

The World Games – Growth Beyond Excellence

Agenda for the development of The World Games and the International World Games Association

Revised version approved for distribution by the Executive Committee of the International World Games Association in its meeting in Lausanne, Switzerland, on 13 January 2020.

Executive Summary

The International World Games Association has been created to support its Member Federations to develop and promote their sports on a global platform of the highest standard. The IWGA aims to further increase its income to allow for The World Games to reach the next level of excellence in the quality of the event. To reach the next level of excellence, it is critical that resources become available to assist the athletes financially in their participation.

Resources could be increased by adding a second event to the IWGA's portfolio of activities. This matter will be further investigated. Further, the International Olympic Committee and the National Olympic Committees are important partners to help the national federations send their best athletes to TWG with the best preparations.

The IWGA seeks a special formal status within the Olympic Movement. The IWGA also seeks to establish a clear partnership with the International Paralympic Committee, including reserving a specific quota for para-athletes. Just as disciplines in the Olympic Games and the Paralympic Games are precluded from featuring on the program of The World Games, so IWGA expects its Member IFs to accord similar special status to The World Games when they propose disciplines for our program.

To clarify the IWGA's primary objective of promoting disciplines of International Federations that do not have any discipline on the Olympic Program, the IWGA will only accept ARISF members as new IWGA Members. Other Federations that currently feature on the program of the Olympic Games may be included in the official program of The World Games with different disciplines in consultation with the host city or the IOC. Such Federations will then acquire Affiliate status (with reference to the specific edition where their sport will feature in the IWGA in the four-year period leading to the General Meeting immediately following the Games edition where they feature.

Introduction and background

With the unprecedented global exposure that The World Games 2017 in Wroclaw created, the IWGA and its member federations have once again demonstrated the power of the multi-sports event we as members of the IWGA all love. The success of the Wroclaw games followed the inclusion of TWG as a strategic event in the International Olympic Committee's Agenda 2020: Recommendation 6 of Agenda 2020 says: *The IOC and the International World Games Association (IWGA) to closely cooperate regarding the sports program composition and their respective evaluations.*

TWG was also a great success for the host city: the Organizing Committee was able to stay within budget, and the city gained a markedly global exposure from the games, and an event in which many of its citizens could take part. As such, the value of TWG to host cities is undeniable.

However, we are also facing a number of challenges. The most important one is a direct consequence of our success: many International Federations, especially those that currently have disciplines featuring on the program of the Olympic Games, seek membership of the IWGA, along with seeking participation in other multi-sports events. Our current governance structure and the size of TWG cannot accommodate this without jeopardizing our existing members. The IWGA Executive Committee that was elected in 2018 clearly defines five important priorities for developing this TWG Agenda to drive decision-making and further policy development:

The IWGA will secure the interests of our current members while further developing the quality of The World Games

1. Secure the interests of our current members who seek to be part of a multi-sports event associated with the Olympic Movement, creating global exposure beyond their immediate own sport's fans.
2. Further develop the quality of TWG in terms of athlete, spectator, and host city experience.
3. Further grow the global reach of TWG in terms of the global viewership reached and hence increase the commercial and media impact.
4. Further sharpen the profile of TWG as some of our sports now also appear on the Olympic Program and the profile hence has become less clear.
5. Develop the IWGA into an organization serving its members in the best possible way by offering one or two exclusive multi-sports events in close collaboration with its partners, in particular the International Olympic Committee.

The current document is a result of discussions in the IWGA Exco and the analyses conducted by a working group within the IWGA Exco and Staff. The principles outlined in this document were presented to the IWGA General Meeting in 2019. An initial version of this document was sent for consultation to the IWGA Membership and responses of members have been processed into this version. We propose to have this document adopted as the guideline for

further policy making by the IWGA Exco. The IWGA Exco will implement the suggestions in this policy document by:

1. Proposing changes to the IWGA Constitution to be adopted at the general meeting in 2020
2. Implement changes in the Rules of The World Games
3. Further developing agreements with other stakeholders, in particular the International Olympic Committee, GAISF, IPC and ANOC
4. Making appropriate arrangements with the host city for the program of TWG 2025 and future editions.
5. Initiating a study to increase income for the IWGA. This study will also explore the possibility of including a second major event in the portfolio of the IWGA

Starting point for analysis: the IWGA Members

IWGA is a member-based organization: the constituents of the IWGA are the International Federations. For our member federations, the single most important reason for IWGA membership is to be part of the program of TWG. Our members seek global exposure for their sport or discipline at a major multi-sports event, beyond what an IF World Championship can offer. Moreover, our members seek to be part of an event that is closely associated with the IOC: being on the program of TWG provides our members the opportunity to relate their Federation and their sport with the Olympic Movement, with Olympism, and – indirectly – with the Olympic Games. Finally, our members see participation in The World Games as a stepping stone for entering into the Olympic Games.

Membership of the IWGA requires the Members to continually improve their event delivery at TWG

With our Agenda, we seek to place these objectives central to our endeavors. However, realizing these objectives is only possible if we further enhance the quality of our product. This is a key responsibility of our members: excellent Games are only possible if our member federations deliver the best possible events at TWG: the best athletes, the best sports presentation, and the best spectator experience, both at the venue and globally among their communities. We are only able to further develop TWG if all of our members also further respect the general criteria for participation and develop their event delivery. Further, we need TWG brand to be further developed within the various Championships that the IFs are delivering themselves. As much as IFs indicate some of their disciplines or events as “Olympic Disciplines” or “Olympic Events”, we also foresee that others are designated as “The World Games Disciplines” or “The World Games Events” systematically. The IWGA needs our members as much as our members need the IWGA. We are in it together; we are one.

Our members' members: the National Federations

The IWGA will take an active role towards NOCs and NSAs to strengthen the position of our member's sports

We realize that the Member IFs' National Federations go to great efforts to deliver the best possible performance at TWG. In more and more countries, these efforts are supported by the National Olympic Committee or other National Sports Authorities. While the IWGA has been working increasingly with the NOCs to organize the delegations to TWG, the situation is different from country to country. Up to now, the IWGA has not actively taken on a role of stimulating more financial and other support by NOCs and National Sports Authorities to support the national federations. The IWGA will take more initiatives in this area. We will develop activities and associated materials to increase the support that your national federations get for their preparation for and participation in The World Games. For this, we will seek partnership with the IOC and other appropriate organizations, and develop concrete proposals for the way in which national sports federations that are part of the IWGA family can organize themselves. On the road to Birmingham, we plan to share best practices. If given the opportunity to grow our staff, one possibility would be to appoint an NOC/NSA relationship manager.

We are undertaking activities to persuade NOCs to organize integrated national delegations for The World Games 2021. Priority is given to strategically important NOCs and those who have already shown support in past editions of The World Games.

We are aiming for TWG to develop, to the extent that resources are available not only to cover local expenses, but also in due course to contribute significantly to the travel expenses of athletes and officials.

Our environment: new multi-sports games

The multi-sports event landscape has changed notably in the recent years. The IOC have added the Youth Olympic Games as a major innovative event, with the recent edition in Buenos Aires living up to its promise to become a laboratory for innovation at the Olympics. New concepts such as an opening ceremony in the city center rather than in a stadium, and different sports sharing a venue in the same session (break dance and 3x3 basketball) have been very well received.

GAISF have developed a number of concepts such as the Combat Games and the Urban Games, which group disciplines that do not feature on the Olympic Games in a thematic setting. In a similar fashion, ANOC, soon to be joined as co-organizers by GAISF, are seeking to make the Beach Games, until 2018 Continental only, a global event.

Some of our disciplines now feature on some of these new Games. Especially if these take place in the same year as The World Games, this may create

difficulties for participating athletes. It is very important that only the world's top athletes of each discipline take part in The World Games. The World Games must offer the most attractive program, and it is up to our Federations to innovate in their sports presentation and in the disciplines they bring to the program of The World Games.

The IWGA wishes TWG to remain the top event for the very best athletes in our sports. If IWGA Members have their sport included in the TWG program, and then allow the same medal event of a discipline to be included in any of the global multi-sports Games organized by or on behalf of International Federations, athletes may get injured or may not be able to deliver their best performance at TWG. As is commonly the case, such factors will be taken into account in the World Games evaluation process. Since the events in the other multi-sports Games potentially involve the same athletes as are appearing in TWG medal events, we need to protect the athletes and ensure they can deliver their best possible performance at TWG. The IWGA therefore urges other umbrella organizations of International Federations not to schedule global multi-sports Games in the same year as TWG. Where scheduling in the same year is unavoidable for historical reasons, such as in the case of FISU's Universiade, the IWGA will negotiate with the umbrella organization to prevent conflicting interests.

*We will host an
Athletes Forum with
the chairs of our IFs'
Athletes
Commissions*

We conduct all of our work to benefit athletes

We need to continue to realize that we are organizing TWG for the benefit of our athletes. TWG is the pinnacle for the athletes in most of the sports that are on the program of TWG. We need to ensure that athletes at TWG have a true multi-sports experience and gain the global media exposure they deserve for

their performance. Moreover, for many athletes the recognition they receive in their home country is critical, and very much builds on the relation between the IWGA and the NOCs and other national sports authorities.

Athletes indicate they value the great organization and the multi-sports aspect of the Games, and the extensive presence of TWG in the host city. TWG athletes notice the fair play attitude and friendship at TWG. They would like to see the multi-sports experience further developed though, such as in accommodation choice, and in giving the athletes of TWG a stronger media profile.

In order to involve athletes more in the development of The World Games, and ensure their voice be heard, the IWGA is considering hosting an Athletes Forum in the run-up to TWG 2021. All chairs of the athletes' commissions of the IFs that are members of the IWGA would be invited to take part in this event, potentially running in conjunction with the IOC Athletes Forum.

Our key partner: the International Olympic Committee

The IOC have included The World Games as a key partner in the Olympic Agenda 2020. The World Games have benefited from some support from the IOC, in particular related to the Olympic Channel. The Olympic Channel cooperation was a huge success for the Olympic Channel as well: TWG 2017 was the most successful streaming on the Olympic Channel until the YOG in Buenos Aires. We are currently further exploring how the partnership can be strengthened to the benefit of both parties. The World Games and the IWGA are an organization recognized by the IOC and hence may use the Olympic Rings. The IWGA seeks to review our Memorandum of Understanding with the IOC and to develop this such that we reach a more special status within the Olympic Movement, beyond the scope of Agenda 2020.

The IWGA seeks a more special status within the Olympic Movement.

It is in the common interest of the IWGA and the IOC to strengthen The World Games. For both the IWGA and the IOC, it is of benefit that sports, disciplines, and events have the opportunity to move between the two events. TWG sports that are developing fast and gaining global interest should have the opportunity to enter the Olympic Program, and sports, disciplines, and events that for some reason cannot meet the expectations of the Olympic Program but are still able to meet the expectations of TWG, should have an opportunity to enter the program of TWG. However, the program of TWG only has limited growth options, and disciplines from Olympic Federations could normally only be accommodated if also some of the disciplines of IWGA members that do not yet feature on the Olympic Program have a chance to enter the Olympic Games.

As a key partner in the Olympic Movement, we also share the principles and policies of the Olympic Movement. In particular, the IWGA will further develop specific policies and actions to promote gender equality, environmental sustainability, and good governance.

Share our learnings: expertise and documentation

The IWGA will explore to what extent its knowledge can be viably marketed to support other event organizers

The World Games have developed unique knowledge to run a major global multi-sports event at only a fraction of the cost of other events of similar size. This leads to reduced costs for cities, participating federations, and spectators: pricing is friendly to enable everyone in a city to enjoy the Games. TWG are inclusive by nature. The IWGA is willing to share these practices, which many event organizers need. The IWGA will explore a viable business model for the development of a knowledge center that can be of benefit to other event organizers.

Documentation of TWG best practices can inspire other event organizers. IWGA expertise can make other non-competing events successful and can grow the IWGA organization with more sports events professionals that are of benefit to the IWGA, its members and TWG.

GAISF: seeking a clearer relationship

The IWGA is an associate member of GAISF and for many years the IWGA President has represented the Associate Members on the GAISF Council. Through GAISF, the IWGA is associated with the SportAccord Convention. All IWGA members are also members of GAISF and the SportAccord Convention is an excellent place for our members to meet. Since our Members are present, SportAccord has been a convenient place to host our General Meeting, and to conduct preparatory meetings for TWG.

It is vital that GAISF and IWGA coordinate their calendars in order to prevent conflicts of dates that are detrimental to the well-being of our athletes.

The IWGA is entering into discussions with GAISF, ANOC, and the IOC to clarify this situation.

A prior necessity: increase our funding base

The IWGA will need to carefully pace its plans in line with the success of initiatives to increase our income

It is obvious from the above that a number of the proposed initiatives will require additional funding. The Executive Committee is currently exploring a number of alternatives that could provide a more extensive and stable financial basis for The World Games, for the athletes and International Federations taking part in The World Games, and for the IWGA. In all likelihood, the IWGA will need to take a gradual path towards reaching the objectives mentioned in this document as this will depend upon its ability to attract additional funding. An important consideration for that is the question whether adding a second major global event to the IWGA portfolio would provide an opportunity to further increase our commercial potential, and at the same time help the Olympic Movement to simplify the landscape of major event organizers.

Moving forward our structural changes in governance and TWG program

Subsequent to the presentation at the 2019 General Meeting, and the extensive support received from the Membership at that meeting, the IWGA Executive Committee proposes the following two items for our Agenda, with a target of realizing the formal changes in rules and regulations by the General Meeting of 2020, and the envisioned program principles in place for the program of TWG 2025.

1. The Membership of the IWGA

The IWGA sees the value of embracing outstanding global disciplines of Olympic International Federations to enhance the program of TWG. At the same time, the IWGA is very clear in protecting the interests of its current members, whose prime objective is to be on the program of TWG. Furthermore, the IWGA recognizes the dramatic differences between the amount received from the IOC by ASOIF Full Member IFs, and the amount the IOC grants to ARISF IFs, even if their disciplines are selected as non-core events in specific Olympic Games editions. Hence, we propose a change in the IWGA membership structure to provide for a fairer structure of the IWGA membership and its associated rights and obligations:

- a. **Current IWGA Members retain their Member Status with full rights according to the IWGA Constitution.** Current IWGA members that are in AIMS or ASOIF retain their IWGA membership status, despite new members not being accepted from these categories.

- b. **The IWGA introduces Affiliate status.** IWGA Affiliate status is similar in some respects to the Associate Membership that ASOIF introduced for the five member federations that have been included in the program of the Tokyo 2020 Olympic Games but are not part of the core program and do not share in the proceeds of those Games. Affiliate status is temporary, and only open to those Federations that are not a Member of the IWGA and feature on the program of the next World Games or of other events that the IWGA organizes. Affiliate Federations pay a service fee to the IWGA since the IWGA Exco and staff provide services to them in the development and preparation of the next edition of The World Games

- c. **Full Members of ASOIF and AIOWF cannot be new IWGA Members and may only be invited as Affiliate Federations.** Current Members of the IWGA that are full members of ASOIF will retain the Full Membership of the IWGA. However, if they have chosen or choose not to take part in two consecutive editions of The World Games and have chosen not to contribute to the IWGA or TWG in any other way, the IWGA Exco may propose to the General Meeting to remove their Membership. This would require a 2/3 majority of votes cast.
- d. **Affiliate Federations do not have voting rights but may be invited to speak.** Affiliate Federations have the obligation to pay a four-year contribution to the IWGA for the Games cycle in which they feature.
- e. **New IWGA Full Members are Recognized by the IOC and provide value to TWG Program.** Only International Federations that are members of ARISF can become full members of the IWGA. Following the application, the IWGA Executive Committee will issue a recommendation whether the IF applying for membership provides added value to the program of TWG.

2. The Program of The World Games

The IWGA will adhere to the following principles for the program of TWG:

- a. **The leading principle of TWG remains that host cities are not required to build special facilities.** IWGA members are encouraged to develop their disciplines with extensive venue requirements such that these can be accommodated in existing venues. This principle is key to a sustainable hosting of TWG.
- b. **The maximum permitted number of participants (this includes athletes and technical officials) for the official program from 2025 onwards will be increased from 4200 to 5000.** In principle, this number will consist of 4000 participants proposed by IWGA Members (Category A). The remaining 1000 participants will be composed as follows: 400 participants in disciplines determined in consultation with the Host City (Category B), 400 participants from disciplines determined in

consultation with the IOC (Category C), and 200 participants from para-disciplines (that are not included in the program of the Paralympic Games) determined in consultation with the IPC (Category D). Any final decision on the participating federations, disciplines, and the allocation of the quota remains with the Executive Committee of the IWGA. In these numbers, about 80% is dedicated to athletes, with the remainder allocated to officials. The IWGA does not wish to increase the total number of participants in the official program to any more than 5000.

- c. **The allocation of quota of 4000 in the passport to IWGA Members shall reflect the main purpose of TWG, that is to promote those International Federations that do not have any discipline on the program of the Olympic Games.** Hence, the total number of participants in Category A of the official program allocated to International Federations that despite being members of ASOIF remain full members of the IWGA as described in paragraph 1 b) shall not exceed 25% of the total number of participants in Category A.
- d. **IWGA Full Members have the right to be included on the official program of TWG**, provided that:
- The best athletes / teams in the world are present
 - The event presentation is up to the standards of the IWGA – as exemplified by a clear follow-up of IWGA requirements and recommendations
 - The IF involved has a demonstrated history of clean sport
 - The IF involved meets the standards of good governance as defined by the Olympic Movement
- e. **Disciplines in Category C that belong to ASOIF or AIOWF¹ Members** and hence obtain substantial income from the Olympic Games do not receive free accommodation for their participants but **are expected to invest in TWG by paying a participation fee this to the IWGA**. These proceeds can either be invested in the program, or the number of participants of other sports can be expanded, or other investments to strengthen TWG can be made.

If based on an analysis by the host city there is evidence that revenues generated from these events exceed the potential costs of hosting athletes, the IWGA may decide to offer them free accommodation in future games, but not at the expense of reducing the number of participants for prior Full Members of the IWGA.

Current ASOIF members in the IWGA will be “grandfathered in” based on their current status and they will continue to be Full Members provided they meet the statutory and regulatory requirements; they are actively invited by the IWGA Exco to make a significant voluntary contribution to the IWGA at a level comparable to that of the Affiliate Federations.

- f. **The invitational sports program will be abandoned and replaced by a more flexible display program. IWGA Members and others may propose events for the display program.** The display program is subject to approval by the IWGA Exco and the host city. The display program may include disciplines of IWGA full members and others, provided that these disciplines are played globally, and the Federation involved has organized at least two World Championships in each discipline it proposes.

¹ Events that involve snow or ice will not be included in the program of TWG

In exceptional circumstances, such as the high popularity of a particular local sport, the host city may propose at most one discipline of a sport that does not meet the globality criteria.

The costs of the accommodation of sports on the display program are carried by the International Federation involved with a limited number of places being made available by the host city as part of the contract.

No official competitions are permitted. Participants in the display events shall not receive medals. Certificates or diplomas may be awarded based on participation.

The number of participants for the display program which is not part of the overall quota mentioned above is agreed between IWGA and the host city and should normally not exceed 400.

- g. **The IWGA encourages grassroots events around the official program and the display program to promote sports for all.**
- h. **The IWGA will move towards financially supporting the International Federations that deliver sport events to the program of TWG.** To this end, the objective for the 2025 and future Games is to make available for each of these IFs an amount of funding to invest in the preparation and execution of the program of TWG. This amount would be partially related to the size of the event.

Further strategic developments

Apart from the matters mentioned above relating to the IWGA Membership and the composition of the program of TWG, the IWGA Executive Committee wishes to initiate two initiatives to further develop TWG and the IWGA.

These two initiatives relate to the particular need to increase the visibility of The World Games and subsequently further develop the commercial potential of our flagship event.

1. Investigate the addition of new events to the IWGA portfolio.

With a current 4-year interval between successive TWG editions, it is difficult to retain attention and attract sufficient sponsors. External advisors suggest enlarging the event portfolio, by adding an additional IWGA event. For this, there are many options, such as increasing the frequency of TWG itself with different disciplines in different editions, thematic games, or grassroots mass games. At the same time, the IWGA is aware of the full international calendar and the desire to harmonize this calendar and realizes that any such endeavor should not harm the primary objective of the IWGA, namely to further grow and develop TWG and its Member IFs. The IWGA Exco will commission a feasibility study into options for such an event that would exploit the strength of the IWGA in building cost-effective global events with a local impact and will present the conclusions to the IWGA General Meeting. This may include adding an event to the IWGA calendar in 2023. Such an initiative should take into account matters such as popular sports in the strongest TV markets of TWG, new sports and disciplines that can offer an attractive TV format, new sports that could open new TV markets for TWG (Africa, Australia, Latin America), sports and disciplines as platform for activation ideas for multi-national sponsors, and new sports and disciplines which target the younger („Millennial“) target group for sponsor and media partners.

2. Further develop the marketing and media strategy of TWG.

The IWGA Exco has appointed a Marketing and Communications Committee, reporting to the Executive Committee of the IWGA, that will issue recommendations, and initiate and conduct projects to strengthen the income of the IWGA and the exposure of TWG. Some recent developments, including the far-reaching marketing collaboration with the Birmingham Organizing Committee and the current discussions with the IOC marketing program, can provide a good basis for such a development.

A clear requirement for such a committee would be the follow up on the strong need for a clear brand and payoff for The World Games. We do need this payoff that should include our core values and our mission.

The IWGA Marketing and Communication Committee has started their activities and proposed several strategies. One key proposal is a joint branding across TWG and IF events.