auditor.

MAIN SPONSORS

Benefits received by the WTF from its major sponsors from 2009 to 2012 (maximum five sports):

	CASH	VIK	DISCOUNTS	SERVICES	OTHER
MACQUARIE	X				
SK PLANET	X			X	
ADIDAS (DOUBLE D)	X	X			
SUNGDOG SHIPBUILDING	X				
DAEDO	X	X			

COSTS

Venue at the Olympic Games

Olympic venue seating capacity is 5,000.

The sport can take place in either an exhibition/convention centre hall or an indoor arena.

Venue can be shared with other indoor sports/disciplines such as badminton, fencing, rhythmic gymnastics and judo.

Operational costs at the Olympic Games

Technology requirements at competition venues

Level of technology costs at Olympic venues: Medium

Level of technology complexity at Olympic venues: Medium

Television production costs

Television production for taekwondo cost EUR 203,672 per day of competition at the London 2012 Olympic Games. There were 44.4 hours of production in total, with an average cost/hour of EUR 18,349.

ACKNOWLEDGEMENTS

This report was prepared by the Olympic Programme Commission, which is composed of the following members:

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