IFA

STRATEGIC PLAN

2019 - 2023

update

WWW.IFA-FISTBALL.COM
IFA Strategic Plan 2019 – 2023 update

I. Introduction & Background
The International Fistball Association (IFA) Board of Directors for the period 2019-2023 was elected at the General Assembly in Winterthur, Switzerland, on 14 August 2019.

This Strategic Plan serves not only as manifesto of the new IFA leadership for the upcoming period of four years but also as a guideline for the administrative work and day-to-day business management of the IFA executed by its volunteers and staff members.

The plan outlines the common strategic aims of the IFA Board of Directors.

It manages IFA policies reflecting and acknowledging the changes of international principles of sport governance as set out by the Olympic Agenda 2020+5 and the Basic Principles of Good Governance as well as the Olympic Charter, the key framework of the Olympic Movement established by the International Olympic Committee. IFA is continuously committed to executing the key principles of this framework in its governance structures as an International Sport Federation (IF) and its day-to-day management. This approach taken by IFA is to contribute to the fulfilment of requirements for the recognition of IFA by the IOC as recognised IF, which is expected to happen during the four-year period of this strategic plan.

The Strategic Plan is the tool for IFA allowing a permanent evaluation of the IFA governance in the future.

The IFA membership has continuously grown to 67 member federations in the last years and a total number of over 65,000 players registered by these national federations as of April 2021. This Strategic plan lays the foundation for a further growth of the sport of Fistball and enhancement of its sport structures for the future, always aiming to the highest good for which we are working: the welfare and optimised sporting opportunities of our athletes around the globe.

II. Mission Statement & Values
The International Fistball Association (IFA) is the world governing body for all Fistball sports being responsible for the Promotion and Development of Fistball around the world.

The IFA is responsible for the approval of all sporting regulations in Fistball and the sanctioning of any kind of World Championships and World Cups and further IFA sanctioned events.

The IFA adheres to the principles of the Olympic Charter, the Olympic Agenda 2020+5 and the Basic Principles of Good Governance as established by the IOC and contributes actively to their execution.

The IFA endorses the principles of a free democratic basic order and safeguards the sport of Fistball against all forms of violence, discrimination and illegal betting and match fixing.

The IFA is committed to the social and environmental sustainability of its events and aims to achieve a positive legacy wherever these have been held acknowledging its social responsibility towards the society.
The IFA fully endorses the WADA World Anti-Doping Code and the related International Standards in its current version and supports the measures of WADA with regard to the fight against Doping and takes a strict non-tolerance stance against all forms of Doping and drug abuse.

The IFA is a service-oriented Federation, particularly towards its member federations. The IFA serves as the worldwide discussion forum on all questions related to Fistball. The IFA is a dynamic, modern and efficient federation and in cooperation with its member federations supports and adheres to the following values:

We establish all preconditions for a high quality and optimal organisation and execution of our events, always putting the well-being of the athletes in the focus of our activities.

We are actively promoting the development of Fistball globally, using targeted and wide-ranging activities with the focus of increasing appeal to children and youth.

We provide education programmes for a sustainable development of the skills of players, coaches, referees and administrators.

We are committed to transparent, open and professional communication internally and externally.

We improve the perception of the Sport of Fistball in society through suitable measures in cooperation with Sport, Politics, Economy and the Media.

We develop the international presence of the Sport of Fistball cooperating closely with the international organisations and institutions like the International Olympic Committee (IOC), the continental Olympic Committees, the International World Games Association (IWGA), the International Paralympic Committee (IPC), the Global Association of International Sport Federations (GAISF), The Association For International Sport for All (TAFISA), the Confédération Sportive Internationale du Travail (CSIT), the Fédération International du Sports Universitaire (FISU), the International Masters Games Association (IMGA), the World Anti-Doping Agency (WADA), the Alliance of Independent Recognised Members of Sport (AIMS) and other International Federations.

We encourage gender equity and diversity in all aspects. We care for the security of the athletes and the spectators. We require and promote Fair-Play on all levels.

We consider Fistball as a Sport which can be practised by people of all age categories – the perfect Sport for All.
The earliest known mention of the game by the Roman Emperor Gordian III.

- **1894**: 1st Fistball Rules
- **1960**: IFA was founded on the 30th of January 1960 in Frankfurt/Main (Germany)
- **1985**: Fistball in The World Games 1985 in London (GBR)
- **1968**: 1st Fistball Men’s World Championship in Linz (AUT)
- **1994**: 1st Fistball Women’s World Championship in Buenos Aires (ARG)
- **2003**: 1st Fistball U18 Men’s World Championship in Bozen (ITA)
- **2015**: European Fistball Association (EFA) and Pan American Fistball Association (PAFA) established
- **2015**: 1st Fistball U18 Women’s World Championship in Llanquihue (CHI)
- **2022**: Women’s and Men’s event at The World Games 2022 in Birmingham (Alabama, USA)
III. SWOT-Analysis

**Internal evaluation of IFA – Strengths & Weaknesses**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fistball is family</td>
<td>Fistball is family</td>
</tr>
<tr>
<td>Strong spectator response in central Europe (GER, AUT, SUI)</td>
<td>Weak spectator response in regions outside of central Europe</td>
</tr>
<tr>
<td>Fast development in Oceania</td>
<td>Low participation in Africa (2 countries)</td>
</tr>
<tr>
<td>Fistball can be practised by people of all age categories</td>
<td>Limited financial resources</td>
</tr>
<tr>
<td>Easily accessible sport for everybody with low costs</td>
<td>Less return of investment through sport equipment manufacturers</td>
</tr>
<tr>
<td>Low-cost infrastructure requirements (Grass field or indoor venue)</td>
<td>Organisational weakness / mostly volunteer based organisations</td>
</tr>
<tr>
<td>Compact team strength</td>
<td>Financial weaknesses of countries and teams</td>
</tr>
<tr>
<td>Dynamic sport</td>
<td>Sport presentation potential not exploited at all events</td>
</tr>
<tr>
<td>No-contact sport / no injuries caused by opponent / parallel sport</td>
<td>Gender imbalance (65% Men and 35% Women)</td>
</tr>
<tr>
<td>Teambuilding / Team sport / social competence</td>
<td>High international performance differences of teams</td>
</tr>
<tr>
<td>Attractive events re format and presentation / small field / spectators close to field / length of event</td>
<td>Activities focused on national level; IFA mission statement not executed on national level</td>
</tr>
<tr>
<td>IFA events are carried out with the focus on sustainability in the areas infrastructure &amp; natural sites; sourcing &amp; resource management; mobility; workforce; and climate.</td>
<td></td>
</tr>
<tr>
<td>IFA has signed the Sports for Climate Action program in 2020</td>
<td></td>
</tr>
<tr>
<td>IFA is an active part of the working group Sport+Human Rights of the Austrian Ministry of Sports</td>
<td></td>
</tr>
<tr>
<td>Separate men<code>s and women</code>s events as alone-standing world championships</td>
<td></td>
</tr>
<tr>
<td>Programme sport of the World Games – Member of IWGA</td>
<td></td>
</tr>
<tr>
<td>Member of GAISF and AIMS</td>
<td></td>
</tr>
<tr>
<td>Sporting strength in Europe</td>
<td></td>
</tr>
<tr>
<td>Organisational structures existing globally</td>
<td>Weak event portfolio in other regions</td>
</tr>
<tr>
<td>Strong event portfolio and quality in Europe and Oceania</td>
<td></td>
</tr>
<tr>
<td>Easy playing regulations, easy basic rules</td>
<td></td>
</tr>
<tr>
<td>Strong TV presence</td>
<td></td>
</tr>
<tr>
<td>New IFA structure, leadership and commissions</td>
<td>less permanent and paid staff existing</td>
</tr>
<tr>
<td>Worldwide World Tour series for club teams an all continents established in 2017</td>
<td>COVID-19 pandemic stopped World Tour 2020 and 2021</td>
</tr>
<tr>
<td>Official sportswear supplier contracted for 5 years as sponsor</td>
<td></td>
</tr>
<tr>
<td>Official sportswear supplier with sustainability in the focus of production</td>
<td></td>
</tr>
<tr>
<td>Strong administration / governance skills within leadership</td>
<td></td>
</tr>
<tr>
<td>Well-connected within sports family</td>
<td></td>
</tr>
<tr>
<td>Well-established co-operation with the World Flying Disc Federation (WFDF) in several fields as Sustainability, Anti-Doping, Ethics, Good Governance and Para-Sport activities, manifested by a Memorandum of Understanding in 2017</td>
<td></td>
</tr>
<tr>
<td>Subsidies of the state of Austria</td>
<td>Limited duration of subsidies</td>
</tr>
<tr>
<td>Fistball Academy established in 2018</td>
<td></td>
</tr>
<tr>
<td>Fistball Academy modules published for virtual Fistball learning</td>
<td>Binding resources</td>
</tr>
<tr>
<td>Best watched TV event in Germany of TWG 2017</td>
<td></td>
</tr>
<tr>
<td>Strong virtual activities (“Fistball at home”) achieved in 2020</td>
<td></td>
</tr>
<tr>
<td>New online formats like virtual Athletes / Youth / Policy Forums and Congresses with greater attendance than in person meetings</td>
<td>Binding more resources than in person meetings / technical challenges</td>
</tr>
<tr>
<td>IFA as part of the TAFISA project “International and European Sport Organisations Activate Citizens” which will be co-funded by the Erasmus+ Programme of the European union in 2021 – 2022</td>
<td>Binding resources</td>
</tr>
</tbody>
</table>
OTT-platform www.fistball.tv | Less return of investment through advertising / potential limited duration of co-operation
Standalone ticketing system |  
Standalone players, officials and event organisation database |  
Standalone data collection system for match information and analyses |  
IFA event organizers service box established | Limited/missing reports/Transfer of Knowledge from LOC after events finalized
Minimum of 30% representation of women in IFA board, commissions and officers | need to encourage and coordinate national cooperation towards the promotion, rights and welfare of women and girls

**External evaluation of IFA – Opportunities and Threats**

<table>
<thead>
<tr>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation in new IOC recognition procedure 2021</td>
<td>Concurrency of other IFs re IOC recognition</td>
</tr>
<tr>
<td>New member federations and other federations moving towards membership using development projects</td>
<td>Care for all IFA member federations needed</td>
</tr>
<tr>
<td>High development potential in all directions: - Marketing - Global presence - Sports presentation</td>
<td>Excessive demands on human and financial resources</td>
</tr>
<tr>
<td>Higher potential re personal resources with new commissions and support of volunteers</td>
<td>AIMS Council elections postponed from 2020 to 2021</td>
</tr>
<tr>
<td>Improved international representation and position through AIMS and AIMS Council seat</td>
<td>Financial risk to fill a stadium with 12,000 seats for the final days</td>
</tr>
<tr>
<td>Next Men’s Team World Championships 2023 in GER in key markets with a unique venue to be the finals played in</td>
<td>Travel cost may limit participation</td>
</tr>
<tr>
<td>U18 World Championships 2023 in Oceania – Junior development</td>
<td></td>
</tr>
<tr>
<td>World Games programme sport at TWG 2022 (USA) with a men’s and women’s event</td>
<td>Returning at TWG 2025 will require a success of TWG 2022 re spectators attendance figures</td>
</tr>
<tr>
<td>Marketing potential</td>
<td></td>
</tr>
<tr>
<td>Broadcast opportunities on IWGA World Games Channel / IOC Olympic Channel</td>
<td></td>
</tr>
<tr>
<td>Establish Fistball as School Sport (example AUT with 400 school teams participating at events)</td>
<td></td>
</tr>
<tr>
<td>Targeting participation in IWGA World Games Chengdu China 2025</td>
<td></td>
</tr>
<tr>
<td>2x2 Fistball as second discipline</td>
<td>No worldwide event calendar in place so far for 2x2 Fistball</td>
</tr>
<tr>
<td>Targeting IPC recognition</td>
<td>Binding resources</td>
</tr>
<tr>
<td>CSIT World Sport Games 2021 in Cesenatico (ITA)</td>
<td></td>
</tr>
<tr>
<td>Fistball as demonstration sport at the TAFISA World Sport for all Games 2021</td>
<td></td>
</tr>
<tr>
<td>IFA establishes a e-scoring system</td>
<td></td>
</tr>
<tr>
<td>Integration of shot clock at international events for shorter match breaks</td>
<td></td>
</tr>
</tbody>
</table>

**Picture Description:** The image shows a group of people engaged in a sports activity, possibly a Fistball match, with the word “Deutschland” visible on a jersey. The background includes a sign with the text “TUBE DESIGN.”
IV. Vision Statement for the year 2023

- IFA is an athlete centred organisation
- IFA is a service-oriented organisation that strengthens its members and helps them to grow
- IFA is an International Federation recognised by the IOC
- A success at the IWGA World Games 2021 has secured a men’s and women’s event on the programme of the IWGA World Games Chengdu 2025
- IFA is a member of the International Masters Games Association and applies for a place on the programme of the European Masters Games
- 30 teams participate at the IFA 2023 Fistball Men’s World Championships Qualifiers
- IFA has 5 Continental Associations organising Championships
- 60 countries participating in Continental Championships
- IFA Youth development has led to a participation of 14 teams at the 2021 World Championships Austria and the 2023 World Championships New Zealand
- Media development has secured an international TV-Broadcast contract
- Marketing development has secured an international Sponsorship contract
- IFA counts 70 Member Federations
- IFA has sold 12,000 tickets for the final day of the IFA 2023 Fistball Men’s World Championship Germany
- IFA is IPC recognized
- IFA is part of the World Urban Games 2023
- IFA has developed a second discipline
- Fistball as official sport at the CSIT World Sport Games
- IFA has developed the Fistball Academy to an established format for the promotion of Fistball.
- IFA is an association that sees digitalization as an opportunity and proactively implements possibilities
- IFA’s media concept is based on people centred content
- IFA has identified new strategic partnerships with a focus on sustainable and responsible practices
- IFA has taken responsibility for the environment and climate protection through its sustainability measures with the three pillars of economy, environmental and social aspects with the goal of carbon neutrality
- IFA protects and treats all people with dignity according to the UN Guiding Principles on Business and Human Rights
- The Fistball family has succeeded in maintaining the passion of fan groups, further strengthening them as well as retaining them
- Women’s Fistball has continued to develop with an all-time high in teams of girls and women
- IFA and its member associations have gender equity concepts in place. Through these measures, significantly more leadership positions in Fistball are overtaken by women
V. Strategic Aims

1. High quality IFA events
2. Governance structures according to good governance principles
3. IFA serves as service-oriented organisation for its member federations providing real stakeholder value
4. Use of international platforms and participation in international Multisport events serves as showcase for Fistball
5. Increase youth appeal of Fistball

VI. Action plan re strategic aims

1. High quality IFA events
   - The Board of Directors to search for host cities actively
   - Publish call for bids on the IFA website
   - Question the awarding procedure with decisions taken by Congress
   - Evaluate event circles and portfolio e.g., concerning WWC 2024
   - Global Extension of referee education outside of Europe and South America
   - Evaluate event organisation re athlete focus
   - Involve Athlete’s Commission in host selection process
   - Support bidders during bid phase with TOK (Transfer of Knowledge) and best practise models
   - Reporting duty with written event reports and budgets and event de-briefing
   - Establish evaluation framework for event quality
   - Support Organising Committees during preparation and event phase (provide Competition Manager)
   - Running events as in-house events
   - Establish a legal entity IFA Fistball Service Agency as GmbH
   - Clear event responsibilities and contacts for all areas of event management
   - Generate subsidies for high quality events from public authorities
   - establish e-scoring system

2. Governance structures according to good governance principles
   - Increase female representation on international and national level in governance structures with the goal of 20% minimum representation of women in decision-making positions/commissions etc. by 31 December 2022
   - Request the national IFA member federations to set their own forward targets for future representation of women in governing bodies through 2025
   - IFA to establish training courses for women leaders, athletes and coaches and other officials, provide educational resources, including training manuals on gender equity in sport and to organize information seminars
   - IFA member federations to develop a strategy and educational material to support Fistball education for girls in school curricula in particular
   - Discuss to change the Rules of Fistball for women e.g., smaller fields to make Fistball more attractive to gir and women
   - Evaluation of all structures re Basic Principles of Good Governance constantly
   - Organise meetings and activities of all Commissions
   - Provide suitable financial framework
   - Provide sustainability report from every event
   - Find international Sponsor securing funding of at least 30.000 € annually
   - Establish CSR-Programme
   - Increase paid IFA staff structure
   - Increase cooperation with other IF to established joint working bodies
   - Adopted new WADA Code 2021
   - Fulfil WADA Code Compliance monitoring
   - IFA is an active part of the working group Sport+Human Rights of the Austrian Ministry of Sports
Awareness of the IFA SAFE SPORT POLICY SAFEGUARDING ATHLETES AND PARTICIPANTS FROM DISCRIMINATION, HARASSMENT AND ABUSE

- Implement the IFA SAFE SPORT POLICY SAFEGUARDING ATHLETES AND PARTICIPANTS FROM DISCRIMINATION, HARASSMENT AND ABUSE and to include this theme in all workshops and conferences organized
- Empower Athlete Participation in the IFA decision-making processes with the priority to strengthen Commission members’ engagement
- Support Athlete Development in their sporting careers with the priority to improve IFA’s information flow to athletes before, during and after IFA events by engaging directly with athletes and ensuring a regular and timely communication of information to support athlete preparation for the IFA events
- Promote Athlete Involvement in decision-making across the Fistball Family with the priority to advocate the benefits of athlete involvement in the decision-making and to increase the visibility of IFA Athletes’ Commissions’ roles and achievements by implementing a communication plan to ensure a strong media presence for Athletes’ Commissions
- Ensure Athlete Representation in the decision-making with the priority to increase awareness of the athletes’ viewpoint by conducting surveys amongst athletes
- Strengthen the input of the athletes’ viewpoint in IFA decisions to establish a system to capture the athletes’ viewpoint accurately before input is given

3. IFA serves as service-oriented organisation for its member federations providing real stakeholder value

- Strengthen IFA members and help them to help themselves
- Obtain IOC Recognition
- Support Member Federations actively to obtain NOC recognition
- Run IFA Development Programme for members
- Active support for Member Federations re Federation structure development
- Run a Fistball Equipment Support Programme worldwide
- Support members re WADA Anti-Doping Code compliance
- Run partnership programme / mentorship programme for new Member Federations
- Annual IFA Award Ceremony to honour initiatives and best practise
- Global expansion of the training of trainers for the young and developing nations
- Fistball Academy as Fistball development and knowledge platform for all member federations
- Provide a database for players, officials and event organization to support Member Federations and LOCs in their work
- Support Member Federations and LOCs actively in terms of TV production and live streaming
- Open IFA OTT platform for all member federation and their national or continental Fistball activities
- Support Member Federations and LOCs by offering them a ticketing software especially for Fistball needs for their events on low costs
- Provide database to collect match data from national and international events to gain more match information
- Active support of member federation and LOCs by providing a media team for national and international Fistball events who take care of all media channels online and offline to secure a standard level
- Provide event toolbox for all international Fistball events worldwide
- Provide special guidelines for media work
- Support LOCs by providing templates and rundowns for all necessary parts of an event (Welcome Dinner, match start, Opening Ceremony, Victory Ceremony etc.)
- Provide Fistball Academy videos and United by Fistball material free of charge on OTT Platform for use in the member federation’s daily youth work
- Start of a Youth Development Program with financial support to bring more youth to Fistball and support the Member Federations
- Support of LOCs in terms of Sports Presentation: Production of commercial banners and rent and transport of barriers for international events
- Support of LOCs in terms of Sports Presentation: Production of commercial banners and rent and transport of barriers for international events
- Provide an archive with all necessary national flags and anthems free of charge for all member federations and LOCs
- Creation and hosting of event websites and Social Media Channels at World Championships

4. Use of international platforms and participation in international Multisport events serves as showcase for Fistball
- Secure place of IFA on the programme of the IWGA World Games Chengdu 2025
- Establish working relations with FISU re WUC (World University Championships)
- IFA as IPC recognized organisation
- Develop new Fistball formats as suitable addition for other Multisport Games events
- Develop Urban Fistball discipline
- Strengthen representation and cooperation of IFA within GAISF and AIMS
- Use the United Trough Sports initiative for further promotion of Fistball worldwide
- Participate in CSIT World Sport Games as official sports
- Run IFA Masters competition within the framework of CSIT World Sport Games biannually
- Integration of two Fistball disciplines as demonstration sports in TAFISA World Sport for All Games

5. Increase youth appeal of Fistball
- Task Youth Commission to develop new youth formats
- Hold Under 18 World Championships bi-annually with youth friendly side events
- Approach cooperation with ISF (International School Sports Federation)
- Propose Fistball as FISU recognise sport
- Present IFA events in a youthful way
- Promote 3x3 youth rule
- Develop 2nd Fistball discipline
- Positioning (if necessary rules) of Fistball on artificial turf
- Inclusion of an U18 representative elected by the U18 World Championship participants as permanent member of the IFA Youth Commission
- Professional preparation of the IFA U 18 World Championships in 2021 in Austria and 2023 in New Zealand with the aim of providing the best possible setting for the best youth athletes
- Sustainable organization and implementation of these events re safety and protection of young athletes
- Preparation and awarding of the IFA U 18 World Championships for the year 2024/2026
- Increase the number of participating teams as well as support for the participation of all continents
- Evaluation and participants feedback of all U18 World Championships to increase the attractiveness and promote the sustainability of all events
- Professional organization and conduction of the IFA 2021 and 2023 Youth Congresses as in presence event within the framework of the IFA U18 World Championships
- Virtual IFA 2022 Youth Congress
- Continuous information and intensification of the co-operation of all member federations about the current activities of the IFA and the IFA Youth Commission by strengthening the digital networking
- Development of joint measures and activities for a sustainable, innovative and professional implementation of the Fistball Academy
- Presentation and discussion of ideas, concepts, applications or proposals in the context of a digital exchange for a sustainable development and promotion of Fistball in the youth department.
- Coordination of actions and developments, taking into account the requirements of the adopted IFA Youth and Development Program 2021.
- Continuous and multilingual development of training content as well as education and training modules as a digital basis for implementation in theory and practice for new and developing nations
- Preparation of further academy measures in theory and practice within the framework of all IFA events
- Expansion and continuation of the development of the homepage of the Fistball Academy to improve the digital exchange between all member nations
- Development of innovative ideas for the financial support of the necessary measures
- Establish a shot clock for a shorter match break

VII. Procedures and evaluation
- Discussion of the draft with the IFA member federation at the IFA Membership Gathering on 12 August 2019.
- The IFA Board of Directors approved the Strategic Plan initially on 15 August 2019.
- IFA published the Strategic Plan on the IFA website
- Evaluation of the Strategic Plan in the IFA Policy Forum on 30 March 2021 with the focus on IOC Agenda 2020+5
- Resolution of the IFA Athletes Forum re “Women in Fistball” on 10 April 2021
- Board of Directors to approve of the updated Strategic Plan
- IFA to publish the updated Strategic Plan on the IFA website
- Evaluate Strategic Plan annually at the second meeting of the Board of Directors

Approved by the IFA Board of Directors at the meeting on 17 April 2021.