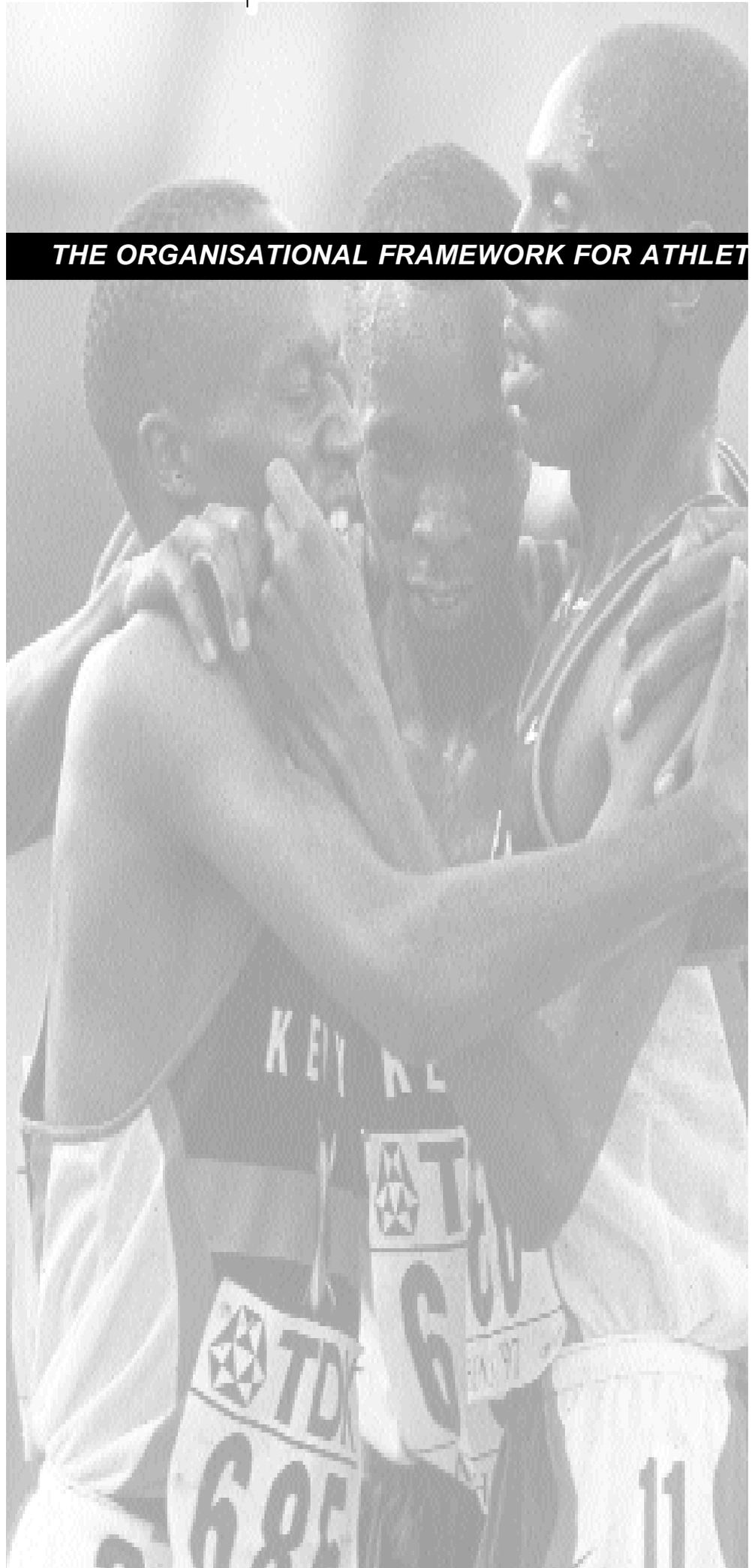




# 2

C H A P T E R

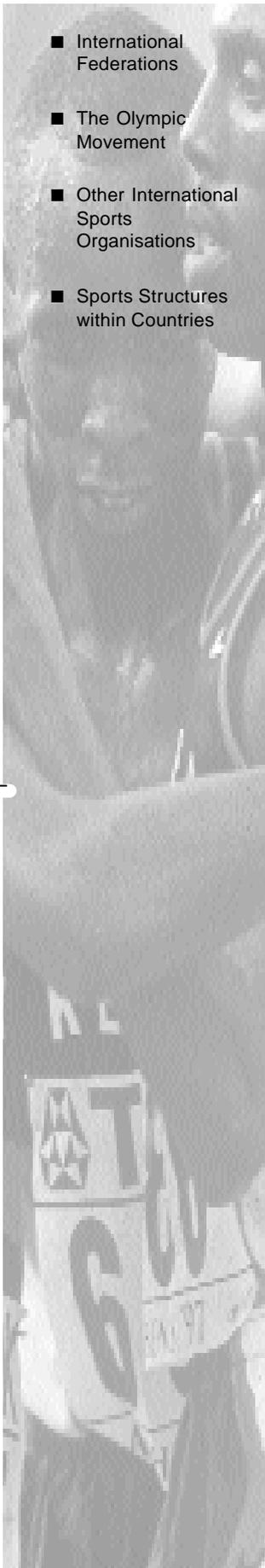
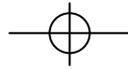
## *THE ORGANISATIONAL FRAMEWORK FOR ATHLET*



**PART ONE**  
*SPORTS  
STRUCTURES*

**PART TWO**  
*THE INTERNATIONAL  
AMATEUR ATHLETIC  
FEDERATION*





- International Federations
- The Olympic Movement
- Other International Sports Organisations
- Sports Structures within Countries

**PART ONE    S P O R T S    S T R U C T U R E S**

Sport, like most activities involving groups of people, requires an organisational structure to function smoothly. To meet this need sport organisations exist on international, national and sub-national levels. These include those which concentrate on a single sport, as well as umbrella bodies which encompass a number of sports. While many of these organisations have special or idiosyncratic aspects, most share a number of similarities. The study of sport organisations – their similarities, their structure and their relationships – can provide understanding of how they operate and ideas as to how you can make a contribution within your own sport.

**A    International Federations**

Each sport is controlled on the international level by a world governing body or an international federation whose membership comprises national associations. International federations exist to serve their sport and their key activities usually include promoting the sport, setting technical rules, training referees and judges, maintaining lists of records and organising major championships and other competitions.

**EXAMPLES OF INTERNATIONAL FEDERATIONS**

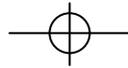
- Athletics is controlled by the International Amateur Athletic Federation (IAAF).
- Tennis is controlled by the International Tennis Federation (ITF).
- Football is controlled by the Fédération Internationale de Football Associations (FIFA).

Generally, international federations hold a regular assembly, such as a congress or annual general meeting (AGM), where constitutional and technical matters are decided. These assemblies are also where the leadership of the federation – a council or committee of management including a president or chairman – are elected by the members, the national federations. Between assemblies the council is responsible for policy decisions and the secretariat or headquarters staff, led by a general secretary or executive officer, is responsible for implementing decisions and day-to-day operations. The assemblies also elect committees which oversee the various programmes of the federation.

**B    The Olympic Movement**

The most well known umbrella body in sport is the *International Olympic Committee*. Formed in 1894, the IOC is a completely autonomous organisation which elects its own members and is governed by the Olympic Charter. The objects of the IOC include encouraging the world-wide development of sport and promoting the physical and moral qualities which are the basis of sport.

Staging the summer and winter Olympic Games is the focus of the IOC's activities. It is assisted in this task by *National Olympic Committees* (NOCs) which are responsible for



organising teams for the Games and promoting sport within their countries. To be recognised as a part of the Olympic Movement and eligible to take part in the Olympic Games, a NOC must conform with the principles and rules of the Olympic Charter and have five affiliated national federations which are also affiliated to their respective international federations.

The international federations also play a key role in the Olympic Movement which includes responsibility for the technical organisation of their sports on the Olympic Games programme. The IOC, the NOCs and the international federations are said to be the three pillars of the Olympic Movement.

### OLYMPIC SOLIDARITY

As a part of its mission to encourage the world-wide development of sport, the International Olympic Committee, working through its development programme called Olympic Solidarity, assists NOCs and the international federations to promote sport under their respective jurisdictions. The funding for Olympic Solidarity is derived from the profits of staging the Olympic Games.

To represent their interests within the Olympic Movement, the NOCs have formed the *Association of National Olympic Committees* (ANOC) as well as 5 continental associations:

- Association of National Olympic Committees of Africa (ANOCA).
- Association of National Olympic Committees of Europe (ANOCE).
- Olympic Council of Asia (OCA).
- Pan American Sports Organisation (PASO).
- Oceania National Olympic Committees (ONOC).

The international federations of the sports within the Olympic Movement have also joined together in the *Association of Summer Olympic International Federations* (ASOIF) and the *Assembly of International Winter Sports Federations* (AIWF) to serve as forums for discussion of Olympic-related issues.

## C Other International Sport Organisations

In addition to the international federations and the various organisations within the Olympic Movement, there is a wide range of international organisations and umbrella bodies serving specific groups or purposes. Included among these are bodies which organise competitions for particular political, geographic and occupational groups, and bodies which work with a single sport or even one particular section of a sport. The structures of the various international sports organisations can vary but, in general, they follow a pattern similar to that of international federations.

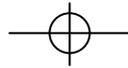
### EXAMPLES OF INTERNATIONAL SPORT ORGANISATIONS

- The Fédération Internationale du Sport Universitaire (FISU) organises the World University Games which are open to students from around the world.
- The Commonwealth Games Federation (CGF) organises the Commonwealth Games which are open to sportsmen and sportswomen representing the countries of the Commonwealth.
- The Supreme Council for Sport in Africa (SCSA) serves the interests of sports organisations and governments in the countries of Africa.

## D Regional Associations

Many sports have regional or continental associations which comprise and serve the national associations of a specific geographic area. The functions of regional associations include:

- Providing a link between national federations and their sport's international federation.
- Promoting competition within the region.
- Overseeing regional competition calendars and providing input to international event calendars.
- Promoting development programmes.



Again, the structure of regional associations in different sports varies but, in general, they follow a pattern similar to that of international federations.

## **E National Federations**

National federations (sometimes called national associations) make up the membership of the international federations and regional associations. Their status as members implies that they have been recognised by their international federation and agree to abide by its rules. National associations serve their sport and are responsible for its competitions and programmes within the political boundaries of their country. They are also responsible for organising teams to take part in international competitions.

There are a number of models for the structure of a national federation as the nature of each sport, the size of a country, the history of the organisation and many other factors can have an influence on structural requirements. In general, however, national federations tend to follow the basic model of the international federations i.e. their Congress or AGM is the supreme authority, they are led by an elected council with a president or chairman, and the day-to-day work is carried out by a secretariat led by a general secretary.

The most common modifications to the general model include:

- Voting rights at the AGM may be held by clubs, local associations, individuals or some combination of these.
- Variations as to the number and type of committees.
- Replacement of the general secretary with an executive director or similarly-titled professional administrator.

There is no single model for the relationship of national federations to the other sport organisations in their countries. In many cases, however, the national federations of a variety of sports are affiliated to one or more national umbrella bodies, such as a confederation of national sport associations.

Those national associations which govern Olympic sports are also affiliated to their NOC.

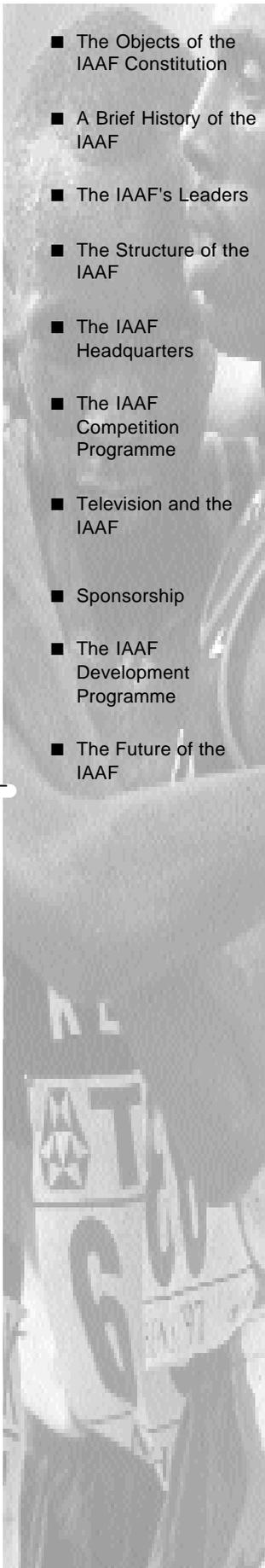
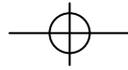
## **F Clubs, Schools and Local Associations**

The basic organisational unit for sport in most countries is the *sports club*. Clubs can be for a single sport or for a number of sports. Clubs exist to provide services to sportsmen and sportswomen and are the bodies through which most training and competitive activities are organised. Their membership can be open to anyone who wishes to join or it can be drawn from workers in a specific company, parastatal or government organisation. Clubs are affiliated to the relevant national federation and they are, therefore, a main point of contact between individual sportsmen and sportswomen and the highest national authority in their sport.

Schools, colleges, universities and other educational institutions often fulfill the role of the sports club, particularly for younger athletes, by providing opportunities for training and competition. They are usually affiliated to national sport organisations which are concerned with competition between institutions of their particular type. These organisations are, in turn, often affiliated to the confederation of national sport federations.

In many countries the service, promotion and regulation of sport, is facilitated by associations at a local or provincial level. Generally, each sport has its own group of local associations which affiliate to the national association. Local associations have the clubs of their area as members, implement the national federation's programmes and activities in their area and have their own competition programme.





- The Objects of the IAAF Constitution
- A Brief History of the IAAF
- The IAAF's Leaders
- The Structure of the IAAF
- The IAAF Headquarters
- The IAAF Competition Programme
- Television and the IAAF
- Sponsorship
- The IAAF Development Programme
- The Future of the IAAF

**PART TWO THE INTERNATIONAL AMATEUR ATHLETIC FEDERATION**

The IAAF is the world governing body for the sport of athletics, embracing the disciplines of track and field (indoor and outdoor), cross country running, road running and race walking in men's, women's and junior competition. With Member Federations in more than 200 countries, the IAAF is one of the largest and most respected international sporting organisations in the world. To work effectively within the world-wide sport of athletics it is important that the leaders and other personnel of all Member Federations have an understanding of the IAAF – its history, its structure and its programmes.

**A Objects**

The IAAF's governing functions include setting the rules for the sport, approving and maintaining the official list of world records, conducting a *World Athletic Series* of championships and other major competitions, and being responsible for the technical running of the athletics events at the Olympic Games. In addition to these, the purposes or *objects* which the IAAF has set for itself include:

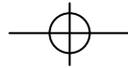
- Establishing friendly and loyal cooperation between all Members for the benefit of athletics, peace and understanding between nations.
- Ensuring that there is no discrimination or hinderance in athletics on the grounds of race, religion, politics, age or sex.
- Fostering the world-wide development of athletics.

**B A Brief History**

By the late 1800s, widespread enthusiasm for all types of physical exercise had caused a boom in participation sports. Athletics was especially popular and soon became central to the exercise components of national educational systems. Organised athletics thrived in well developed industrial societies and an ever expanding competition programme developed in schools, universities, military organisations and private clubs.

On 17 July 1912 representatives from 17 nations met in Stockholm, Sweden to discuss the need for an international federation which would establish a universal code of rules and regulations for athletics as well as set up and maintain an authentic register of world records. This meeting, though strictly speaking exploratory, has been recorded by the IAAF as its first Congress.

The second Congress, held one year later in Berlin, Germany, accepted the IAAF's Constitution. At that time 34 nations were included on the first Membership list, J. Sigfried Edström from Sweden was elected President and Kristian Hellström (Sweden) was elected Honorary Secretary/Treasurer. The federation's establishment was completed in 1914 at its



**NATIONS REPRESENTED AT THE FIRST IAAF CONGRESS 1912**

Australia	Austria	Belgium	Canada
Chile	Denmark	Egypt	Finland
France	Germany	Greece	Hungary
Norway	Russia	Sweden	United Kingdom
United States of America			

third Congress in Lyon, France. There, the technical rules for international competition and the inaugural list of official world records were approved by the Member Federations. But what was the sport the IAAF was meant to govern? For the sport's participants at the time, athletics was about enhancing quality of life; it was something done for love and other noble principles. This approach, known as amateurism, permitted a limited group of athletes to achieve high-level performances by virtue of a privileged social and financial situation.

In its early days the IAAF's main activities included updating the rules and record list, and working closely with the International Olympic Committee to stage the Olympic Games, which every four years provided the moment of glory for athletics. However, the federation was also laying the foundation for athletics as we know it today. Among its accomplishments in this period were the development of the rules for photo-finish judging from 1926, passing sport's first anti-doping regulation in 1928 and the incorporation of women's athletics to form a single sport world-wide in 1936.

Beginning in the 1960s, television coverage of athletics increased and many companies began to see commercial value in the sport. It became increasingly difficult to follow the amateur principle in the traditional sense, especially considering the time and resources needed to train and maintain top-level athletes. Faced with this commercially demanding world, the IAAF made changes to the benefit of athletes, spectators and all other members of the "Athletics Family". It abandoned the traditional concept of amateurism in

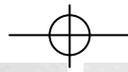
1982 and in 1985 it created trust funds for athletes, opening the way to high performance to larger groups of talented athletes. Steadily, top level athletes changed from the so-called amateurs to financially motivated and secure competitors. With this change – as well as the development of applied sports sciences, improved equipment and new techniques – performance levels increased dramatically. Sadly, the use of performance enhancing drugs also became more prominent, jeopardising the moral fabric of sport as well as the health and lives of young people.

Over the years the scope of the IAAF's work has continued to increase. Its membership has grown to more than 200 Member Federations and it has developed an extremely successful world-wide competition programme featuring the biennial World Championships in Athletics. It has embraced marketing, in the forms of corporate sponsorship and television, as the means of better promoting the sport. Using the financial proceeds from this marketing, it has invested in the future of the sport by funding a multi-million dollar, world-wide development programme, a programme which has become a model for other international sports organisations. It has also developed the most comprehensive doping control programme in sport in a serious effort to fight the evil which challenges all sports.

**C Leaders**

President Edström served the IAAF from 1913 until 1946 when Lord Burghley (later to become the Marquess of Exeter) from Great Britain and Northern Ireland was elected as the IAAF's second president.





### IAAF OFFICERS 1913 - Present

#### President

J. Sigfried Edström (Sweden)	1913 - 1946
Lord Burghley (Great Britain & N.I.)	1946 - 1976
Adriaan Paulen (Netherlands)	1976 - 1981
Dr Primo Nebiolo (Italy)	1981 - present

#### Honorary Secretary/Treasurer

Kristian Hellström (Sweden)	1913 - 1914
Hilding Kjellman (Sweden)	1914 - 1930
Bo Eklund (Sweden)	1930 - 1946
E. J. H. Holt (Great Britain & N.I.)	1946 - 1952
Donald Pain (Great Britain & N.I.)	1952 - 1970
Frederick Holder (Great Britain & N.I.)	1970 - 1976

#### Honorary Treasurer

Frederick Holder (Great Britain & N.I.)	1976 - 1984
Robert Stinson (Great Britain & N.I.)	1984 - present

#### General Secretary

John Holt (Great Britain & N.I.)	1976 - 1991
István Gyulai (Hungary)	1991 - present



J. Sigfried Edström



Lord Burghley



Adriaan Paulen



Dr Primo Nebiolo

Mr. Adriaan Paulen of the Netherlands became the federation's third president in 1976. He, in turn, was succeeded in 1981 by the federation's present president, Dr. Primo Nebiolo of Italy.

## **D** IAAF Structure

### 1 Constitution

The IAAF is an independent body governed by its Constitution, which is published regularly in the IAAF Handbook. The IAAF Handbook also contains the Technical Rules for athletics and additional information on the organisation.

### 2 Congress

The Member Federations meet every two years at the IAAF Congress. Each Member Federation has one vote, though it may be represented by up to 3

delegates. Congress is the IAAF's ultimate authority and its key functions include:

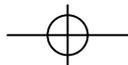
- Electing the IAAF Council and committees (elections are held every 4 years).
- Amending the IAAF Constitution and Technical Rules.
- Interpreting the IAAF rules and deciding on matters not covered by the rules.
- Confirming new Member Federations.
- Introducing new competitions and events.
- Awarding honours.

### 3 Council

The IAAF Council is the executive arm of Congress.

Council includes:

- The President.
- Four Vice Presidents.
- The Honorary Treasurer.



- Six Area Representatives (elected by their respective Area Groups).
- Fifteen Individual Members.

Council meets at least once a year; three or more times if circumstances demand. It is responsible for the conduct of IAAF business between Congresses and its duties include:

- Submitting a report, accounts and budget to Congress.
- Considering proposals from Member Federations and making recommendations to Congress.
- Maintaining the register of recognised world records.
- Appointing Technical Delegates and other official representatives to competitions, including the IAAF World Athletic Series and the Olympic Games.
- Promoting a development programme for the benefit of the Member Federations.

#### **4 Committees**

The IAAF's committees are responsible to Congress for their specific area of competence. Between Congresses they report to the Council. The IAAF has the following committees:

- Technical.
- Women's.
- Walking.
- Cross Country and Road Running.
- Veterans'.
- Medical.
- Arbitration Panel.

#### **5 Commissions and working groups**

Commissions and working groups, which are also responsible for their specific area of competence, are composed of experts appointed by Council.

Normally the following commissions are appointed:

- Athletes' Commission.
- Development Commission.
- Doping Commission.
- Finance/Budget Commission.
- Grand Prix Commission.
- Marketing /Promotion Commission.

- Press Commission.
- Television Commission.

#### **6 Area Associations**

The IAAF's Member Federations are divided into six area groups as follows:

- Africa.
- Asia.
- Europe.
- North America, Central America and Caribbean.
- Oceania.
- South America.

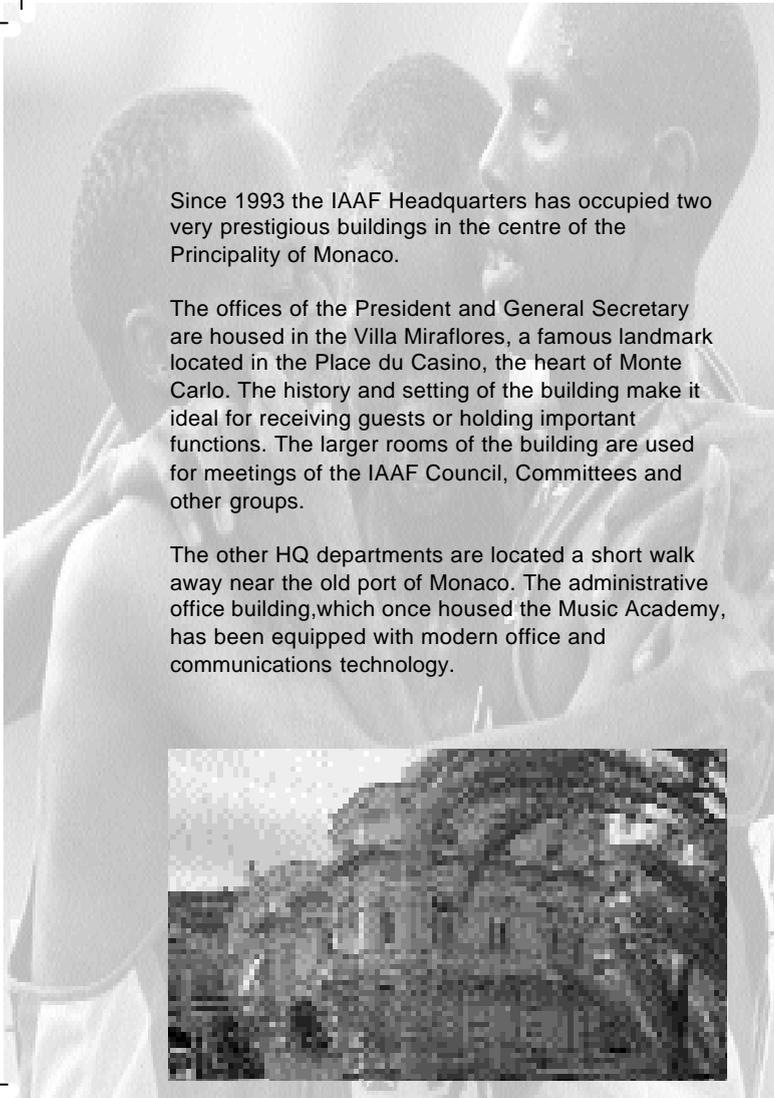
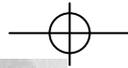
Each group has an association to serve the Member Federations and look after their interests. The responsibilities of an Area Association include the organisation of an Area programme of competition, including Area championships, and the implementation of the IAAF Development Programme. Area Associations elect one representative each to the IAAF Council and they are also represented on each of the IAAF's committees and commissions.

#### **The IAAF Headquarters**

The Headquarters for the IAAF was initially established in Stockholm. It was moved to London in 1946 where it remained until 1993 when Congress voted to move it to its present location in Monte Carlo. The IAAF Headquarters staff, which is led by the General Secretary, is responsible for the day-to-day activities of the federation, including communication with the Member Federations around the world and the implementation of policy decisions and actions decided by the Council. The Departments within the HQ include:

- General Secretariat.
- Accounts.
- Competition.
- Development.
- Media and Public Relations.

**THE HOME OF THE IAAF**



Since 1993 the IAAF Headquarters has occupied two very prestigious buildings in the centre of the Principality of Monaco.

The offices of the President and General Secretary are housed in the Villa Miraflores, a famous landmark located in the Place du Casino, the heart of Monte Carlo. The history and setting of the building make it ideal for receiving guests or holding important functions. The larger rooms of the building are used for meetings of the IAAF Council, Committees and other groups.

The other HQ departments are located a short walk away near the old port of Monaco. The administrative office building, which once housed the Music Academy, has been equipped with modern office and communications technology.



## **F** The IAAF Competition Programme

From the establishment of the IAAF right through until 1961, the IAAF was directly involved with the staging of only one event every four years, the Olympic Games. Since 1961 it has developed a competition programme of world championships and other international competitions which provide a framework for performance excellence throughout the year, every year. The programme covers Track & Field as well as many of the other disciplines of athletics. Its highlight is, of course, the *World Championships in Athletics*. Under the direction of the Council and the relevant committees and commissions the programme is managed by the Competition Department.

### **1 World Athletic Series**

In 1985 the competitions organised by the IAAF were incorporated into a four-year cycle known as the World Athletic Series. Developed through the addition of new

events and adjustments to the frequency of events within the cycle, the fourth series, covering 1996-1999, contains 23 events.

The IAAF has invested heavily in the success of the World Athletic Series by subsidising the training, travel and accommodation costs for the athletes from its Member Federations. This support has greatly increased the levels of participation and competitiveness at the events. It has also helped increase interest in the events, making them more attractive to spectators, the media and sponsors.

### **2 Grand Prix/Golden League**

In 1985 the IAAF also launched a major new initiative to link the world's best invitational meetings. It has developed a circuit of meetings which are carefully monitored for organisational and technical proficiency. The circuit has continued to develop and now includes three levels of meetings:

- The Golden League.
- Grand Prix Meetings.
- IAAF Permit Meetings.

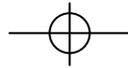
Athletes who take part in Golden League and Grand Prix meetings accumulate points through their placings and by setting world records in designated events. Top point scorers are invited to compete in the annual IAAF Grand Prix/Golden League Final. At the Final, all participants in individual events receive substantial cash awards.

Meetings may apply for Permit status after which they are evaluated for two years on the basis of the standard of performance, reports from the organiser and an IAAF representative, and other information collected by the IAAF Headquarters. The IAAF Grand Prix Commission can then recommend that the IAAF Council elevate the meeting to Grand Prix or Golden League status for future years.

### **3 The IAAF World Cross Challenge**

In 1990 the IAAF introduced a circuit for cross country





aces called the IAAF World Cross Challenge. The Cross Challenge follows the same basic format as the Grand Prix circuit with athletes competing for points in a series of carefully monitored races culminating each year with the IAAF World Cross Country Championships. Top placers in the IAAF World Cross Challenge also receive substantial cash awards.

## Television and the IAAF

**G** Television is the world's most powerful means of communication and the IAAF has recognised its importance in the promotion and development of athletics. To maximise the television coverage of the sport world-wide, it has fostered close relationships with partners around the world ensuring that the sport is regularly transmitted to the highest possible standards in all IAAF Member countries.

The IAAF owns all the television rights to the competitions in the World Athletic Series. In conjunction with its exclusive television and marketing consultants ISL, the IAAF has developed a *package* system for exploiting these rights. The rights to broadcast all the IAAF competitions in the four-year cycle are sold as a package on an exclusive basis to broadcasters throughout the world. In some cases the IAAF works with broadcasting unions which bring together the broadcasters of a number of territories.

Fees for television rights have escalated in recent years due to increased demand for athletics from terrestrial, satellite and cable broadcasters. The income from the sales of its rights now provides the IAAF with one of its main sources of funding.

## Sponsorship

**H** The IAAF's other main source of funding is sponsorship. Again, it has worked with ISL to develop a rights package for IAAF World Athletic Series events which includes advertising boards, number bibs, hospitality opportunities and other services. This package is sold to corporate sponsors – only one sponsor per product category in a strictly limited number of categories – wishing to identify themselves with world class athletics, the IAAF and its events.

A key objective for potential sponsors is to ensure that their name and messages are widely seen. Through the package sale of its television rights, the IAAF is able to ensure that all its events will be broadcast on television throughout the world. This creates a very attractive opportunity for sponsors who, for example, can expect to get about 4 minutes of television exposure per hour of television broadcast.

## The IAAF Development Programme

IAAF WORLD ATHLETIC SERIES EVENTS		
Event Title	First Year Held	Frequency
IAAF World Race Walking Cup	1961	Biennial
IAAF World Cross Country Championships	1973	Annual
IAAF World Cup of Athletics	1977	Quadrennial
IAAF World Championships in Athletics	1983	Biennial
IAAF Grand Prix Final	1985	Annual
IAAF World Junior Championships	1986	Biennial
IAAF World Indoor Championships	1987	Biennial
IAAF World Half Marathon Championships	1992	Annual
IAAF World Road Relay Championships	1992	Biennial
IAAF World Youth Championships in Athletics	1999	Biennial



## 1 Philosophy

Enshrined in the Objects of the IAAF Constitution is the strongest possible commitment to the world-wide development of athletics. This, of course, is a huge and complex task. The challenge is to create the conditions under which as many athletes as possible can express their potential in competition and derive the maximum benefit from the sport in the country of every IAAF Member Federation.

The central principle of the IAAF's development philosophy is *co-operation* between the IAAF, its Member Federations and other partners. As each Member Federation is responsible for athletics within its country, it has the leading role in operating and developing the sport. The IAAF's contribution is to assist Member Federations in fulfilling this role as effectively as possible.

## 2 Strategy

The IAAF development strategy focuses on seven areas of activity which contribute to and are indispensable for the growth and strength of the sport in any country:

- Athletics Culture.
- Member Federation Activities and Administration.
- Coaching.
- Officiating.
- Competition Opportunities and Organisation.
- Facilities and Equipment.
- Scientific and Medical Support.

## 3 Programme

Under the direction of the IAAF Development Commission, the Development Department, working closely with athletics experts around the world, is responsible for the design, implementation and monitoring of a wide variety of activities to address the needs in the above mentioned areas. These include:

- Educational measures.
- Technical publications.
- Consultancies.

- Financial assistance.
- Scientific research.

More than \$5 million is invested annually in the Development Programme by the IAAF. In addition, the IAAF works closely with other agencies throughout the world involved in development activities.

## 4 Regional Development Centres

The strongest sign of the IAAF's commitment to development is its network of Regional Development Centres (RDCs). The main role of the RDCs is to function as a "*branch office*" of the IAAF supporting the work of the Member Federations and providing a focal point for the programme of development activities in the regions they serve. The IAAF Development Department's role is the macro-management of the programme, while the RDCs are responsible for its micro-management. The activities of the RDCs include:

- Regular communication with the Member Federations of their region.
- High level courses and seminars for coaches and technical officials.
- Seminars and workshops for the other specialist personnel of Member Federations such as General Secretaries, competition organisers, sports medicine personnel, statisticians, etc.
- Co-ordination of grass root level courses for coaches, technical officials, etc. in the countries of their region.
- Publication of regional technical bulletins and other materials.
- Research projects.
- Training camps for young athletes.

Presently the IAAF operates the following 10 RDCs:

- RDC Adelaide, Australia (Serving Oceania).
- RDC Beijing, China (Serving east Asia).
- RDC Cairo, Egypt (Serving Arabic-speaking Africa and Asia).
- RDC Dakar, Senegal (Serving French-speaking Africa).
- RDC Jakarta, Indonesia (Serving South and South-east Asia).
- RDC Lisbon, Portugal (Serving Portuguese-speaking Africa).
- RDC Moscow, Russia (Serving Europe and the





former Soviet Republics)

- RDC Nairobi, Kenya (Serving English-speaking Africa).
- RDC Salinas, Puerto Rico (Serving Central America and the Caribbean).
- RDC Santa Fe, Argentina (Serving South America).

## **5 Special projects**

### **Eastern Europe**

In the early 1990s the IAAF initiated a programme to assist the Member Federations of Eastern Europe and the former Soviet Republics. Grants have been made to enable these federations to continue their work through the present period of political and social transition. This programme has allowed many of the world's finest athletes to continue competing at the highest levels of the sport.

### **Extraordinary Project**

In 1996 the IAAF introduced an additional programme, which is called the "Extraordinary Project", to provide special grants to the Areas. These grants are made to enable Member Federations to buy office equipment (telephone, fax machines, computers, photocopier machines, etc.) and other necessities for effective administration. Grants are also available for training camps and scholarships for talented young athletes following the submission and approval of project proposals.

## **The Future of the IAAF**

Like all sport organisations, the IAAF will face many challenges in the future. Always taking a proactive approach, the IAAF's leadership is constantly planning for the growth and development of both the sport and its structures.

**J**

In 1995 a special report, entitled 2000 AND BEYOND - The Step Into the Third Millennium, was produced as a policy blueprint for the coming decades. It outlines the key issues to be addressed and advises those responsible for the sport's planning in the future on

the principles and possible paths for leading the athletics movement to even greater heights.

Among the report's recommendations is the vital point that unity and mutual respect among athletes, coaches and administrators will be essential for overcoming the obstacles which are sure to arise.

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