



IGF Administration Report by the Executive Director to the 2012 IGF Biennial Meeting

30 September 2012



Contents

1. Introduction	3
2. IGF Business Plan.....	4
Our Vision	4
Our Mission	4
Our Values.....	4
Strategic Priorities	5
Structure	5
Approach To Delivery	8
3. IGF Office	9
4. Rio 2016 Olympic Games	11
Olympic Competition	11
Venue Design & Construction	12
5. 2020 Olympic Games Candidate City Selection Process	14
6. Nanjing 2014 Youth Olympic Games.....	15
7. Paralympic Games & Disabled Golf	16
8. Communications	16
9. IOC Relations.....	17
10. Association of Summer Olympic International Federations (ASOIF) Relations	18
11. National Olympic Committee (NOC) Relations	18
12. IGF Member Relations	19
13. Anti-Doping.....	19
14. Multi-Sport Events.....	20
15. Development.....	21
16. Sustainability	21
17. Other Activities.....	21
18. London 2012 Activities	22
19. Finance.....	23
ATTACHMENT 1.....	24
INTERNATIONAL GOLF FEDERATION STATEMENT ON SUSTAINABILITY	24

1. Introduction

It is my honour and pleasure to present this report to the IGF membership on the activities of the International Golf Federation's (IGF) administration since the establishment of the IGF's offices in Switzerland on 1 November 2010 and the last Biennial meeting of the IGF held in Buenos Aires on October 2010.

From the outset of the IGF's operations in Lausanne, a delivery model of using a matrix structure was adopted that consists of a small core team in Switzerland and six "Delivery Partners" (R&A, USGA, PGA Tour, European Tour, PGA of America, LPGA) from our membership. Utilising and benefitting from the expertise and resources of these Delivery Partners we are able to fulfil our obligations as an International Federation and deliver our strategic imperatives. This is reflected in the IGF Business Plan that was drafted by the IGF Executive Director to guide the IGF administration through to 2020. The key elements of this are presented in this report for your information

The resources provided by the six Delivery Partners are considerable both financially and in the provision of staff to deliver IGF projects or fulfil roles within the IGF. At the July 2012 Board meeting, the Delivery Partners assured the financial stability of the IGF through to 2016 by doubling their financial contributions.

Below you will find that in addition to the establishment of the new IGF office at the Maison du Sport International in Lausanne, the IGF administration has interacted quite extensively with key stakeholders, the International Olympic Committee, the Association of Summer Olympic International Federations (ASOIF) and the Rio2016 Organising Committee for the Olympic Games. It should be noted that during this time a considerable amount of resources has been dedicated to the delivery of the golf competition at the Rio 2016 Olympic Games and this will remain the key priority of the IGF administration.

Looking ahead, the key focus of the IGF administration in the ensuing months will be to;

1. Ensure Rio 2016 construct the golf course according to the IGF specifications
2. Development of the operational planning for the golf competition at the 2014 Nanjing Youth Olympic Games

I thank the members of the Board for their confidence, trust and support given to me since the commencement of my tenure. Additionally the guidance and contribution of the Administrative Committee is gratefully recognised. I would also like to acknowledge the brilliant work of Peter Dawson and Ty Votaw in not only driving the successful admission of Golf onto the 2016 Rio Olympic Games programme but also for the excellent advice and direction they have provided to me.

I have enjoyed serving the IGF membership for close to two years and am excited with the opportunities and challenges that lie ahead. I trust that I can draw upon the vast experience and knowledge that you all have to provide me the necessary guidance so that we can successfully deliver golf's debut at the Youth Olympic Games and golf's return to the Olympic Games, sustain our presence there and develop the sport worldwide.

2. IGF Business Plan

	<ul style="list-style-type: none"> • In establishing the IGF The IGF Executive Director's . • The first draft of the Business plan was presented to IGF Board in April 2010 with the final version approved at the July 2010 Board meeting. • Following below are some of the key elements of the Business Plan
--	--

Our Vision

	<ul style="list-style-type: none"> • To ignite global excitement about golf and to grow the game.
--	--

Our Mission

	<ul style="list-style-type: none"> • Encourage the international development of golf
	<ul style="list-style-type: none"> • Fulfil the role of the International Federation (IF) and represent golf within the Olympic Movement
	<ul style="list-style-type: none"> • Responsible for the organisation of the golf competition at the Olympic Games
	<ul style="list-style-type: none"> • Organise the World Amateur Team Championships biennially
	<ul style="list-style-type: none"> • Promote golf as an Olympic Sport.

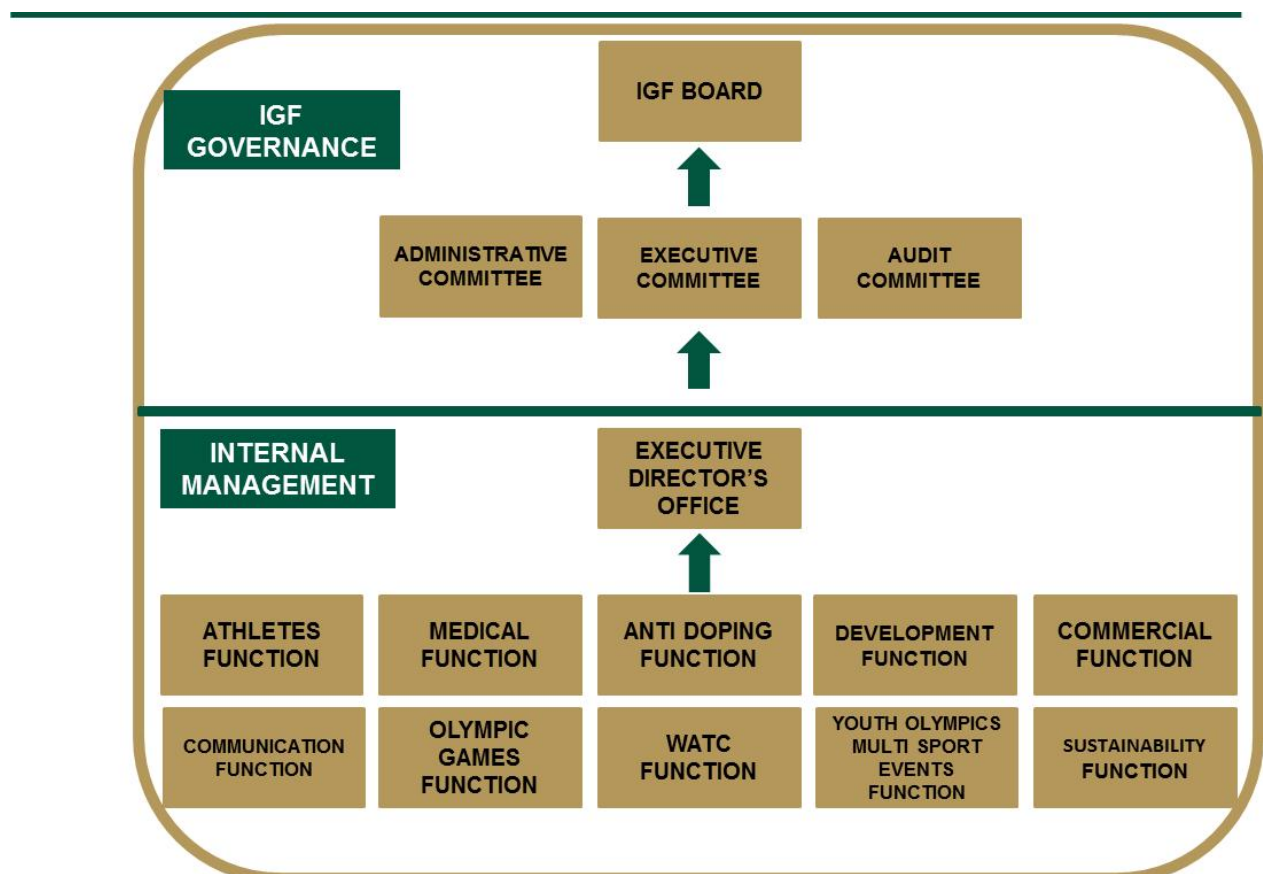
Our Values

Integrity:	<ul style="list-style-type: none"> • We are truthful and honest in all of our dealings.
Respect:	<ul style="list-style-type: none"> • We are respectful of diverse opinions, and value our stakeholders equally
Excellence:	<ul style="list-style-type: none"> • We deliver our services and activities at the highest possible standards
Solidarity:	<ul style="list-style-type: none"> • We are united in our philosophy, objectives and approach

Strategic Priorities

Golf for All	<ul style="list-style-type: none"> Facilitate innovative educational and developmental programmes that provide pathways for athletes, coaches and officials from the grass roots to the elite levels of golf
A Great Games	<ul style="list-style-type: none"> Deliver a great Olympic event and a memorable experience for the athletes, fans and golfing fraternity cementing Golf's place within the Olympic programme
Pathways	<ul style="list-style-type: none"> Enable access and grow participation by reducing the barriers and increasing the opportunities to play golf at all levels
Engage & Excite	<ul style="list-style-type: none"> Creatively engage and excite the world about golf and its values
Sustainable & Responsible	<ul style="list-style-type: none"> Promote sustainable and environmentally responsible practices within the golfing industry.

Structure



<p>IGF Board</p>	<ul style="list-style-type: none"> • Responsible for the planning, organisation, financing and oversight generally of the IGF • Day-to-day management and operation delegated to the IGF Executive Director • Board has met on – <ul style="list-style-type: none"> ○ 12 December 2010 ○ 12 July 2011 ○ 1 November 2011 ○ 4 April 2012 ○ 17 July 2012
<p>IGF Board Members</p>	<ul style="list-style-type: none"> • Mr Mike Whan (LPGA)– Chairman • Ms Alexandra Armas (LET) • Mr John Byers (CBG) • Mr Mike Davis (USGA) • Mr Peter Dawson (R&A) - President • Mr Tim Finchem (PGA Tour) • Mr George O’Grady (European Tour) • Mr Joseph Steranka (PGAA) • Mr Dilip Thomas (IGU) • Mr Ty Votaw – ex officio Vice President (IGF) • Mr Antony Scanlon - Secretary (IGF)
<p>Audit Committee</p>	<ul style="list-style-type: none"> • Responsible for the oversight of financial integrity, internal controls, risk management, remuneration and external audit • The members of this Committee are nominated by the IGF Board
<p>Audit Committee Members</p>	<ul style="list-style-type: none"> • Mr John Byers (CBG) • Mr Mike Davis (USGA) • Mr George O’Grady (European Tour)
<p>Administrative Committee</p>	<ul style="list-style-type: none"> • Responsible for the: <ul style="list-style-type: none"> ○ approval of National Federation Membership; ○ fostering development of golf; ○ organising the Youth Olympic Games and the World Amateur

	<p>Team Championships;</p> <ul style="list-style-type: none"> ○ organisation, financing and oversight of affairs managed by the Administrative Committee ○ Interaction between National Federation Members and National Olympic Committees
<p>Administrative Committee Members</p>	<ul style="list-style-type: none"> • Mr. Allan Gormly (R&A) • Mr. Glen Nager (USGA) • Mr. Mark Lawrie (AGA) • Mr. Antti Peltoniemi (FGU) • Mr. Stefano Manca (IGF) • Mr. Cesar Verdes (MGF) • Mr. Sidney Wolf (PRGA) • Mr. Ismet Aktekin (TGF) (Advisory) • Ms. Emma Villacieros (SGF) • Ms. Alison Holden (GA) • Ms. Marion Thannhäuser (GGA) • Mr. Taizo Kawata (JGA) (Advisory) • Ms. Patsy Hankins (NZG) • Mr. James McArthur (R&A) • Ms. Barbara Douglas (USGA) • Mr. Scott Simmons (GC) • Mr. Dilip Thomas (IGU) • Mr. Kwangsoo Hur (KGA) • Mr. Taimur Hassan Amin (PGF) • Mr. Colin Burger (SAGA) • Mr Antony Scanlon - Secretary (IGF)
<p>Executive Committee</p>	<ul style="list-style-type: none"> • Responsible for the: <ul style="list-style-type: none"> ○ approval of Professional Membership; ○ fostering development of golf; ○ fulfilment of IGF role as the IF for the Olympic movement and golf's participation at the Olympic Games; ○ organisation, financing and oversight of affairs managed by the

	Executive Committee
Executive Committee Members	<ul style="list-style-type: none"> • Mr George O’Grady (European Tour)– Chairman • Ms Alexandra Armas (LET) • Mr Mike Davis (USGA) • Mr Peter Dawson (R&A) - President • Mr Tim Finchem (PGA Tour) • Mr Mike Whan (LPGA) • Mr Joseph Steranka (PGAA) • Mr Ty Votaw – ex officio Vice President (IGF) • Mr Antony Scanlon - Secretary (IGF)

Approach To Delivery



<p>Matrix Structure</p>	<ul style="list-style-type: none"> • Small team in Switzerland • Utilise and benefit from the expertise and resources of its membership to fulfil our obligations as an International Federation and deliver our strategic imperatives. • Approach reflects commitment given by these Delivery Partners throughout the IGFs campaign for readmission to the Olympic Programme.
<p>Functional Lead</p>	<ul style="list-style-type: none"> • IGF Functional Head fulfilled by delivery partner staff member remotely • IGF assigns Project manager to provide secretariat and project management support
<p>Strategic Planning Team</p>	<ul style="list-style-type: none"> • Other delivery partners provide members to the Functional Strategic Planning Team • Develop strategic plan for the function
<p>Implementation</p>	<ul style="list-style-type: none"> • Projects and activities from the Functional strategic plan are allocated to delivery partners • Delivery partners provide resources to complete projects

3. IGF Office



<p>IGF Office</p>	<ul style="list-style-type: none"> • As of 1 October 2010 the IGF office is located at Maison du Sport Ave du Rhodanie 54 CH 1007 Lausanne Switzerland • Telephone - +41 21 623 12 12 • Facsimile- +41 21 601 64 77
<p>IGF Registration on Swiss Commercial Register</p>	<ul style="list-style-type: none"> • In accordance with Swiss law the IGF must be registered on the Swiss Commercial Register. • An application has been filed and is currently being considered by the Trade Register of Canton de Vaud (RC).
<p>Tax Exemption Status</p>	<ul style="list-style-type: none"> • On 16 April 2012 the IGF received written notification from the Canton de Vaud granting the IGF tax exempt status as an organisation in Switzerland.
<p>Appointment of Accountant</p>	<ul style="list-style-type: none"> • Etienne Hamoir, the principal of Comptabilite et Gestion SA was appointed accountant with extensive financial experience in sport within Switzerland, which included 9 years with PWC, as the auditor of the IOC, IBF and ASOIF. He is also a corporate tax specialist and has practical overseas experience with small and large organisations as a CFO.
<p>Appointment of Auditor</p>	<ul style="list-style-type: none"> • PWC were appointed as auditor of the IGF.
<p>AVS Audit</p>	<ul style="list-style-type: none"> • On 1 June 2012 an audit was carried out by an inspector from the Federal Social Insurance Office, and State Secretariat for Economic Affairs on the IGF's application of the Swiss compulsory social system charges (AVS). • I am pleased to report that we are seen as compliant with the law.
<p>Staffing</p>	<ul style="list-style-type: none"> • The IGF Executive Director remained the sole full time employee of the IGF from his appointment on 1 October 2010 until January 2012. • On 16 January 2012, Aurelia Tacchini took up the full-time position of Project Officer. Aurelia had previously worked at the IOC at both the Office of the President and Sport Department. Her experience and knowledge of the Olympic movement provides invaluable support to the IGF Executive Director • To support the secretariat of the IGF Anti-doping Committee and to facilitate the implementation and documentation of the IGF's compliance with the WADA Anti-doping policy Danja Polli was employed starting March 2012. Danja was the student who fulfilled an internship with the IGF last year prior to her graduation at the AISTS Master in Sport Administration. She is an experienced practising sport Physiotherapist based in Lausanne who will also support the activities of the IGF Medical Commission and is working two days per week.

4. Rio 2016 Olympic Games

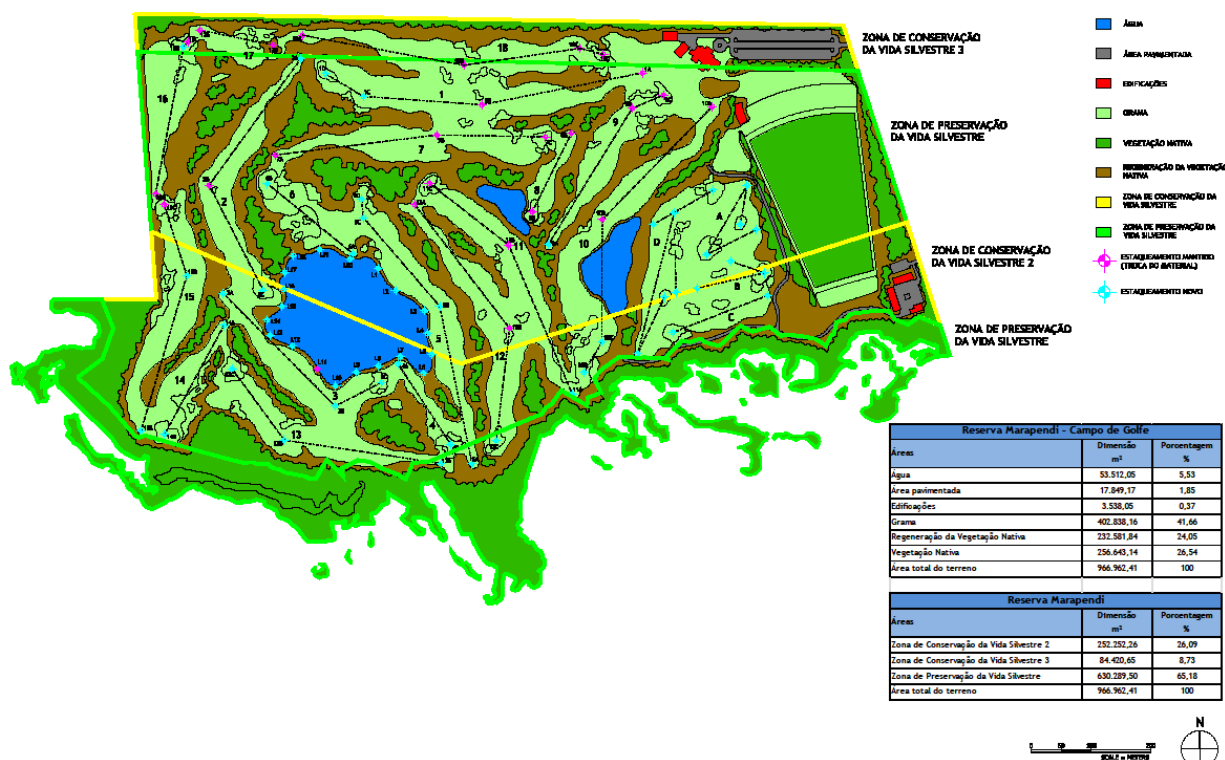
<p>IGF Executive Visits to Rio de Janeiro</p>	<ul style="list-style-type: none"> • The IGF President, Vice President and Executive Director travelled to Rio de Janeiro 10-13 October 2011 Meetings were held with senior executives from the Rio2016 Organising Committee which led to the finalisation of the RFP for Course designer selection and the commencement of the tender process. The IGF Executive also met with the President and Commercial Director of the Brazilian Golf Confederation (CBG). • The IGF President, Vice President and Executive Director travelled to Rio de Janeiro 31 January to 1 February 2012 to attend the Jury/ technical committee interview and review of Phase III proposals for the selection of the course design architect. • The IGF Vice President and Executive Director travelled to Rio de Janeiro 2 -3 July 2012 coinciding with a visit by the course architect, Gil Hanse Golf Course Design (GHGCD). Following a site visit meetings were held with the Rio 2016 Chief Executive Officer to discuss the project plan for construction.
<p>IOC - Olympic Games Knowledge Management workshop on Golf</p>	<ul style="list-style-type: none"> • The IGF Executive Director and Tyler Dennis, PGA Tour, travelled to Rio de Janeiro on 26-29 February 2012 on the invitation of the IOC to deliver an Olympic Games Knowledge Management (OGKM) workshop on Golf • The workshop was well attended by senior executives from each of the Rio 2016 Organising Committee departments and two representatives from the Brazilian Golf Confederation (CBG). • One-on-one meetings were also held with representatives from the key Rio 2016 Organising Committee departments to answer specific questions or provide further information on the topics presented during the workshop.
<p>IOC & Rio 2016 delegation to WGC Cadillac Championship</p>	<ul style="list-style-type: none"> • A delegation from the IOC and the Rio 2016 Organising Committee attended the 2012 WGC Cadillac Championship at Doral with the IGF Executive Director and Tyler Dennis, PGA Tour. • This provided them excellent examples of the application of the theory presented the previous week during the OGKM workshop on Golf.
<p>Rio 2016 delegation to 2012 Open Championship</p>	<ul style="list-style-type: none"> • A delegation from Rio 2016 attended the 2012 Open Championship at Lytham and Saint Annes Golf Club where they were able to gather an appreciation of the size, scope and complexity of organising a major golf championship.

Olympic Competition

<p>Proposed Events</p>	<ul style="list-style-type: none"> • Two events – Men and Woman individual event
<p>Proposed Competition Format</p>	<ul style="list-style-type: none"> • 72-hole stroke play
<p>Athlete numbers</p>	<ul style="list-style-type: none"> • The IOC has stipulated that the total number of athletes will be 60 women and 60 men
<p>Proposed Qualification</p>	<ul style="list-style-type: none"> • Top-15 from world rankings (most likely limit of 4 players per country), then from world rankings players thereafter from countries not already having players qualify (limit of 2 players per country)

	<ul style="list-style-type: none"> Final decision to be made by IOC Executive Board in 2013
Test Events	<ul style="list-style-type: none"> Plan to have significant events in first quarter 2015 for men and women
Competition Schedule	<ul style="list-style-type: none"> Schedule to be determined Dates for the Olympic Games are 5 – 21 August 2016

Venue Design & Construction



Selection of Golf Course Site	<ul style="list-style-type: none"> Following a detailed study and review on the suitability of the two existing golf courses in Rio de Janeiro, the Mayor of Rio de Janeiro and the Rio 2016 Organising Committee announced that a new golf course would be constructed in the Barra de Tijuca section of the city of Rio de Janeiro. The site is approximately 2 miles from the proposed location of the Olympic Village It will be the only public 18 hole golf course in Brazil.
RFP for Course Designer Selection	<p>Phase I</p> <ul style="list-style-type: none"> On 8 November 2011, the architects selected by the Jury to submit and present their proposals were - <ul style="list-style-type: none"> Gary Player Design, Greg Norman Golf Course Design, Hanse Golf Course Design,

- Hawtree Ltd.,
- Nicklaus Design, Renaissance Golf,
- Robert Trent Jones II
- Thomson-Perret Golf Course Architects.

Phase II

- Project Briefing Workshop with the selected designers was held 12-13 December 2011

Revised Request For Proposal (RFP) Schedule for Phase III

- The schedule for Phase III provided at the last Board meeting was modified a number of times by Rio 2016 Organising Committee and ended up as follows:
 - 12 December 2011 to 25 January 2012: Phase III, Schematic Design Period
 - 26 January 2012: due date for Submission of Schematic Designs
 - 31 January to 1 February 2012: Jury/ technical committee interview and review of Phase III proposals;
 - 2 February 2012: Jury selection of winning organisation
 - 6 March 2012: notification of the winning organisation.

IGF Executive Committee Participation

- The IGF Executive Committee met by conference call on 13 January 2012 to provide direction to the IGF Jury member, on the selection of the course designer.
- IGF Executive Committee discussed the areas for their representative on the RIO2016 jury panel to consider when participating in the selection process for a golf course architect. This included:
 - Does the architect that is either a finalist or the successful candidate have the experience necessary to design a golf course that will provide our athletes with a test that is commensurate with an Olympic golf competition?
 - Does the architect have a proven record in working well with the organizations represented on the IGF Executive Committee and has the architect been amenable to input and feedback in the design process that takes into consideration the requirements of professional tournament golf?
 - Does the architect's record as a designer of world-class golf courses enable him or her to more effectively promote golf as an Olympic sport than other candidates?
 - Is the architect able to design a course that considers the needs and requirements of a ladies championship course?
 - Has the course been designed so that it can be enjoyed and played by the public and consist of a coaching facility and driving range that will develop the sport during legacy mode?
- After this meeting, the IGF jury member wrote to the then known members of the Jury informing them of the areas that the IGF will be considering when selecting the successful candidate and outlining the detailed examination that was taken by the IGF in making their decision.
- Following each day of presentations by bid organisations to the jury, a conference call was held with the members of the Executive Committee for the Jury representative to report on the quality and content of the presentations given by the short listed architects. This enabled the IGF Jury representative to enter the selection meeting on 2 February 2012 with a clear direction on voting from the Executive Committee.

Announcement of the winning course design organisation and developer

- On 6 March 2012, a joint press conference was organised on the site of the golf course with the Mayor of Rio de Janeiro, Eduardo Paes and the President of Rio 2016, Carlos Nuzman in the presence of the IOC Coordination Commission

	<p>Chair, Nawal El Moutawakel and IOC Executive Director Gilbert Felli.</p> <ul style="list-style-type: none"> • The Mayor announced Gil Hanse Golf Course Design (GHGCD) as the winning course design organisation. • He also announced the course will be built by RJZ Cyrela in partnership with entrepreneur Pasquale Mauro, the owner of the land. <p>Recognition of the quality of the submissions by the designers</p> <ul style="list-style-type: none"> • The IGF would like to recognise the quality and professionalism of all of the submissions made by the eight course design organisations given the limited time frame that the Rio 2016 Organising Committee allowed for preparation.
<p>Golf Course Master Schedule</p>	<p>Formation of Special Purpose Company</p> <ul style="list-style-type: none"> • The contract has been signed by the Moro family (owner) and Cyrella (developer) and following this, a Special Purpose Company (SPC) has been incorporated to carry out the construction of the golf course. Both parties have equal obligation to construct the course. <p>Agreement with Rio2016, SPC and APGR</p> <ul style="list-style-type: none"> • An agreement is yet to be signed between the SPC, Rio2016 and the Association of Public Golf of Rio de Janeiro (APGR) that will obligate the SPC to construct the course according the IGF's requirements and will guarantee the full cost of the construction. <p>Executive Project</p> <ul style="list-style-type: none"> • GHGCD met their contractual obligations and delivered the Executive Project to Rio 2016 on 15 August 2012. • This included the final routing plan for the course and detailed designs for construction. <p>Environmental Approvals & Construction Licenses</p> <ul style="list-style-type: none"> • There has been preliminary interaction between Rio2016 and Rio de Janeiro City Council's environmental office regarding the proposed routing plan. • All environmental permitting and construction licenses for the property must be issued in order for construction to begin. <p>Appointment of Golf Course Constructor</p> <ul style="list-style-type: none"> • Selection of the Golf Course Constructor is yet to commence. <p>Construction of Golf Course</p> <ul style="list-style-type: none"> • It is planned to have golf course construction completed by the end of 2013.

5. 2020 Olympic Games Candidate City Selection Process

<p>Selection of Candidate Cities</p>	<ul style="list-style-type: none"> • On 25 May 2012 the IOC Executive Board determined that Istanbul, Madrid, and Tokyo will progress to the next stage of the process and become Candidate Cities. • The host city will be selected at the IOC session in Buenos Aries in September 2013.
<p>Scope of venue specifications documents</p>	<ul style="list-style-type: none"> • The IGF developed venue specification documents that were sent to each Candidate City and the relevant National Federation Member to assist in the determination of the golf course for each bid.
<p>Tokyo 2020</p>	<ul style="list-style-type: none"> • At Lytham & St Annes Golf Club on 20 July 2012, the IGF Executive Director met with a delegation from the Tokyo 2020 bid committee and discussed their bid proposal

Istanbul 2020	<ul style="list-style-type: none"> The IGF Executive Director on 26 July 2012 met with a delegation from Istanbul 2020 in London on August 2012 to discuss their bid proposal
Madrid 2020	<ul style="list-style-type: none"> On 2 August 2012 in London, the IGF Executive Director met with a delegation from the Madrid 2020 candidate city to discuss their venue proposal and planning

6. Nanjing 2014 Youth Olympic Games

Number of athletes	<ul style="list-style-type: none"> The IOC has stipulated that the total number of athletes will be 32 girls and 32 boys.
Events	<ul style="list-style-type: none"> Three events proposed: <ol style="list-style-type: none"> Boys individual event Girls individual event Combined Boys' and Girls' team event
Events format	<p>Boys' and Girls' individual events</p> <ul style="list-style-type: none"> Individual events consist of 54 hole individual stroke play competition preceded by 1 practice round. <p>Combined Boys and Girls team event</p> <ul style="list-style-type: none"> 54-hole mixed gender team competition. Grouped with a different team each day. The team competition to be: <ul style="list-style-type: none"> First round foursomes, Second round better ball four ball Third round individual both scores count.
Age group	<ul style="list-style-type: none"> Administrative Committee have been asked to nominate their preferred two-year age window, between the ages of 15 and 18:
Proposed Qualification System	<ul style="list-style-type: none"> Original proposal of using 2012 World Amateur Teams Championship combined men's and women's results to determine qualifying countries was rejected by the IOC as it fell outside a newly stipulated time period for the qualification system. At the time of writing this report a revised proposal was being developed with the IOC.
IGF Administrative Committee role	<ul style="list-style-type: none"> IGF Administrative Committee (AC) has the responsibility for the organisation of the golf events at the Youth Olympic Games. The AC were consulted on the: <ul style="list-style-type: none"> number of events, the events format qualification system proposal age group Following AC approval on the above they were submitted to the IOC for their approval.
Technical delegate	<ul style="list-style-type: none"> Dominic Wall, the R&A's Director Asia-Pacific, has been appointed the Technical delegate for the Nanjing 2014 Youth Olympic Games
Technical visit	<ul style="list-style-type: none"> The IGF Executive Director and Dominic Wall, the technical delegate for the Nanjing 2014 Youth Olympic Games (NYOGOC), conducted the IGF's first technical visit to Nanjing on 25-26 April 2012 During this visit NYOGOC presented two golf courses for the IGF to consider as the venue to host the competition.

	<ul style="list-style-type: none"> Following the visit, the China Golf Association's recommendation for the course was presented by the IGF to the NYOGOC for IOC approval at its next Coordination Commission meeting in September 2012.
--	--

7. Paralympic Games & Disabled Golf

<p>IGF application for admission to Rio 2016 Paralympic Games Programme</p>	<ul style="list-style-type: none"> Through the work of the European Disabled Golf Association the IGF made an application to the International Paralympic Committee (IPC) for golf's admission to the Rio 2016 Paralympic Games Programme In December 2010 the IPC Executive Committee rejected the IGF's submission and admitted Triathlon and Canoe Kayak to the programme
<p>IGF debriefing with International Paralympic Committee (IPC)</p>	<ul style="list-style-type: none"> 16 May 2011, IGF Executive Director and Pieter van Duijn (EDGA) met with Juergen Padberg, IPC Sports Manager, and Dr. Peter Van de Vliet, IPC Medical & Scientific Director in Germany to obtain a debriefing from the IPC concerning the IGF's unsuccessful submission for inclusion to the Paralympic Games Programme. In summary, they cited two major factors that contributed to the IPC Executive Committee's decision: <ol style="list-style-type: none"> Perception that IGF was not committed to the Paralympic movement Proposed IGF classification system was based upon physical impairment and not functional impairment.
<p>Next Steps</p>	<ul style="list-style-type: none"> A report is being developed by the IGF Executive Director, with the assistance of the Secretary of the European Disabled Golf Association and to be presented to the IGF Administrative Committee and IGF Board for review with the following terms of reference: <ul style="list-style-type: none"> Assessment on reapplying for admission to the Paralympic programme Affiliation of disabled golf organisations with IGF national members Impact and benefits Strategies for the development of disabled golf IGF role in development of disabled golf

8. Communications

<p>IGF website</p>	<ul style="list-style-type: none"> The redesign of the IGF website has commenced with the total under writing of this through a value in kind arrangement with Golf channel. The targeted launch date for the website is December 2012.
<p>IGF newsletter</p>	<ul style="list-style-type: none"> A IGF newsletter was created and released in April 2012 to engage and inform the following target audiences of the IGF's activities <ul style="list-style-type: none"> IGF membership IOC members and the Olympic Family Tour Players Media General public It is planned to produce at least two newsletters each year

<p>IGF logo</p>	<ul style="list-style-type: none"> • Coinciding with the launch of the IGF newsletter a new logo was designed for the IGF. • The IGF's traditional corporate colours of green and gold have been retained.
<p>Documentary on the construction of the Rio 2016 Golf Course</p>	<ul style="list-style-type: none"> • Golf Channel has been given permission by Rio 2016 and the IGF to create a documentary on the construction of the Rio 2016 Golf Course with the envisioned release date to be during the build-up to the Rio 2016 Olympic Games.

9. IOC Relations

<p>Meetings with IOC President</p>	<ul style="list-style-type: none"> • The IGF Executive met with the IOC President Jacques Rogge on Friday, 24 June 2011 at the IOC Offices and on Tuesday 31 August 2012 during the London 2012 Olympic Games.
<p>Monthly Meetings</p>	<ul style="list-style-type: none"> • Monthly meetings are held with the IGF Executive Director and the IOC Director of Sport.
<p>Media relations and Communication</p>	<ul style="list-style-type: none"> • Malcolm Booth (R&A) was designated as the IGF media relations and communications contact with the IOC Communications team. He participates in monthly calls with the IOC.
<p>IOC Olympic Day</p>	<ul style="list-style-type: none"> • The IGF President and Executive Director attended the IOC Olympic Day function at the IOC offices on Thursday 23 June 2011 • The IGF Executive Director attended the IOC Olympic Day celebration that was held at the IOC headquarters on 22 June 2012
<p>7th World Conference on Sport, Culture and Education</p>	<ul style="list-style-type: none"> • . The IGF Executive Director was invited by the IOC to present at the 7th World Conference on Sport, Culture and Education in Durban, South Africa held on 5-7 December 2010.
<p>123rd IOC Session</p>	<ul style="list-style-type: none"> • The IGF Executive Director attended the 123rd Session of the IOC held on 5-9 July 2011 in Durban, South Africa.
<p>14th World Conference on Sport for All</p>	<ul style="list-style-type: none"> • The IGF Executive Director was invited by the IOC to moderate and present at the 14th World Conference on Sport for All in Beijing (China) held on 20 to 23 September 2011.
<p>5th International Athletes Forum</p>	<ul style="list-style-type: none"> • Allison Fouch, LPGA Board member and active player, represented the IGF at the Athletes' Commission attended the 5th International Athletes Forum which was held on 8-10 October 2011 in Colorado Springs USA
<p>1st Winter Youth Olympic Games - Innsbruck</p>	<ul style="list-style-type: none"> • The IGF Executive Director was invited by the IOC to attend the 1st Winter Youth Olympic Games in Innsbruck (Austria) from 17 to 19 January 2012. • During this time meetings were held with the IOC Director General, IOC Executive Director, IOC Sports Director and a number of IOC Executive Board members.
<p>IOC Sport for Hope Seminar</p>	<ul style="list-style-type: none"> • On 1 June 2012 the IGF Executive Director attended the IOC Sport for Hope seminar that was held at the IOC headquarters.

<p>124th IOC Session</p>	<ul style="list-style-type: none"> The IGF Executive Director attended the 124th Session of the IOC held on 24-26 July in London UK.
---------------------------------	---

10. Association of Summer Olympic International Federations (ASOIF) Relations

<p>ASOIF General Assembly</p>	<ul style="list-style-type: none"> The IOC Executive Director attended the ASOIF General assembly in London on 4 April 2011. The IGF and International Rugby Board co-hosted the ASOIF members' dinner. The IGF Executive Director attended the ASOIF general assembly in Quebec, Canada on 22 May 2012.
<p>Singapore 2010 Youth Olympic Games IF debriefing</p>	<ul style="list-style-type: none"> The IGF Executive Director attended the Singapore 2010 Youth Olympic Games IF debriefing held on 3 November 2010 in Lausanne.
<p>Sportaccord IF Seminars</p>	<ul style="list-style-type: none"> The IGF Executive Director facilitated the "Anatomy of a crisis response" session at Sportaccord IF Seminar held on 23-24 November 2010 in Lausanne IGF Executive Director is a member of the steering committee organising the IF Forum that is held each November. This is an educational forum aimed staff of IF members of Sportaccord
<p>Multi-sport events</p>	<ul style="list-style-type: none"> The IGF Executive Director attended the attended meeting 2 December 2010 called by ASOIF Director with a number of IF's to discuss IF involvement in multi-sport events prior to upcoming ASOIF Council meeting.
<p>Working Group on the Shared IF Data Platform</p>	<ul style="list-style-type: none"> The IGF Executive Director is a member of the ASOIF working group on a shared IF data platform. This is reviewing the concept of establishing a common shared data platform to include the historical results and biographical data etc, for the Olympic Games

11. National Olympic Committee (NOC) Relations

<p>ANOC General Assembly</p>	<ul style="list-style-type: none"> The IGF Executive Director represented the IGF at the ANOC General Assembly held in Acapulco, Mexico on 20-22 October 2010 Opportunity was given for IGF to address the General assembly and provide an overview of the IGF and its operations
<p>Meeting of the NOC Presidents and Sport Ministers of the CIS, Baltic and Eastern States</p>	<ul style="list-style-type: none"> The IGF Executive Director was invited by the Russian Olympic Committee and Russian Olympic University to present at a joint seminar to 22 Ministers of sport and NOC presidents representing CIS and Eastern Europe countries on 24-25 March in Sochi, Russia.
<p>Meeting with Mozambique NOC and Sports Minister</p>	<ul style="list-style-type: none"> 19 January 2011 meeting held with Mozambique NOC President and Minister for Sport and Youth..

<p>Meeting with Swedish NOC and Golf Federation</p>	<ul style="list-style-type: none"> • 21 January 2011 meeting held with Swedish NOC Sport Director and Swedish Golf Federation Olympic team coach.
<p>Qatar Olympic Committee</p>	<ul style="list-style-type: none"> • The IGF Executive Director met with H.E. Sheikh Saoud Bin Abdulrahman Al-Thani, the Secretary General of the Qatar Olympic Committee at the IGF office on 2 November 2011, regarding their bid for the 2020 Olympic Games.

12. IGF Member Relations

<p>National Member Surveys</p>	<ul style="list-style-type: none"> • We have received XX responses from the XX national members that we sent our survey to in March 2012. • There is compelling evidence from the survey's that since Golf's reintroduction to the Olympic programme, our national members are benefiting greatly, politically and from access to finance and resources they did not have previously.
<p>Affiliation with National Olympic Committees (NOCs)</p>	<ul style="list-style-type: none"> • All IGF national federation members are required to have affiliated with their national Olympic Committee by the completion of the London 2012 Olympic Games. • The IGF has been monitoring the progress of this through the national member survey. • Where a national federation member has not responded to our survey we have written to NOCs to clarify the status of their affiliation. • Should any National Federation Member encounter any difficulties with their NOC is establishing their affiliation they are requested to contact the IGF Executive Director for support.
<p>National Federation Memberships</p>	<ul style="list-style-type: none"> • There are now 131 National Federation memberships of the IGF from 125 countries with USA Golf and British Golf Association recently being granted membership by the IGF Administrative Committee.
<p>Professional Membership</p>	<ul style="list-style-type: none"> • Twenty two professional golf organisations have been granted membership of the IGF. • At the April 2012 Board meeting it was resolved to encourage appropriately qualified national PGA's to become Professional members.

13. Anti-Doping

<p>IGF Anti-doping Committee</p>	<ul style="list-style-type: none"> • The members of the IGF Anti- Doping Committee are:- <ul style="list-style-type: none"> ○ Mr David Garland - European Tour ○ Mr Josh -Kane LPGA ○ Mr Andy Levinson PGA Tour ○ Mr Grant Moir - R&A ○ Mr Antony Scanlon IGF ○ Ms Michele Verroken European Tour, Ladies European Tour and IGF expert ○ Mr Ty Votaw PGA Tour
---	--

<p>Members of the IGF Therapeutic Use Exemption Committee</p>	<ul style="list-style-type: none"> • The members of the IGF Therapeutic Use Exemption Committee are: <ul style="list-style-type: none"> ○ Prof. Geoff Hackett – member European Tour TUE Committee, ○ Dr Peter Harcourt – Medical Co-ordinator, Victorian Institute of Sport ○ Dr Roger Hawkes - Chief Medical Officer PGA European Tour, , ○ Dr. Tom Hospel - PGA TOUR Anti-Doping Program, Medical Director ○ Dr Andrew Pipe – Heart specialist, professional and Olympic sports medicine expertise ○ Dr Susan White – Member of WADA Therapeutic Use Expert Group ○ Dr Nick Webborn – Chief Medical Officer ParalympicsGB ○ Dr Mark Wotherspoon – Chief Medical Officer Ladies European Tour
<p>IGF Anti-doping policy</p>	<ul style="list-style-type: none"> • The IGF Anti-Doping Committee redrafted the 2012 IGF Anti-doping policy bringing it into line with the new WADA code. • The code is now available on the IGF website and is being applied to the 2012 WATC
<p>IGF compliance to WADA code</p>	<ul style="list-style-type: none"> • .The IGF received a letter dated 16 September 2011, confirming that the IGF was compliant with the WADA code.
<p>Anti-Doping Questionnaire</p>	<ul style="list-style-type: none"> • The IGF in Mach 2012 sent a questionnaire to all National Federation members and Professional members requesting information on their Anti-Doping activities. • Data collated from this survey and future regular contact with the IGF membership will assist in future IGF compliance with the WADA code.
<p>IGF Anti-doping Testing for 2012</p>	<ul style="list-style-type: none"> • An Anti-doping testing programme will be conducted during the 2012 World Amateur Teams Championship
<p>2012 WADA Anti-Doping Organization Symposium</p>	<ul style="list-style-type: none"> • IGF Anti-doping consultant Michele Verroken attended the symposium on behalf of the IGF on 20-21 March 2012

14. Multi-Sport Events

<p>26th Summer Universiade Shenzhen 2011</p>	<ul style="list-style-type: none"> • Following a request from the International University Sports Federation (FISU), Mr Roger Hunt fulfilled the role of Technical Delegate at the 26th Summer Universiade Shenzhen 2011.
<p>2013 Mersin Mediterranean Games</p>	<ul style="list-style-type: none"> • The IGF received a letter from 2013 Mersin Mediterranean Games Organising Committee informing us that the Golf competition has been cancelled due to the proposed golf course not being built in time and the lack of an acceptable alternative within close proximity to the city.
<p>2014 Pan American Games</p>	<ul style="list-style-type: none"> • Jeff Thompson, Chief Sport Development Officer at Golf Canada was appointed by the IGF as the IGF Technical delegate and represents the IGF on all matters related to the competition.

15. Development

<p>IOC Olympic Solidarity grants</p>	<ul style="list-style-type: none"> • There is an opportunity for National Federation members to apply through their NOCs for funding through IOC Olympic solidarity grants for golf development from 2013 through to 2016. • The IGF is preparing an information guide to assist members in developing proposals with their NOCs for submission to IOC Olympic Solidarity.
---	--

16. Sustainability

<p>IGF Statement on Sustainability</p>	<ul style="list-style-type: none"> • In line with the IGF's strategic priority to be Sustainable & Responsible, by promoting sustainable and environmentally responsible practices within the golfing industry, a statement on sustainability was approved at meeting of the IGF Board (See Attachment 1) • It is hoped that all IGF member organisations in both the Professional and National Federation categories will support this document which, will be a powerful statement of golf's position on this important subject • A motion will be put to the National Federation members at the Biennial Meeting confirming their support for the IGF Statement on Sustainability.
---	--

17. Other Activities

<p>International Centre for Sport Studies (CIES)</p>	<ul style="list-style-type: none"> • On 17 May 2011, IGF Executive Director gave a lecture to International Master in Management, Law and Humanities of Sport (MAS) students at the International Centre for Sport Studies (CIES)
<p>International Academy of Sports Science and Technology (AISTS)</p>	<ul style="list-style-type: none"> • IGF Executive Director on 1 June 2011 gave a lecture on Managing change in an International Federation to Master in Sport Administration (MAS) students at the International Academy of Sports Science and Technology (AISTS)
<p>Golf equipment manufacturers</p>	<ul style="list-style-type: none"> • On August 10 2011, IGF Executive Director attended the US Golf Manufacturers Forum and presented the role of the IGF and provided information on the impact of the IOC Olympic Charter rules on their operations during Games time.
<p>European Golf Association</p>	<ul style="list-style-type: none"> • The IGF Executive Director presented at the European Golf Associations Open Forum and attended their Annual General Meeting on 23 October 2011.
<p>The PGAs of Europe Annual Congress</p>	<ul style="list-style-type: none"> • IGF Executive Director gave a presentation on the Olympic Games and the role of the IGF to members of the PGAs of Europe at their Annual Congress in Portugal on 28 November 2011.
<p>UK Sport's International Leadership</p>	<ul style="list-style-type: none"> • On November 30 2011, the IGF Executive Director provided a lecture to the UK Sport's International Leadership Programme at the Maison du Sport in Lausanne.

Programme	
Qatar Olympic Committee	<ul style="list-style-type: none"> • The IGF Executive Director met with H.E. Sheikh Saoud Bin Abdulrahman Al-Thani, the Secretary General of the Qatar Olympic Committee at the IGF office on 2 November 2011, regarding their bid for the 2020 Olympic Games.
Court of Arbitration and Sport (CAS) Seminar	<ul style="list-style-type: none"> • CAS held a seminar for International Federations (IFs), which was attended by the IGF Executive Director on Friday 9 December 2011. The key items brought to the attention of the IFs are <ul style="list-style-type: none"> ○ A new Code of Sports-related Arbitration will come into force in January 2012 ○ Further amendments to the Code will be made in order to facilitate the settlement of appeals at the CAS within the shorter time-frame of 3-4 months. ○ The CAS practice with respect to hearings is also likely to change (with the possibility to waive hearings or hear the parties by video-conference) to reduce delays. ○ Twenty new arbitrators were appointed before the end of the 2012 in order to strengthen the current group of CAS arbitrators in view of the heavy workload placed on them and significant number of arbitrations this year (likely to be more than 300).

18. London 2012 Activities

Objectives	<ul style="list-style-type: none"> • The IGF had two key objectives that were successfully met by its activities during the period of the London 2012 Olympic Games: <ul style="list-style-type: none"> ○ To be able to use the Olympic Games as an opportunity for observation and learning for the IGF ○ Develop and strengthen the relationships between the IGF, the IOC membership and the Olympic movement
Observation	<ul style="list-style-type: none"> • The IOC granted a limited number of accreditations that enabled the IGF to conduct independent observation of the operations, size and complexity of the Olympic Games. These accreditations were given to staff from the IGF delivery partners who are members of the IGF Competitions Committee and most likely to have an operational role at the Rio2016 Olympic Games • Additionally, the IOC provided the IGF an opportunity to send representatives to a number of Observation sessions conducted by the IOC. This included <ul style="list-style-type: none"> ○ Olympic Athletes Village operations ○ Sport Operations ○ Venue Operations ○ Transportation ○ Protocol ○ Press Operations ○ Broadcasting
IGF Golf Day	<ul style="list-style-type: none"> • Approved by the IOC President, the IGF held a Golf Day at the Sunningdale Golf Club on the Monday following the closing of the Olympic Games. This was well attended and appreciated by IOC members and other key figures within the

	<p>Olympic movement.</p> <ul style="list-style-type: none"> It is envisioned that this will become a permanent fixture of future Olympic Games where the event will be held on the Olympic Golf course.
--	--

19. Finance

IGF Funding Model to 2016	<ul style="list-style-type: none"> Prior to the establishment of the IGF in Switzerland, the then Olympic Golf Committee of the IGF established a budget and funding model for the new entity which consisted of promissory notes from six IGF members and a stakeholder, supplemented by commercial partnership funds. These loans are in USD and payable on receipt of the IOCs contribution for the IGF's participation at the RIO2016 Olympic Games and interest accrues at 3% per annum.
2011 Financial year	<ul style="list-style-type: none"> During the July 2011 Board meeting it was agreed to defer the commencement of the IGF commercial strategy until 2011 constraining the IGFs revenues primarily to the loan funds that were made available through the promissory notes. With no planned revenues to be raised by the end of the 2011 Financial Year the IGF found itself in over indebtedness. The IGF Executive Director sought advice on the obligations and responsibilities of the Board given our financial status under Swiss law. It was recommended to obtain an agreement from each of the IGFs Lenders to subordinate the loans Subsequently the Board approved a resolution to this affect and the IGF obtained a signed subordination agreement from the Lenders that satisfied the IGF's auditors PWC.
2012 Financial year	<ul style="list-style-type: none"> During the November 2011 Board meeting the budget for the 2012 financial year was approved with a funding model of promissory notes from six IGF members and a stakeholder, supplemented by commercial partnership funds. During the July 2012 Board meeting it was agreed to remove the IGF's reliance on commercial revenues through to 2016 and to double the amount of loan funds that were made available through the promissory notes from the six IGF members and a stakeholder.

Lausanne, 22 September 2012

Antony Scanlon
Executive Director

ATTACHMENT 1

INTERNATIONAL GOLF FEDERATION STATEMENT ON SUSTAINABILITY

153 Golf Organisations unite to focus on sustainability as a core priority

Safeguarding the environment is a top global priority. As a growing international sport, requiring significant land use, golf has a responsibility to embrace the principles and practice of sustainability.

The International Golf Federation (IGF) and its member organisations recognise sustainability as a core priority, optimising the playing quality of the golf course in harmony with the conservation of its natural environment under economically sound and socially responsible management.

The IGF and its member organisations will:

- make sustainability a central pillar of our mission
- expand awareness and encourage action among golfers and golf facilities
- promote best practice to minimise our sport's consumption of non-renewable natural resources
- assist golf facilities to incorporate sustainable principles, practices and technology into daily business decisions and operations
- encourage golfers to embrace environmentally sound practice in course preparation
- conduct high profile golf events in an environmentally responsible manner
- continue to work to raise the profile of our sport's progress and contribution to environmental issues
- embrace measurement, target setting, transparency and verification

Success in our joint efforts to promote a sustainable future for golf will deliver:

- for the game; improved financial performance and enhanced profile
- for the golfer; quality playing surfaces, value, challenges and rewarding experiences
- for the environment; conservation of resources and biodiversity enhancement
- for the community; employment, recreational green space and educational opportunities

The future will present many challenges but the IGF and its member organisations are working to ensure that many more generations will enjoy golf and the facilities on which it is played.