

Helsinki 9th of November, 2020

To: IFF Member Associations
IFF President and CB
IFF AC and DC

cc: IFF Auditor

FINAL ANNOUNCEMENT OF THE IFF GENERAL ASSEMBLY 2020

Dear Ms./Mr. President,

The 16th IFF General Assembly 2020 will, as announced on the 9th of September 2020, be held as a virtual meeting, due to the COVID-19 pandemic, over Teams **on Friday the 11th of December, 2020, starting at 08.30 CET.**

Enclosed you will find the summons to the IFF General Assembly together with the preliminary Agenda, the CB reports and proposals, as well as the motions and nominations made by the National member associations.

The following documents are sent out together with this final announcement, which the General Assembly is to decide upon:

- the Agenda for the General Assembly 2020
- the IFF Annual Report 2019 - 2020
- the Financial Reports for 2018 and 2019
- the IFF Auditors Reports for 2018 and 2019
- the Plan of Actions 2021 - 2022
- the CB proposal for a Budget for 2021 - 2022
- the CB proposal for changes of IFF Statutes
- the CB proposal for IFF Strategy 2021-2032 – Strengthening the Foundations
- the CB motion concerning the European Floorball Championships
- the motion of Cameroon becoming an ordinary member

All Member Associations are welcome to participate in the IFF General Assembly with a maximum of two representatives each. If the participating representatives of the member associations need an interpreter, the association may use. Please provide the names of the persons participating and their email addresses no later than the 3rd of December 2020 to kraus@floorball.sport

The IFF Office will send out the invitation for the Teams meeting a week prior to the meeting after having received the participants contact details.

Looking forward seeing you in the virtual meeting, we remain

With kindest regards,

Tomas Eriksson
IFF President

John Liljelund b.d.
secretary general

Proposed Agenda for the 16th IFF General Assembly to be held over Teams as a virtual meeting, on the 11th of December 2020

1. Opening of the General Assembly by IFF President Mr. Tomas Eriksson

2. Approval of present Associations and the voting roll.

There are 44 ordinary member associations, i.e. Australia, Austria, Belarus, Belgium, Brazil, Canada, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Great Britain, Hungary, Iceland, India, Indonesia, Iran, Israel, Italy, Jamaica, Japan, Korea, Latvia, Liechtenstein, Malaysia, the Netherlands, New Zealand, Norway, Pakistan, the Philippines, Poland, Russia, Serbia, Singapore, Slovakia, Slovenia, Spain, Sweden, Switzerland, Thailand, Ukraine and USA present, which according to the IFF Statutes § 29.2. have the right to vote at the General Assembly, if they have fulfilled their obligations towards IFF.

A simple majority if all ordinary members participate in the meeting is 23 votes and the qualified majority of 2/3 majority is 30 votes, according to the Statutes.

There are X provisional members associations present, i.e.

Approval of the voting roll.

The assumption is that all ordinary members have fulfilled all the requirements by the time of the General Assembly.

3. Greetings to the General Assembly

4. Election of two scrutineers of the General Assembly

The IFF Central Board proposes to elect Mr. XXX and Ms. YYY as scrutineers of the IFF General Assembly.

5. Approval of the agenda

6. Approval of the protocol of the last General Assembly (Article 31 paragraph 2)

The protocol from the last protocol has not been opposed to and is therefore automatically approved according to the statutes.

7. Modification of the statutes (changes in statutes a 2/3 majority is needed)

The IFF Central Board proposes to make some changes to the IFF Statutes, in relation to update the Statutes and modernise some aspects in relation to Good Governance, gender representations and Ethical requirements.

8. Admission or expulsion of official member Associations

The following provisional IFF members have on their own accord applied for ordinary membership: Cameroon. The CB proposes that the decision of ordinary membership for the Cameroon Floorball Association will be taken after some clarifications have been made at the proposed Extra Ordinary IFF General Assembly in 2021.

The CB has decided not to propose that the any provisional members would automatically be considered ordinary members, according to IFF Statutes, Article 13 paragraph 3.

The new voting roll will be re-confirmed by the General Assembly.

9. Approval of the CB reports

The Annual report 2019-2020, a resume from the plan of action decided upon in Prague, Czech Republic for the period 2019-2020 and the activities IFF has had in the period.

10. Approval of the financial report and the auditor's report 2018-2019

1. Calendar year 2018 financial statements by the treasurer Ms. Bakke
2. Auditors report concerning 2018 by Mr. Brandstam
3. Calendar year 2019 financial statements by the treasurer Ms. Bakke
4. Auditors report concerning 2019 by Mr. Brandstam

11. Decision on freedom of responsibility for the CB

The General Assembly is to decide upon this, based on the proposal made by the IFF auditor Mr. Brandstam.

12. Decision on membership fee

The IFF Central Board proposes to make no change to the membership fees system, due to the present COVID-19 pandemic.

A 2/3 majority is needed for a change, and a simple majority for the amounts.

13. Approval of the IFF CB proposals, budget and working plan for the next two years

1. Plan of action for the period 2021-2022 (between General Assemblies)
2. Budget for the calendar year 2021
3. Budget for the calendar year 2022

14. Elections

All nominations having arrived to the IFF Office at least sixty (60) full days prior to the IFF General Assembly, i.e. until October 12th, 2020 are according to enclosure.

The nomination made by the USFbA has arrived late due to COVID-19 pandemic related reasons, but the IFF CB proposes to the General Assembly to accept the nomination.

The IFF Central Board further proposes to the IFF General Assembly to elect the IFF CB consisting of the President and eleven (11) members by the IFF General Assembly. The following persons are to be elected for the coming four-year period (2021-2024).

- Elections:
- IFF President
 - Eleven IFF Central Board members
 - IFF Appeal Committee Chair
 - Three ordinary members of the Appeal Committee and substitute members
 - IFF Disciplinary Committee Chair
 - Three ordinary members of the Disciplinary Committee and substitute members
 - IFF Ethics Commission Chair
 - Three members of the Ethics Commission

15. Appointment of a chartered auditor for two years.

The CB proposes re-election of Mr. Brandstam.

16. Examinations and decisions on proposals and motions of the members

1. IFF CB Proposal of the IFF Strategy 2021-2032 – Strengthening the Foundations
2. IFF CB Motion on the Euro Floorball Championships

17. Approval of Regulations within the meaning of article 15 paragraph 2 littera c)

The IFF Central Board does not propose any Regulations for approval for the General Assembly.

18. Decision on all affairs being reserved for the General Assembly by the statutes or by law

The IFF Central Board does not propose any such affairs.

19. Appointment to be honorary member

There is no such proposal.

20. Decision on the meeting place for the next General Assembly

Preliminary proposed by the CB on the 12.11.2022 at 09:00, during the WFC 2022 in Zürich, Switzerland.

The IFF Central Board further proposes to decide upon an Extra ordinary General Assembly to be held on the 11th of December 2021 during the WFC 2020 in Helsinki, Finland.

21. Presentations on coming World Floorball Championships

- WFC 2020 Women U19 in Uppsala, Sweden by Mr. XXX, from SFF

- WFC 2021 Men in Brno, Czech Republic by CF
- WFC 2021 Women in Uppsala, Sweden by SFF
- WFC 2020 Men in Helsinki, Finland by SSBL

22. Closing of the General Assembly

STATUTES



EDITION 2020

International Floorball Federation

IFF

STATUTES

Edition 2020

Decided by the IFF General Assembly on 11.12.2020

Valid from 11.12.2020

XXX = New additions

XXX = Technical changes

XXX = To be stricken

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I GENERAL GUIDELINES

ARTICLE 1 TITLE, LEGAL FORM AND CONSTITUTION

The International Floorball Federation (IFF) is an association governed by Art. 60 and following, of the Swiss Civil Code, consisting of the National Associations that are recognized by IFF as controlling association for Floorball in their respective countries.

The official title of IFF is the International Floorball Federation, but IFF may also use its Brand Name – World Floorball

ARTICLE 2 OBJECTS

The objectives of the IFF are the promotion, development and organisation of all different types of Floorball world-wide.

ARTICLE 3 LEGAL SEAT AND OFFICE

- 3.1 The location of the legal seat of IFF is in Lausanne, Switzerland, based on the registration of the IFF at the Commercial Registrant at the Canton du Vaud, in Switzerland
- 3.2 The location of the head and secondary offices of IFF shall be determined by the Central Board.

ARTICLE 4 PREVENTION OF DISCRIMINATION

The IFF shall take steps as shall be deemed necessary or advisable to prevent any discrimination against a country, private person or group of people because of race, skin colour, ethnic, national or social origin, gender, sexual orientation, disability, language, religion, political opinion or any other opinion, wealth, birth or any other status or any other reason.

ARTICLE 5 DOPING ABUSE

In case of Doping abuse within IFF activities the WADA Anti-Doping Code and the relevant IFF regulations are applicable.

ARTICLE 6 REPRESENTATION

The IFF represents International Floorball activities solely to all partners, such as public authorities, media and other exclusively.

ARTICLE 7 PUBLICATIONS

- 7.1 To inform its members regarding official publications and invitations, the IFF can form its own publications/medium.
- 7.2 Details shall be governed by an IFF regulation.

ARTICLE 8 FEDERATION'S- / FINANCIAL-YEAR

The federation's year and the financial year last from the 1st of January to the 31st of December.

II MEMBERSHIP

ARTICLE 9 MEMBERSHIP OF IFF WITHIN OTHER FEDERATION

- 9.1 The aim of IFF is to co-operate within the international sports community, such as GAISF and the IOC and to become a Sport on the Olympic ~~Summer~~ Games
- 9.2 In ~~the event of a conflict with other statutes~~ ~~differences of statutes~~, the IFF Statutes will take precedence.

ARTICLE 10 MEMBERSHIP WITHIN THE IFF

- 10.1 Every nation is able to apply for one official National Floorball Association as either a provisional or ordinary member of the IFF. The National Floorball Association's responsibilities include the promotion and preservation of the sport of Floorball in that nation and the organisation of national championships. Each National Floorball Association is also entitled to participate in IFF activities. Every nation may also recognise regional organisations as associate members. ~~The membership can be recognized to all National Floorball Associations (only one per nation) that aim is to promote and preserve Floorball, organize national championships and participate in the activities organised by IFF. There can only be one official Floorball Association in each country.~~
- 10.2 ~~Members~~ of the IFF may not join or cooperate with any other IFF non-sanctioned International Floorball Organisation.
- 10.3 The IFF Statutes are ~~acting as~~ guidelines for the National member associations statutes and by-laws.

ARTICLE 11 TYPES OF MEMBERSHIP

- 11.1. The IFF differentiates between provisional members, ~~ordinary members~~, ~~associate members~~ and honorary members.
- 11.2. Unless the context otherwise indicates, the term "Member(s)" in these Statutes comprises both ~~ordinary members, provisional members and associate members.~~
- 11.3 An associate member is an international sport organisation which groups together the activities in several countries for the purpose of organising competitions or any international organisation contributing to the sport of floorball in various fields.

ARTICLE 12 APPLICATION FOR MEMBERSHIP

- 12.1 An Association/**organisation** applying for membership shall address a written request (all documents in English) to this effect to the IFF. The application shall contain:
- a) name and address of the headquarters of the Association/**organisation**,
 - b) names and addresses of the board members of the Association/**organisation**,
 - c) Statutes and other Regulations of the Association/**organisation**,
 - d) minutes from the foundation, and if possible,
 - e) short description of the Floorball activities organised by the Association/**organisation**
 - f) registration documents from their National authorities and an approval from the National Sports Confederation.
- 12.2 A new member association shall be accepted first as a provisional member before becoming an ordinary member.

ARTICLE 13 ACQUISITION OF PROVISIONAL MEMBERSHIP

- 13.1 The **National Floorball** Association can be a section of another Sports Federation which is member of the National Sports Confederation.
- 13.2 If the statutes and regulations correspond to the statutes of the IFF and the conditions for membership are fulfilled **the CB shall grant the provisional membership.**
- ~~The provisional membership shall be granted by the CB.~~
- 13.3 Provisional membership of the **National Floorball** Association shall ~~only~~ initially be granted for a period of four years, **following** ~~After~~ which the membership status ~~of the country~~ in question shall be considered ~~be subject for revision~~ by the IFF CB, based on the activity of the member Association.
- If the requirements of article 14 are fulfilled, the provisional member shall after having been a provisional member for the period of four years **may** apply for ordinary membership to the IFF General Assembly.
- 13.4. An organisation seeking for associated membership shall fulfil the same requirements as an association seeking for provisional membership. An associated member will always be considered as a provisional member, after the IFF CB has granted the membership.**

ARTICLE 14 ACQUISITION OF ORDINARY MEMBERSHIP

- 14.1 The Association shall be a self-**governed** ~~ruled~~ Floorball Association or a self-**governed** ~~ruled~~ Floorball section in another Association.
- 14.2 The Association shall consist of at least 10 Clubs, carrying out activities related to Floorball. Exceptions can only be granted by the CB.
- 14.3 The Association shall be the Organizer of National Floorball Championships.
- 14.4 The Association shall be member of the National Sports Confederation (**The CB may, in its discretion, make expectations, in justifiable circumstances**).

14.5 An application for ordinary membership ~~may~~ ~~can~~ also be ~~made~~ ~~handed in~~ to the IFF according to article 12, paragraph 1, earlier than the four years, ~~if the applicant fulfils the requirements for ordinary membership defined in Article 14 1-3.~~

14.6 Ordinary membership is granted by the General Assembly.

ARTICLE 15 MEMBERS RIGHTS

15.1 Provisional ~~and associated~~ members are entitled to:

- a) Participate at the General Assembly without voting status, but with the right to put forward motions.
- b) Participate in Friendly Internationals, Regional, Continental ~~or~~ World Championships ~~and in international parafloorball events organised by or in cooperation with~~ the IFF, with their National Team. Participate with their various National Teams in Championships if the requirements are fulfilled.
- c) Allow their Club Teams to participate in matches and tournaments sanctioned by the IFF, according to the Competition Regulations

15.2 Ordinary members are entitled to:

- a) Full Co-management of all IFF activities within the limits of the competence given by the Statutes. All ~~ordinary~~ members have the equal rights within the IFF.
- b) Participate at the General Assembly with voting status and with the right to put forward motions.
- c) If a new regulation that has been published is opposed (within 30 days notice), ~~a~~-1/3 of the ~~ordinary~~ members can ~~request that approval of it by~~ the General Assembly approve it.
- d) Participate in Friendly Internationals, Regional, Continental and World Championships organized by the IFF with their National Team. Participate with their various National Teams in Championships if the requirements are fulfilled.
- e) Allow their Club Teams to participate in games and tournaments sanctioned by the IFF, according to the IFF Competition Regulations.

ARTICLE 16 MEMBERS DUTIES

Members shall:

- a) Be aware ~~of~~ ~~and comply~~ with the statutes, regulations, directives and decisions and other directions of the IFF and its bodies and ~~to~~ brief their own members on them.
- b) ~~Avoid~~ any activities that could be detrimental to the interests and the status of Floorball in general and the IFF in particular.

- c) Fulfil the requirements of the Financial Regulations and pay their membership fees when they are due.

ARTICLE 17 LOSS OF MEMBERSHIP

- 17.1 The membership expires by: - resignation (withdrawal)
- exclusion (not following IFF rules)
- dissolution of the association/organisation
- 17.2 The expiration of membership does not relieve a member dispense from that any member's duties and obligations arising during the period of their membership.
- 17.3 Any members lose their member's rights after the expiration of membership. They have no legitimate claim to the fortune of the IFF.

ARTICLE 18 RESIGNATION

The resignation from the IFF shall be sent to the official address of the IFF within 90 full days notice to the end of the IFF Administrative year.

ARTICLE 19 DISSOLUTION

The membership of a National Association In the case of dissolution of a National Association the membership expires at the day of the decision of dissolution.

ARTICLE 20 REACQUISITION OF MEMBERSHIP

If a former member In the case of a reapplication of a former member (National Association) reapplies for membership, it must has to meet in addition to the conditions particularised in article 13 and not be in arrears of any dues all arrears of duties.

ARTICLE 21 HONORARY MEMBERSHIP

- 21.1 The General Assembly may grant the title of Honorary President or Honorary Member to any individual person who has rendered meritorious service to the IFF. The CB shall submit the name of any such person to the General Assembly for approval.
- 21.2 Honorary Members shall be invited to the General Assembly and are entitled to take part in the discussions but have no voting power.
- 21.3 Honorary Members shall be freed of membership fees.

ARTICLE 22 CONTINENTAL BODIES - CONFEDERATIONS

The IFF Continental Body is a group of at least three (3) IFF ordinary and provisional members who belong to the same continent or assimilable geographical area. A National Association can only join the Continental Body after having become an IFF member. The Continental Bodies are bodies of the IFF.

The Continental bodies can also be called Confederations.

The Continental confederations are to be accepted by the IFF ordinary General Assembly by a majority of 2/3.

The following Continental Bodies can be established in IFF - Africa, Americas, Asia, Europe and Oceania.

ARTICLE 23 ORGANISATION, TASKS AND RIGHTS OF THE CONTINENTAL BODIES

23.1 The objective of the Continental Confederations is to coordinate and steer the development of the sport in their geographical area both on a continental and national level, with the goal to have as strong national associations as possible.

23.2 The tasks of the Continental bodies are:

- Run the administration of the Continental body, in cooperation with the IFF Office.
- Arrange a General Assembly for the Continental Body every second even year, prior to the IFF General Assembly
- Working with and developing the Continental Competitions and/or IFF World Floorball Championship qualifications.
- Coordinate the competition calendar and selection of hosts for International Events, in agreement with the IFF
- Coordinate the Development work of the region
- Run regional lobbying on a continental/regional way for multi-sport events
- Run lobby work on the continental level
- Coordinate Political work to gain new member countries
- Provide a written development plan for the Continental Body, which will be included in the IFF Plan of Action

23.3 Confederation shall have the following rights and obligations:

- a) to comply with and enforce compliance with the Statutes, Regulations and decisions of IFF
- b) to work closely with IFF in every domain to achieve the objectives stipulated in Article 2 to organise International Competitions
- c) to organise its own International and Interclub Competitions, in compliance with the international calendar
- d) to ensure that International Leagues or any other such groups of clubs or Leagues shall not be formed without its consent and the approval of IFF at the request of IFF to grant Associations applying for membership the status of a provisional member. This status shall grant Associations the right to take part in the Confederation's competitions and General Assemblies. Any other rights and obligations of the provisional member shall be regulated by the Confederation's statutes and regulations.
- e) to appoint to the Confederation Central Board members to which they are entitled in compliance with these Statutes.
- f) to nurture relations and cooperation with IFF actively and constructively for the good of the Game through consultative meetings and to discuss and resolve any problems relating to the interest of the Confederations of IFF
- g) to ensure, that the representatives appointed to IFF bodies or the Confederation Central Board carry out their activities on these bodies with mutual respect, solidarity, recognition and fair play
- h) to set up committees that work closely together with the corresponding committees of IFF

- i) exceptionally to allow, with IFF's consent, an Association from another Confederation to participate in a Competition that it is organising
- j) with the mutual cooperation of IFF, to take any action considered necessary to develop the game of Floorball on the continent concerned, such as arranging development programmes, courses, conferences etc.
- k) to set up the bodies necessary to fulfil the duties incumbent upon it.
- l) to produce the funds necessary to fulfil its duties

23.4 The Central Board may delegate other duties or powers to the Confederations. To this end, IFF may conclude an appropriate agreement with each of the Confederations concerned.

23.5 The Confederations' statutes and regulations shall be submitted to IFF for approval.

III BODIES

ARTICLE 24 BODIES

The bodies of the IFF are:

- A) The General Assembly
- B) The Central Board (CB)
- C) The Executive Committee (ExCo)
- D) The Disciplinary and Appeal Organs
- E) The Committees
- F) The Ethics Commission (EC)
- G) The Continental Bodies (COB)
- H) The Entourage Commission (ENC)

A. THE GENERAL ASSEMBLY

ARTICLE 25 ORDINARY GENERAL ASSEMBLY

25.1 The General Assembly is the supreme body of the IFF. An Ordinary General Assembly shall be held, every two years, in connection to the Men's World Floorball Championships in even years.

25.2 The General Assembly shall be announced by the CB at latest 90 full days in advance. The summons to the General Assembly together with the agenda, the CB reports, the financial report, auditors report, budget, nominations and any motions and proposals of the National Associations shall be sent to the National Associations at latest 30 full days in advance.

ARTICLE 26 EXTRAORDINARY GENERAL ASSEMBLY

26.1 The CB or a 1/3 of the ordinary member Associations can claim the summoning of an Extraordinary General Assembly.

26.2 The Extraordinary General Assembly shall be held within 90 full days since the service of the claim. The procedure shall be equal to the one of the Ordinary General Assembly.

ARTICLE 27 NOMINATIONS, MOTIONS AND PROPOSALS

- 27.1 Candidates for election to any office in the IFF shall be nominated to the official address of the IFF at latest 60 full days in advance of the General Assembly. Only persons of an ordinary member are eligible for elections for the IFF CB
- 27.2 All proposals and motions of the member Associations shall be sent in to the official address of the IFF at latest 60 full days in advance of the General Assembly.

ARTICLE 28 AGENDA AT THE GENERAL ASSEMBLY

The functions and competence of the General Assembly are:

- a) Opening of the General Assembly
- b) Approval of present Associations and the voting roll.
- c) Election of the external scrutinisers
- d) Approval of the Agenda
- e) Approval of the protocol of the last General Assembly (according to article 31 paragraph 3)
- f) Admission or expulsion of ordinary member Associations
- g) Approval of the CB reports
- h) Approval of the financial report and the auditors report
- i) Decision on freedom of responsibility for the CB
- j) Decision on membership fee
- k) Approval of the budget and working plan for the next two years
- l) Elections, for a period of four years:
 - IFF President
 - nine CB members
 - Chair of the Disciplinary Committee
 - three members and a minimum of two substitutes of the Disciplinary Committee
 - Chair of the Appeal Committee
 - three members and a minimum of two substitutes of the Appeal Committee
 - Chair of the Ethics Commission
 - two - three members of the Ethics Commission
- m) Appointment of a chartered auditor and a substitute for two years
- n) Examinations and decisions on proposals and motions of the members
- o) Approval of Regulations within the meaning of article 15 paragraph 2 littera c)
- p) Decision on all affairs being reserved for the General Assembly by the statutes or by law
- q) Modification of the statutes
- r) Appointment of honorary member
- s) Decision on the meeting place for the next General Assembly

ARTICLE 29 VOTING STATUS

- 29.1 Each member Association is allowed to participate with two persons (delegates legitimated by the National Association) at the General Assembly. A person can only represent one Association.
- 29.2 Each ordinary member Association which has fulfilled its obligation's to IFF is entitled to one vote at the General Assembly. The CB informs the voting roll and distributes it together with the documents of the General Assembly latest 30 full days before the General Assembly.

ARTICLE 30 ELECTIONS AND DECISIONS

- 30.1 Elections and decisions are voted by open ballot unless at least two of the present ordinary members apply for a secret ballot.
- 30.2 Elections and decisions shall be taken by simple majority of the present votes.
- 30.3 When the voting concerns elections, the person or those persons with the most votes shall be considered elected. In the election of the CB the candidate of each gender, who have received the most votes, are first elected and the remaining seats are filled in order of most votes received.
- 30.4 IFF strives to secure **an even** representation of both genders **and a wide representation from all continents** in all, of its Bodies, listed in Art. 24. **The minimum representation of each gender be at least 30 per cent.**
- 30.5. **Effective from December 2020**, the IFF President and the members of the Central Board can only **be** elected **for a** total of three consecutive terms of four years **in one role**, **starting from the elections at the IFF General Assembly 2020**. **The IFF General Assembly can decide for an exception of one term.**

A member of the Central Board can only be elected if they are less than 70 year of age on the date of the election.

ARTICLE 31 PROTOCOL (MINUTES)

- 31.1 **The GA protocol shall be signed by the IFF GA Chair, the IFF secretary general and the external scrutineers and** be sent to the member Associations within 30 full days from when the General Assembly has been held.
- 31.2 The minutes **will be deemed** **is considered to be** approved by the ordinary member Associations unless a substantiated objection in writing is sent to the CB of the IFF within 30 full **days'** notice since the service.
- 31.3 In the case of an objection the next General Assembly **will** decide on the approval respectively of the corrigenda or the completions of the minutes.

B. THE CENTRAL BOARD

ARTICLE 32 FUNCTION

- 32.1 The Central Board (CB) is the executive body of IFF.
- 32.2 It leads the IFF and represents it externally.

ARTICLE 33 COMPOSITION

- 33.1 The CB shall consist of a President and ten to **twelve** members representing both genders. The President and nine to **eleven** members are elected by the General Assembly, **while the member representing the Athletes Commission is the Chair of the Athletes Commission, elected by the latter.**
- 33.2 No more than one person from the same ordinary member Association can be elected as member of the CB, with the exception of the President or the Athletes Commission Chair. In all cases, the CB cannot be made up of more than two members from the same member Association.
- 33.3 The term of office for the President and members of the CB shall be four years. The retiring members and the President shall be eligible for re-election, in accordance with Art 30.5.
- 33.4 Vacancies during the term of office shall be co-opted by the CB upon proposal by the national Associations in question.

ARTICLE 34 CONSTITUTION AND ORGANISATION

- 34.1 Within the members of the CB there shall be appointed one Vice President and a Treasurer.
- 34.2 The procedure within the CB, the functions and competence of the CB members shall be governed by rules of procedure and responsibility lists.

ARTICLE 35 COMPETENCE AND VOTING

- 35.1 The CB shall be responsible for the management and administration of the IFF and shall take decisions on all matters which does not require a General Assembly decision. The CB may delegate some of its powers.
- 35.2 The CB shall appoint the Chair and members of the committees
- 35.3 The CB enacts the IFF Regulations.
- 35.4 Each member of the CB is entitled within the limits of its particular function and in the execution of CB decisions to represent the IFF in its own power.
- 35.5 The CB can install working groups (WG) for specific duties with adequate competence. **Also** Non CB members may participate in ~~can be called into~~ a WG.
- 35.6 In order to fulfil all the requirements in the administration the CB can appoint a General Secretary.
- 35.7 The CB shall have a quorum of six members, including the President or, **in the absence of the President**, the Vice-President.
- 35.8 In case of a draw in a CB voting the President's vote is decisive.

C. THE EXECUTIVE COMMITTEE (ExCo)

ARTICLE 36 COMPOSITION AND COMPETENCE

- 36.1 The routine and urgent business of the IFF shall be dealt with by an Executive Committee (ExCo) comprised of the President, the Vice-President, the Secretary General and two additional members of the CB, the latter being proposed by the President and elected by the CB.
- 36.2 The ExCo shall be responsible for the preparation of matters for the CB and handling urgent questions if the CB is not in position to reconvene.
- 36.3 Decisions shall be taken by simple majority. In case of **a tie** ~~equality of votes~~, the President shall cast the deciding vote.
- 36.3 Members of the ExCo shall not take part in the voting on items on the agenda, which are of particular interest to their National Federation, or the Federation in which they hold a position.
- If necessary, the said items shall be designated by a separate vote, in which the members in question shall not take part.

ARTICLE 37 EXCEPTION

In cases of extreme urgency, the President may take the decision alone. The President shall inform the ExCo of these decisions at the next meeting.

D. THE DISCIPLINARY ORGANS

ARTICLE 38 ORGANS

The disciplinary organs of IFF are:

- (a) the Jury **and the Event Disciplinary Function (EDF);**
- (b) the Disciplinary Committee (DC);
- (c) the Appeal Committee (AC).

ARTICLE 39 COMPOSITION

- 39.1 The Rules and Competition Committee (RACC) appoints the Jury members to each competition.
- 39.2 The General Assembly elects the members of the DC and the AC for a period of four years.
- 39.3 The General Assembly appoints the Chair of each Committee from among the members for the same period of four years.
- 39.4 At least the Chair of each Committee shall be a lawyer.

ARTICLE 40 COMPETENCE AND PROCEDURE

- 40.1 The Jury is authorised to sanction any breach of IFF regulations or guidelines during IFF competitions according to the Juridical Regulations in force.
- 40.2 The DC is authorised to sanction any breach of IFF regulations which does not come under the jurisdiction of another body according to the Juridical Regulations in force.

- 40.3 The AC is responsible for deciding appeals against any of the Jury's, DC's and CB's decisions that the IFF regulations do not declare as final or referable to another body.
- 40.4 The procedure is governed by the Juridical Regulations.

E. THE COMMITTEES

ARTICLE 41 STANDING COMMITTEES

41.1 The Standing Committees of IFF, appointed by the CB, are:

- Rules and Competition Committee (RACC)
- Referee's Committee (RC)
- Medical Committee (MC)
- Entourage Commission (ENC)

41.2 The Chair and the three members of the Ethics Committee are elected by the General Assembly (Art. 28 I).

41.3. The Athletes Commission members (4 female and 4 male members) are elected by the athletes of the IFF member associations for a term of 4 years and the elections are held during the WFC Qualification events. Via the elections, the players will elect a minimum of three representatives, and the IFF CB can (if they so choose), based on regional aspects, elect one member per gender to the Athletes Commission. The Chair of the Athletes Commission is elected by the IFF CB

ARTICLE 42 COMPOSITION

- 42.1 Based on proposals submitted by each Committee Chair, the CB appoints the members of each Committee for a four-year term.
- 42.2 Excepted for the MC, the Committees shall, in principle, be chaired by a member of the CB. The CB may decide otherwise.
- 42.3 The CB shall determine the number of members of each Committee.

ARTICLE 43 OBLIGATIONS

- 43.1 The Chair shall represent his Committee. In consultation with the Office, the Chair of a Committee shall set the dates of meetings, be responsible for the proper conduct of business and regularly report to the CB on the Committee's work.
- 43.2 The Committees shall advise the CB. The CB may delegate certain of its duties to a Committee.
- 43.3 The Committees shall draw up guidelines for their work, which shall be approved by the CB.

ARTICLE 44 SPECIAL COMMITTEES AND FUNCTIONS

- 44.1 The CB may create Special Committees for a temporary period in order to deal with urgent and specific matters.
- 44.2 The rules governing the composition and obligations of the Standing Committees shall apply to Special Committees.
- 44.3 The CB may appoint persons to Special Functions or to perform special tasks on behalf of the IFF.

IV ADMINISTRATION

ARTICLE 45 OFFICE

The Office shall carry out all the administrative work of IFF under the direction of the Secretary General.

ARTICLE 46 SECRETARY GENERAL

- 46.1 The Secretary General is the chief executive of the Office and shall be appointed on the basis of an agreement governed by private law.
- 46.2 The Secretary General ~~He~~ shall be responsible for :
- a) implementing decisions passed by the General Assembly, the CB and the ExCo ;
 - b) managing and keeping the accounts of IFF properly;
 - c) compiling the minutes for the meetings of the General Assembly, the CB and the ExCo and standing and special committees;
 - d) IFF's correspondence;
 - e) relations with the Confederations, Members, Committees and Special Functions;
 - f) organizing the Office;
 - g) the appointment and dismissal of staff working in the Office ;
 - h) signing decisions on behalf of any IFF committee, provided that no other ruling exists in the respective regulations.

V FINANCES

ARTICLE 47 REVENUES

The revenues of the IFF consist, amongst others, of:

- membership fees
- duties
- tolls
- sanction fees
- subventions, donations, gifts, legacies
- returns of trade and agreements

ARTICLE 48 MEMBERSHIP FEE

- 48.1 The membership fee consists of two parts: a basic fee and a fee based on the number of players in the National Association (sized-related fee).
- 48.2 An ordinary member pays an ordinary members basic fee, and the sized-related fee.
A provisional member pays a provisional members basic fee and the sized-related fee.
- 48.3 The amounts of the fees are settled by the General Assembly and appear in the IFF Financial Regulations.

ARTICLE 49 INDEMNITIES AND CHARGES

The indemnities and charges of any member of an IFF body or representatives of the IFF shall be governed by the IFF Financial Regulations.

ARTICLE 50 LIABILITY

The IFF is liable for its engagements exclusively and only with its own assets. It is excluded to have a recourse to the National Associations.

ARTICLE 51 EXAMINATION OF THE ACCOUNT / AUDITORS

The General Assembly shall appoint a firm of chartered accountants, one accountant and one substitute for a term of office of two years to examine the financial report of the IFF every year. The auditors' reports shall be submitted to the General Assembly.

VI DISCIPLINARY MEASURES

ARTICLE 52 DISCIPLINARY MEASURES

52.1 Sanctions are:

- a) Warning
- b) Reprimand
- c) Fine
- d) Disqualification from competitions
- e) Discharge from official position
- f) Suspension
- g) Expulsion

52.2 The Jury, the EDF, the DC and the AC may impose the sanctions described in these Statutes and in the IFF Juridical Regulations on member Associations, clubs, players and officials.

52.3 In any case different sanctions can be combined.

52.4 Suspensions of National Associations are imposed by the General Assembly. In the case of emergency, the CB is empowered to impose suspension on National Associations. All Suspensions of National Associations shall become into force on the date of the decision.

- 52.5 Only a General Assembly or an Extraordinary General Assembly may expel a member Association, after granting it a hearing, in accordance with IFF Juridical Regulation.
- 52.6 The sanctions are enforced throughout the IFF and notice thereof shall be given by registered letter to the party concerned.

VII DISPUTES

ARTICLE 53 MEDIATION

- 53.1 Any dispute of international dimension arising between IFF and/or member Associations, their representatives, coaches, Teams, Referees, etc. shall be submitted to mediation in accordance with the IFF Mediation Rules.
- 53.2 If, and to the extent that, any such dispute has not been settled within 90 days of the commencement of the mediation, or if, before the expiration of the said period, either party fails to participate or continue to participate in the mediation, the dispute shall, upon the filing of a Request for Arbitration by either party, be referred to and finally settled by CAS arbitration pursuant to the Code of Sports-related Arbitration.

ARTICLE 54 ARBITRATION

- 54.1 The Court of Arbitration for Sport in Lausanne, Switzerland (CAS) shall have exclusive jurisdiction, to the exclusion of any ordinary court or any other court of arbitration, to deal with the following disputes in its capacity as an ordinary court of arbitration:
- a) disputes between IFF and associations, leagues, clubs, players or officials;
 - b) disputes of international dimension between associations, leagues, clubs, players or officials.
- 54.2 The CAS shall only intervene in its capacity as an ordinary court of arbitration if the dispute does not fall within the competence of a IFF organ.
- 54.3 Any decision made by the DC upon disciplinary matters, any decision made by the AC upon competition matters and any decision made by the CB upon any doping abuse may be submitted exclusively by way of appeal to the CAS, to the exclusion of any ordinary court or any other court of arbitration. The time limit for appeal is twenty-one full days after the reception of the decision concerning the appeal.
- 54.4 An appeal before the CAS may only be brought after IFF's internal procedures and remedies have been exhausted.
- 54.5 The CAS is not competent to deal with:
- a) matters related to the application of a purely sporting rule, such as the Rules of the game or the technical modalities of a competition;
 - b) decisions through which a natural person is suspended for a period of up to two matches or up to one month;
 - c) awards issued by an independent and impartial court of arbitration in a dispute of national dimension arising from the application of the statutes or regulations of an association.

54.6 The CAS will resolve the dispute definitively in accordance with the Code of sports-related arbitration.

VIII MISCELLANEOUS

ARTICLE 55 GOVERNING LAW, LEGAL FORUM AND POWER OF ATTORNEY

55.1 These Statutes shall be governed in all respects by Swiss law.

55.2 The legal forum shall be the legal seat of IFF.

55.3 Power of Attorney is given as follows:

- The President has the right to sign in the name of the IFF single-handedly
- The secretary general has the right to sign in the name of the IFF single-handedly in any issue of the daily business or together in combination with the president, vice president or the treasurer.
- The Vice President and the Treasurer has the right to sign in the name of the IFF always two persons together in any possible combination with either the president or the secretary general.

55.4 All invoices to be paid by the IFF must be approved in accordance with the IFF Financial regulation

ARTICLE 56 OFFICIAL LANGUAGE

The official language of the IFF is English. Each National Association shall be responsible for its own translation.

ARTICLE 57 MODIFICATION OF THE STATUTES

The modification of the IFF Statutes shall become effective by the decision of a 2/3 majority of votes present at the General Assembly.

ARTICLE 58 DISSOLUTION OF THE IFF

58.1 The dissolution of the IFF shall become effective only by a 3/4 majority of all **ordinary** member Associations.

58.2 The dissolution must be repeated and granted by an extraordinary Dissolution Congress not later than six month after the first dissolution decision.

58.3 In the case of dissolution all financial claims have to be settled by a special Liquidation Committee (LC) elected by the dissolution General Assembly. The delegates of the Dissolution General Assembly shall decide about the use of the balance.

IX CONCLUDING CLAUSES

ARTICLE 59 ENACTING CLAUSE

These statutes were adopted by the IFF General Assembly in Helsinki, in Finland on December 11th, 2020. They supersede those dated 8th of December 2018 and come into force immediately.

ARTICLE 60 TRANSITIONAL REGULATIONS

- 60.1 Facts that have accrued in advance of the enacting of these Statutes shall be judged/interpreted in accordance to the former Regulations.
- 60.2 Any decisions of the IFF Bodies shall stay to be effective as far as they are not contradictory to these Statutes.

I hereby confirm that these are the valid IFF Statutes, which has been approved by the IFF General Assembly on the 11th of December, 2020.

John Liljelund
Secretary General
International Floorball Federation

International Floorball Federation
Alakiventie 2, 00920 Helsinki, Finland
Tel. +358-9 4542 1425 Fax ~~+358-9 4542 1450~~



**INTERNATIONAL
FLOORBALL
FEDERATION**

ANNUAL REPORT 2019-2020



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Cover photo by Fabrice De Gasperis: #6 Michelle Wiki scores the winning overtime goal for Switzerland in their semi-final match against Czech Republic at WFC 2019.

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1. INTRODUCTION



The two-year period has been dominated foremost by three major topics: new game formats, strategy, and Covid-19. On the competition side the processes related to the development of the game formats and the testing of these, generally described as the Future of Floorball, were further defined and implementation began. Strategy evaluation began in 2019, reviewing how the targets of the previous strategy period 2009-2020 had been reached. Based on this, the broad preparatory process was rolled-out to build a new strategy for the period 2021–2032. The Covid-19 pandemic hit the world of sport very hard and the IFF has needed to rapidly adapt to an ever-changing situation. We have been forced to postpone, or even cancel, all our planned events since the beginning of March 2020. Covid-19 has had a great effect on the operations of all our Member Associations, as well as the finances of the IFF.

The IFF Association Meeting 2017 had evaluated the effect of the proposed new playing format with less players and a shorter playing time, used during The World Games 2017 in Wroclaw, Poland, and based on this, the IFF Central Board (IFF CB) had started the preparations for a change of the playing system for the major events. Just prior to the IFF General Assembly (GA) 2018 in Prague, Czech Republic some of the bigger member associations raised severe concerns regarding the proposal for the Future of Floorball. Taking this under consideration, the IFF CB changed the proposal for the GA 2018 and introduced a testing phase for the proposed changes of the system for the seasons 2019-2020 and 2020-2021. During the period, the IFF CB has continued the discussion of how best to move forward with the Future of Floorball tests, as there was criticism that not enough tests have been made on a high enough level. As a result, the IFF CB made the decision to include the Women's WFC 2021 qualifications in the testing process, to be able to take the decisions concerning the changes to the IFF GA 2022.

The evaluation of the IFF Strategy 2009 – 2020 began in the first part of 2019 and concluded that most of the goals set by the GA 2008 and the revision made in 2014 has been reached, apart from the participation in the Olympic Games/Youth Olympic Games. It has become evident that although inclusion in the Olympic Games remains as an aim, it can in the present situation no longer be the driving force for the direction of the IFF. A Strategy Task Force (STF) was formed in 2019 and has since guided the strategy process. The IFF CB is proposing that the GA 2020 will approve the *IFF Strategy – Strengthening the Foundations* for the period 2021 – 2032.

The outbreak of the Covid-19 pandemic has hit our sport severely and it is still too early to say how we will be able to recover from its devastating effects. IFF has worked hard to minimise the effects of the pandemic, with the safety of the athletes being the paramount concern. This has created a lot of extra work and of course uncertainty of when and how we will be able to play the postponed events. Due to safety issues, travel and gathering restrictions IFF have had to cancel or postpone all events since March 2020. The IFF Office continuously monitored the situation with each separate organiser, making case-by-case decisions on how to proceed. The IFF CB made the decision to try to play as many events as possible, thereby postponing a majority of them with only the Men's WFC 2020 Asia Oceania qualification, the EuroFloorball Cup and EuroFloorball Challenge being cancelled. The postponement of the Women's U19 WFC 2020 in Uppsala, Sweden, and the Men's WFC 2020 in Helsinki, Finland for 2021, will make next year a super year, with four major World Championships.

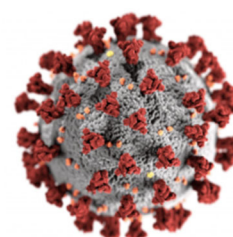
The financial position of the IFF has been severely affected by the Covid-19 related postponement of the U19 and adult World Championships. Combined with already negative impact of the IFF's bail-out of the U19 WFC 2019 organiser (Canada) only a week prior to the tournament, which was a necessary measure to secure the event going ahead, the IFF finds itself at the end of this period in a very difficult financial situation. Despite the actions to freeze all travel and face-to-face meetings since March 2020, the IFF has recorded a deficit of around 200,000 – 250,000 CHF for 2020 and faces a cash-flow crisis, forcing the IFF to take drastic actions to furlough its employees for a period of 4-8 weeks. Several actions have been taken by the IFF to endeavour to shorten the duration of furloughing.

The IFF has continued to work with the three main pillars for the fields of activity, defined already in 2004, as the basis for our operations. These are: i) the increased awareness and visibility of the sport; ii) increased political visibility, awareness and lobbying of the sport; and iii) securing of an increased marketing revenue. Despite all the actions taken during the period, the IFF has still not been able to achieve any new sponsors and the cooperation started with Protocol Sports has, mainly to the Covid-19 pandemic, not led to any results yet. Floorball was included in the South-East Asian (SEA) Games 2019 in the Philippines and is still in the race for the SEA Games 2021 in Vietnam. In addition, Floorball has been included for the first time to the Asian Indoor and Martial Arts Games 2021 programme in Thailand, which is a major achievement. The World Games 2021 in Birmingham, USA has been postponed (due to the rescheduling of the Tokyo Olympics) until 2022.

The CB approved an update of the IFF Juridical Regulations in 2020. The IFF has focused on the restructuring of our regulations and policies to ensure we meet the requirements of the international sports community, especially in regards of Good Governance and Anti-Doping questions. As a result of this the IFF was ranked fifth of all the IOC recognised (ARISF) and other International Federations (AIMS) in the GAISF Good Governance review released in 2019.

2. COVID-19

The total closing of international borders, schools being shut, hospitals being stretched to their limits, people being forced to spend extended periods of time in lockdown. Never have we had to manage the effects of something this large, and there is no doubt that the Covid-19 pandemic has been the most dramatic event to impact the IFF operations, Floorball around the world, and just our regular daily lives in this past year.



The IFF and every one of its Member Associations have been affected. Competitions were abandoned mid-season, championships cancelled, training forbidden. The economic impact of this is what is being felt most strongly by the IFF, with development projects put on hold, television broadcast income negated, sponsorship possibilities severely limited. The lost revenue from major events being postponed has meant cutbacks on expenditure in the IFF office, including the furloughing of staff for a period of time. The financial impacts will take an extended time for the IFF to recover from.

Since March 2020, the IFF has cancelled six events and postponed six events, including the Women's U19 WFC 2020 and the Men's WFC 2020. Due to this, the competition calendar for 2021 already has 23 scheduled events. The IFF has worked closely with event organisers and registered teams to find the best solutions for holding events, with our aim to enable as many tournaments as possible to go ahead, while still putting the safety of all participants at the forefront. Whether we are able to play the scheduled events in 2021 is still to be seen.

Due to the Covid-19 situation, the IFF Central Board has had a significant increase in the number of meetings during 2020, with decisions about events and financial decisions requiring urgent attention. We have consulted with the International Olympic Committee, World Health Organisation, numerous government ministries and representatives, doing our utmost to gather the best advice from the most trusted and reliable sources.

Despite the negative effects of the pandemic, it has been heartening to see the strength of the global Floorball family, supporting each other through these difficult times. Through the use of #floorballathome the IFF social media was full of videos and photos of people making the best of their lockdown situations. We shared our experiences and learnt from one another. As 2020 draws to a close, Floorball activities have returned in many countries with clubs training and competitions beginning again, however, the situation still differs dramatically from one country to another. Another increase in positive Covid-19 cases has already caused many competitions to be stopped and

restrictions on activities to be re-introduced.

The IFF is working hard to secure our organisation and will work to assist all our Member Associations to recover. It is important that we all follow local guidelines and ensure that the image of Floorball remains strong. We have no doubt that Floorball will return to 'normal', but we must all work together to rebuild the momentum.

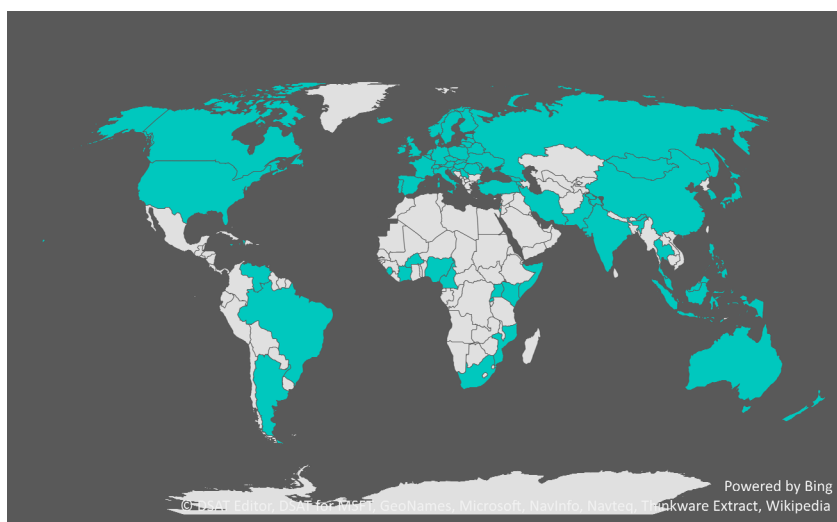


Coronavirus prevention graphics designed by Freepik

3. MEMBER ASSOCIATIONS

IFF today consists of 74 Member Associations of which 44 are ordinary members and 30 provisional members. During the period, the number of Member Associations have continued to grow with five new members from 69 to 74. There is strong growth in Asia, Africa, and South America, where more countries are on the way in. There are today some 85 – 90 countries where Floorball is being played and a total of 15-20 countries which are in the process of being able to apply for membership in the next two to four years.

The ordinary Members Associations are: Australia, Austria, Belarus, Belgium, Brazil, Canada, Cote d'Ivoire, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Great Britain, Hungary, Iceland, India, Indonesia, Iran, Israel, Italy, Jamaica, Japan, Korea, Latvia, Liechtenstein, Malaysia, the Netherlands, New Zealand, Norway, Pakistan, the Philippines, Poland, Russia, Serbia, Singapore, Slovakia, Slovenia, Spain, Sweden, Switzerland, Thailand, Ukraine and USA. The number of ordinary members has increased from 43 to 44.



The provisional Member Associations are: Argentina, Armenia, Burkina Faso, Cameroon, Central African Republic, China, Croatia, Haiti, Hong Kong, Ireland, Kiribati, Kenya, Kuwait, Lithuania, Malta, Moldova, Mongolia, Mozambique, Nigeria, Portugal, Romania, Rwanda, Sierra Leone, Somalia, South Africa, Togo, Turkey, Uganda and Venezuela. According to the Statutes of IFF, for provisional members, membership shall only initially be granted for a period of four years, after which the membership status of the country in question shall be subject for revision by the IFF CB, based on the activity of the member Association.

The IFF has continued the work to spread the sport of Floorball, but a lot of focus has been given also to the service of the members. There has been a growth in regional cooperation, in Asia within the AOFC and in Europe with the group called Six Nations (Denmark, Germany, Latvia, Norway, Poland and Slovakia), which are now co-operating in a number of fields like education and event organisation. Rather than aiming to just increase the number of member countries, there has been significant work of 'closing the gap' between the current Member Associations to bring the countries closer together, not just on field of play but also in organisation. It is important to secure that the organisations joining IFF are active, well-organised, and well-supported.

Helping the Member Associations to develop their own operations, while at the same time needing to develop the universality of the sport, especially outside Europe, is a challenge. The IFF has worked on this issue and have maintained contact with around 20-25 countries in Africa, the Americas, and Asia and Oceania, out of which Burkina Faso, Central African Republic, Kiribati, Kuwait and Togo have been approved as new IFF Member Associations during the period.

3.1. Asia and Oceania Floorball Confederation (AOFC)

The Asia and Oceania Floorball Confederation (AOFC) was founded by the Asia and Oceania Member Associations of the IFF in 2005. The AOFC consists today of 15 IFF members: Australia, China, Hong Kong, India, Indonesia, Iran, Japan, Korea, Malaysia, Mongolia, New Zealand, Pakistan, Philippines, Singapore, and Thailand. It currently has its regional headquarters in Bangkok, Thailand and has its own website: <https://www.asiaoceaniafloorballconfederation.org/>



Due to Covid-19 the AOFC General Assembly, which was to be held in July 2020 was postponed until 28th November 2020. The meeting will be held online, and elections will be held at this time. The last AOFC General Assembly Meeting was held on 25 June 2018 in Singapore, when the following Executive Committee and Central Board were elected:

Executive Committee:

President	Dato Seri Chaiyapak Siriwat, Thailand
Senior Vice President	Mr. Stephen King, Australia
Vice President	Mr. Atul Gupta, India
Vice President	Adm. Graivut Vattanatham, Thailand
Vice President	Mr. Ching Sy Jeng, Singapore
Secretary General	Mr. Christian Bertschinger, New Zealand
Dep. Secretary General	Mr. Kenneth Ho, Singapore
Dep. Secretary General	Ms. Penthai Siriwat, Thailand
West Asia Envoy	Mr. Ramezanali Davalo, Iran
Treasurer	Mr. Kim Se Woong, Korea

Central Board Members:

Member	Mr. Jason Cowland, Australia
Member	Mr. Harinder Kumar, India
Member	Mr. Raymond Nangoy, Indonesia
Member	Mr. Soichi Kato, Japan
Member	Mr. Hwang Joo Kim, Korea
Member	Mr. Mohd Hafidz bin Zainalabidin, Malaysia
Member	Sheikh Huhammad Junaid, Pakistan
Member	Mr. Ralph Ramos, Philippines
Member	Mr. Sharil Ismail, Singapore
Member	Mr. Liu Dong Wei, China
Advisor	Mr. Mark Aeron Sambar, Philippines

Several seminars have been held in the region during the period, with a focus on coaching and referee development. During 2020 many of the planned activities have had to be cancelled, however, some seminars have been held online which has proved very successful in allowing for greater participation, so it is expected that this model of delivery will continue to be used in the future for some seminar presentations.

The Men's WFC AOFC Qualifications were to be played in February/March in Bangkok, Thailand, but were cancelled due to Covid-19. Since that time, it has not been possible to hold any regional events, with the AOFC Cup being cancelled and the Men's U19 WFC AOFC Qualifications, planned for Singapore in October, being postponed until January 2021. The decision has also already been taken to postpone the Women's WFC AOFC Qualifications from January 2021 to June/July 2021.

3.2. General Assembly 2018

The 15th IFF General Assembly (GA) was held on the 8th of December 2018 in Prague, Czech Republic, in connection to the Men's WFC 2018, with a total of 120 attendees representing 49 Member Associations. 39 of the 44 ordinary members were represented. Statutory topics related to the approval of the IFF Annual Report 2017-2018, IFF Financial reports and Auditors reports for 2017 – 2018, Plan of Action 2019-20, and Budget for 2019-2020 were all handled. In addition, the GA, approved changes to the IFF Statutes concerning some Good Governance issues, the Continental Confederations, and the streamlining of IFF Operations.



As Mr. Poul-Erik Höyer resigned from his position as Ethics Commission Chair during 2019, the GA elected Mr. Olli Rauste (Finland) as the new Chair, and at the same time added a new member, Ms. Wendy Kuan (Singapore), to the commission. Based on the IFF CB motion, the GA decided to start testing the new format for the Future of Floorball playing system in the seasons 2019/20 and 2020/21. The motion from the EuroFloorball Tour-countries to create a new international competition the Euro Floorball Championships from 2023 was approved and the task of formalising the implementation and playing format was given to the RACC and IFF CB.

3.3. Associations' Meeting 2019

The IFF Associations' Meeting (AM) took place during the Women's WFC 2019 in Neuchâtel, Switzerland on 14th - 15th December 2019, with representatives from 40 IFF Member Associations present. The first AM took place in St. Gallen, Switzerland during the women's WFC 2011, replacing the IFF President's and Secretary General's meeting. It is a two-day planning and development meeting, where the IFF Member Associations can discuss topics with each other, the IFF CB members, and IFF Administration representatives.

In 2019, the meeting concentrated on the IFF Strategy for 2021-2032 and the discussions during the AM created the foundation for the work for the IFF Strategy Task Force (STF). The meeting consisted of several group work topics regarding the strategy, and the groups were led by members of the IFF STF itself. The feedback from the participants reflected their appreciation of being involved with this very important work for the future of Floorball.

Other topics were Women in Sports and how to activate women in different fields of Floorball. The World Games present situation was also presented alongside of good examples of best practices for the development of Floorball. The IFF License system 2.0 was also presented to the participants and the joint work to achieve the right tier groups for the members started.



3.4. License System for Member Associations

The IFF General Assembly in Prague 2008 approved the first License system implemented for the IFF Member Associations participating in IFF events. The License system was created to help guide the Member Associations in the development of their own organisations, rather than only focusing on participation in international events. The most important reason was that IFF's responsibility is to secure the level and the quality of the sport and to treat all members equally.

In Riga 2016 the IFF GA approved the proposed update, IFF License System 2.0, with different tier categories for IFF Member Associations. The IFF office, together with the IFF CB, carried out a survey to all Member Associations during August / September 2018, mainly to ease the work to categorise the associations to correct tier groups and in the General Assembly in Prague 2018 the implementation of the License system 2.0 was decided.

There are 21 different criteria that are assessed to calculate a Member Association's tier ranking. These include government recognition, the level of competitions being played, organisational structure, policies and procedures, development plans, financial situation, and media visibility. The three-tier system should make it easier for the IFF Member Associations themselves to define the needs and demands for "higher" tier groups and the License system 2.0 document should work as guidelines and instructions for the Member Associations for the future development.

The tiers are differentiated as follows:

Tier 1 - The basic requirements to participate in regional Floorball tournaments and Friendly International matches at country to country level. This would cover tournaments such as Euro Floorball Challenge or APAC/Asian Cup

Tier 2 - The basic requirements to participate in WFCQ, Continental/Regional Multi Sport tournaments (for example SEA Games)

Tier 3 - The basic requirements to participate in WFC Final round tournaments, U19 WFC or Global Multi-Sport Games (for example The World Games)

4. CENTRAL BOARD

The IFF Central Board (CB) was elected for four years, in accordance with the new IFF Statutes, by the IFF General Assembly held in Prague, Czech Republic in December 2018 and has had the following composition:

	Meeting Attendance
Mr. Tomas Eriksson, Sweden, President	12/12
Mr. Filip Suman, Czech Republic, Vice President	12/12
Ms. Monica Birdal (nee Bakke), Norway, Treasurer	11/12
Mr. Jörg Beer, Switzerland, Member	12/12
Mr. Stephen King, Australia, Member (AOFC Senior Vice President)	11/12
Mr. Martin Klabere (nee Wolmhed), Sweden, Member	12/12
Mr. Carlos Lopez, Spain, Member	12/12
Mr. Steen Houman, Denmark, Member	11/11
Mr. Kimmo Nurminen, Finland, Member (resigned 8 th June 2019)	2/2
Mrs. Kaarina Vuori (nee Salomaa), Finland, Member (elected on 10 th June 2019)	9/9
Ms. Lidwien Reehuis, Netherlands, (Athletes' Commission Chair)	10/12
Mr. Ron Spence, Canada, Member	10/12

Mr. Torbjörn Ovedal, Denmark resigned from the IFF CB on 25th November 2018 and the replacement for him, Mr. Steen Houman was confirmed on 31st January 2019.

Between the General Assemblies there have been 13 IFF CB meetings, held as follows:

Per capsulam	29.01.2019
Malaga, Spain	10.03.2019
Skype Meeting	10.06.2019
Eerikkilä, Finland	08.09.2019
Neuchâtel, Switzerland	13.12.2019
Zurich, Switzerland	16.02.2020
Teams Meeting	23.04.2020
Teams Meeting	22.05.2020
Teams Meeting	15.06.2020
Teams Meeting	04.09.2020
Teams Meeting	29.09.2020
Teams Meeting	31.10.2020
Meeting	10.12.2020 (scheduled)

The IFF CB has continued to build its work by running specific working sessions during the first day of the two-day meetings to discuss, analyse and prepare more strategic questions, before the actual meeting itself on the second day. This has proven to be very efficient and has developed the work of

the board. Further it has given the board members the possibility to dig deeper into a number of topics. Due to Covid-19 the board was forced to change most of the meetings in 2020 to virtual meetings, conducted via Teams. It is hoped that there may still be an opportunity to have a face-to-face meeting before the end of 2020, if travel and quarantine restrictions so allow.

The most important decisions from the IFF CB meetings are published directly after the meetings are held via the IFF Newsletter. The minutes from the meetings along with the associated documents are also published on the IFF website after acceptance by the IFF CB.

4.1. Main Fields of focus

The IFF CB has, in accordance with the Plan of Action 2019-2020 that was approved in the General Assembly 2018, worked with the implementation of the IFF License System 2.0 and to support the Member Association to develop their operations. The process has not worked as smoothly as expected and a lot of work is still to be done to make all members aware of the License system requirements and the understanding of the tier system.

The board has been running the strategy process during the two years and a part of this work was focused on the renewal of the Statutes and most of the IFF Regulations to better represent the present situation the IFF is in. The IFF CB has also discussed the different alternatives for how to test the Future of Floorball and the changes needed to be able to introduce the Euro Floorball Championships in the coming years.

After the Covid-19 pandemic outbreak most of the CB activities have been related to the re-organisation of the competition calendar and securing the execution of the major events in 2021. The difficult financial situation has forced IFF to install different measures to get the Member Associations to pay their dues to IFF. In addition, a lot of energy has been given to find solutions for the financial crisis caused by the problems with the organiser of the U19 WFC 2019 LOC. The Covid-19 pandemic has also prevented the CB from conducting workshops as normal, so a part of the preparatory analytics has been made the IFF Administration.

4.2. Appointments

The following persons have been appointed by the IFF CB:

Ms. Monika Kraus, Competition Coordinator, April 2019 (new employee appointment)

4.3. New Committees

The CB elected a Strategy Task Force (STF) to run the Strategy process and prepare the proposal for the IFF Strategy 2021 – 2032. No other new committees have been formed during the period.

4.4. IOC 50 Road Map

The process and the system for inclusion of Additional Events for the Olympic Games in Paris 2024 and Los Angeles 2028 has been changed from the system for Tokyo 2020, where all IOC Recognised IF's were able to apply for inclusion. Now the IOC is steering the process, so that the Olympic Games Organising Committees (OGOC) are making a proposal of what seems to be 2-4 Additional Events. This severely diminishes the possibilities for Floorball to participate in the Olympic Games in the future and changes the direction of our activities to focus more on building our sport presentation and the operations.

IFF has continued to work for the inclusion in the Sport Initiation Program/SportLabs at the Youth Olympic Games or the GAISF Urban Games with the Urban/Street Floorball versions. As part of

this IFF has continued the process to update our operations and policies to fulfil the IOC requirements.

The IFF has been in close contact to the IOC Sports Department, following-up on the development work already done in relation to the requirements set for International Federations to seek participation in the Olympic Games and International and Regional Multi-Sport Games

4.5. Lobby work

The IFF CB has stressed the need to raise the awareness of the importance of lobbying the decision makers of the NOC and the International Sport Federations on a national and international level within the Floorball community. IFF representatives have been welcomed by many organisations, and meetings have been held with the most senior sports hierarchy and organisations during the period, showing that we have reached a higher stage of acceptance in the international sports family.

Through the IFF and Member Association representatives a lot of lobby work has seen good results in the form of inclusion in International Multi-Sport Events and positions in the sport organisations. The IFF representatives are invited to cooperate within the international sport community and are involved in discussions with the International Sport Federations, SportAccord, IOC, IWGA and WADA.

The IFF Secretary General, Mr John Liljelund, has been elected as a member of the council for the Association of IOC Recognised International Sport Federations (ARISF) for the period 2017-2021, working with the Strategy of ARISF, the IOC Case Study on Marketing and the preparation of the document Strengthening of the Role of ARISF.

4.6. IFF Executive Committee (ExCo)

The composition of the ExCo has been:

Mr. Tomas Eriksson, President & Chair
Mr. Filip Suman, Vice President
Mr. Stephen King, AOFC Senior Vice President
Ms. Monica Birdal (nee Bakke), Treasurer
Mr. John Liljelund, Secretary General

The ExCo has worked mostly with the international affairs and the cooperation with other sports authorities, also handling urgent daily business, especially related to the Covid-19 pandemic and its effects on the IFF Administration and the IFF Events. The work of the ExCo has mainly been handled by the President and the Secretary General in 2019-2020 and email discussions within the ExCo.

The IFF ExCo has had two meetings during the period

Skype	26.02.2020
Skype	20.03.2020

5. CONTACTS TO INTERNATIONAL SPORTS FEDERATIONS

5.1. International Olympic Committee (IOC)



The IFF has held several meetings with the IOC Sports Department discussing the development of the sport and the way for IFF to move forward. The level of the cooperation has moved far more towards an operational level on how to develop the sport.

IFF applied for, and was granted, the revised IOC support for development projects and anti-doping education on a yearly basis as an ARISF member. IFF has provided all needed information to the IOC in several questionnaires regarding Women and Sport, Sport for All, and matters related to Integrity in Sport and Sustainability. For the year 2020 the IOC has made it possible for the IF's to use the development support also for the running of the daily operations.

The IFF has applied and received the IOC Patronage for the Women's World Floorball Championships 2019. IFF organised a Floorball Day during the WFC 2019 in Neuchâtel, in which over 30 employees of the IOC Sport Department participated. IFF presented the sport, the organisation of the WFC, and played an IFF vs IOC friendly game after a short introductory training session, which was very positively received. The IOC participants followed one of the quarterfinals and some other matches as spectators.

5.2. Global Association of International Sports Federations (GAISF) / SportAccord



The IFF has actively taken part in the SportAccord Convention and General Assemblies held in 2019 on the Gold Coast, Australia. The SportAccord for 2020 was to be held in Beijing but was first moved to Lausanne and then cancelled. The contact to the new GAISF

President Mr. Raffaele Chiulli has been direct, as he is also the President of ARISF and IFF has constantly been in contact to the GAISF Director General Mr. Philippe Gueisbuhler, discussing the ARISF Strategy process and the Covid-19 pandemic effects and what can be done to help the situation of the IF's.

IFF has actively used the services of SportAccord provided to its members and, with their assistance has continued to work with two IFF YouTube channels via SportsHub, which is a web portal for live images of a number of sports. The channels are used for livestreaming IFF Events as well as building a library of floorball videos accessible by all. IFF has continued the monetisation of the YouTube channels, however, the revenue from this is minimal.

The GAISF ran the first Urban Games in Budapest, Hungary in August 2019. Floorball was not included on the program, but discussions are ongoing in regards of possible participation in the coming events.

Additionally, IFF has participated in the Policy Advisory Board for the .sport domain, which GAISF is seeking on behalf of the international sports community and launched the .sport domain in October 2018. IFF has also moved to use the .sport domain for our web site floorball.sport.

IFF has also participated actively at the SportAccord IF Forum in 2019 and the virtual event in 2020, where IFF was asked to make a presentation during one of the panel sessions: Staying Connected in Times of Crisis - Reassuring your Athletes, Fans, and Stakeholders.

5.3. Association of IOC Recognised International Sport Federations (ARISF)



IFF has taken part in the activities of the ARISF and participated in the ARISF General Assemblies in 2019 and 2020. The ARISF Development support has, since 2018, been included in the IOC development support.

In his position on the ARISF Council, the IFF Secretary General has been given the task of finding ways of how ARISF could better serve the interests of its members in the future. One of these projects is the cooperation with the IOC Sports Department, running the Case Study on Marketing which will be reported at the IOC-ARISF Workshop at the SportAccord 2021 in Ekaterinburg, Russia. Another project is the responsibility for the preparation of the strategic document Strengthening the Role of ARISF, which will be discussed at the ARISF AGM 2021.

5.4. International University Sports Federation (FISU)



In 2020, the World University Floorball Championships were planned to be held in Koper, Slovenia from 24th – 28th June, but the event was cancelled due to Covid-19. Many Member Associations had already, before the decision to cancel, advised that they would not participate, mainly due to financial reasons. FISU has proposed a new system for the Floorball championships in the future, whereby registered teams will come directly from the universities and not via the IFF Member Associations. It is not known at this stage what involvement the IFF will have in this new system.

The Floorball FISU Technical Delegate Mr. Taneli Tiilikainen informed FISU in 2020 that he is no longer able to take on the role for the next term. IFF is to discuss the replacement with FISU.

5.5. International Masters Games Association (IMGA)



In 2019, Floorball was included as an official sport for the first time at the European Masters Games (EMG) held in Torino, Italy from 26th July – 4th August. The Italian Floorball Federation, in conjunction with the IFF and the EMG local organisers planned the Floorball tournament. This event was open to athletes from all around the world, not just Europe, and the event aimed to promote physical activity and diverse initiatives that enhance the values of sport. The focus was to socialise athletes through sport competitions, cultural activities, and entertainment.

The Floorball tournament was played over three days with 6 teams from five different countries. The teams took part in two competitions, 35+ & 45+. Securing participation for this event was very difficult. The main factor was that it was a new event and teams not being familiar with it were reluctant to commit to participate when there were other, more established, events that they could play in.

The next EMG will be held in Tampere, Finland from 20th June – 2nd July, 2023. Floorball will be included in the sport programme and a much higher level of participation is expected.

5.6. International School Sports Federation (ISF)



There has been no ISF Floorball Championships played during the period and no contact with the IFF.

5.7. International World Games Association (IWGA)



IFF has taken part in the activities of the IWGA and was involved in the IWGA Strategy and Statutes change process in advance of the IWGA AGM 2019. Further, IFF has participated in the IWGA General Assemblies in 2019 and 2020.

The IFF Secretary General is a member of the IWGA Marketing Committee which has been working on the renewal of the IWGA marketing product offering and sponsorship strategy. In addition, IFF has participated in the IWGA Media Workshop organised in cooperation with the Olympic Channel in Madrid 2019, discussing the use of social media and the media rules for The World Games 2022 in Birmingham, USA.

5.8. World Anti-Doping Agency (WADA)



The IFF has, during the period, prepared for the implementation of the new World Anti-Doping Code that will come into force January 1st 2021. The IFF Anti-Doping Rules 2021, which will also come into force on January 1st, have been approved by both WADA and the IFF Central Board.

IFF has actively taken part in the WADA's Anti-Doping work and commented upon the proposals for the new WADA Code and International Standards. The IFF has also participated in the IF's WADA symposium organised in Lausanne 2019 (the 2020 symposium was cancelled due to Covid-19).

6. COMMITTEES

6.1. Rules & Competition Committee (RACC)

The composition of the Rules & Competition Committee (RACC) has been:

Mr. Martin Klabere, Sweden, Chair
Mr. Ari Vehniäinen, Finland, Vice-Chair
Mr. Teo Turay, Slovakia, Member
Ms. Meelike Terasmaa, Estonia, Member
Mr. Hwang Joo Kim, Korea, Member
Mr. Jan Jirovsky, Czech Republic, Member
Mr. Beat Wullschleger, Switzerland, Member
Mr. Stefan Erkelenz, Germany, Member
Mr. Roman Lozynsky, Ukraine, Member
Mr. Tomas Sladky, Czech Republic, Athletes' Commission Representative
Ms. Agata Plechan, Poland, Athletes' Commission Representative

RACC Jury persons: Mr. Andris Dzenis (Latvia), Ms Zane Klabere (Latvia), Mr. Tamuz Hidir (Ukraine), Ms. Victoria Wikström (Sweden), Mr. Victor de Bruin (Netherlands), Mr. Ramezanali Davalo (Iran), Mr. Rainer Martiskin (Australia), Mr. Lobe Priso Charly Olivier (Cameroon), Mr. Yuan Yong (China), Mr. Lubomir Klosek (Slovakia), Mr. Jens Orhoj (Denmark) and Mr. Bogdan Zajdzinski (Poland).

Office responsibility: Mr. Stefan Kratz and Ms. Sarah Mitchell

The main tasks during the period have been to work with the development of the IFF competitions, including the Future of Floorball testing, start work on the Game Rules Edition 2022 and update regulations. Other tasks for the RACC have been to follow up on International Transfers,

Competition Regulations, Regulations for Friendly Internationals, preparation work for coming IFF events including technical inspections, update and follow up of guidelines for using video for goal review.

Updates to regulation documents have been made by the RACC as follows:

2019

Competition Regulations – National Teams
Champions Cup Regulations
Competition Regulations – EuroFloorball Cup and Challenge

2020

Competition Regulations – National Teams
Champions Cup Regulations
Competition Regulations – EuroFloorball Cup and Challenge
Competition Regulations – Friendly International matches
IFF Transfers Regulations
Organisers Regulations

The RACC has prepared the testing of a Future of Floorball concept to be tested in the EFC 2020-2021, EFChallenge 2020-2021, The World Games 2021 and the WFCQ 2021. Due to Covid-19 no test events were carried out during 2020 and The World Games has been postponed to 2022. The Future of Floorball Concept will be decided upon by the General Assembly 2022.

During the period the RACC acted as the Jury in the following IFF Competitions:

- Men's WFC, December 2018 in Czech Republic
- Champions Cup, January 2019 in Sweden
- Women's WFC 2019 Qualifications, January/February 2019 in Thailand, USA, Poland & Slovakia
- Men's U19 WFC, May 2019 in Canada
- EuroFloorball Challenge, August 2019 in France
- Women's U19 WFC 2020 EUR Qualifications, September 2019 in Italy
- EuroFloorball Cup, October 2019 in Slovakia
- Women's WFC, December 2019 in Switzerland
- Champions Cup, January 2020 in Czech Republic
- Men's WFC 2020 Qualifications, January/February 2020 in Latvia, Slovakia & Denmark

6.1.1. Game Rules

IFF is changing the Game Rules in a four-year cycle, where the new edition of the Game Rules will come into force from the 1st of July 2022. The IFF Rules Reference Group, headed by Mr. Martin Klabere started its work in November 2019, asking the member associations and other stakeholders, including the Athletes' Commission members, for proposals to change the existing game rules. The IFF received a total of 80 proposals.

The composition of the Reference Group has been:

Mr. Martin Klabere, Chair
Ms. Lidwien Reehuis, Athletes' Commission Chair
Mr. Tomas Sladky, Athletes' Commission Member
Mr. Sascha Rhyner, National team coach Czech women
Mr. John Liljelund, IFF Secretary General
Mr. Veli Halonen, IFF Operations Manager
Mr. Stefan Kratz, IFF Competition Manager

The IFF Rule Reference Group had its first meeting in March 2020 and followed up feedback on the proposals from the Member Associations, IFF RC, IFF RACC, IFF Athletes' Commission and the IFF office, both in June and August 2020.

The reference group asked for associations to test "allowing to kick the ball more than once", and "free hit as beginning of power play after delayed penalty". Further, the reference group asked the proposers to testing "2+2 minutes bench penalty", one as an addition to the existing scale of penalties and one which would replace the 5-minute bench penalty. The testing started in September 2020 and the evaluation will take place in February 2021.

The Rule group started the work of writing the texts for the rules to be tested in July/August 2020 and the work with texts for all new rules started September 2020.

The composition of the Rule Group has been:

Mr. Martin Klabere, Chair
Mr. Niklaus Güpfert, Rules expert
Mr. Mattias Linell, Rules expert
Mr. Stefan Kratz, IFF Competition Manager

For the Rules of the Game Edition 2022 the milestones are as follows:

- *November 2019*: Request was sent to all Member Associations and all persons in the IFF bodies urging them to send in proposals, with a priority list and in a special template
- *February 2020*: Deadline for sending in proposals
- *March 2020*: Reference group meeting. Preparing a list of rules for testing and asking for test Associations. Asking for feedback from IFF RC, RACC and Athletes Commission on the Changes in the book
- *April 15th, 2020*: Deadline to apply as test Association
- *April/May 2020*: CB decision of test Associations
- *June 2020*: Reference group prepared a final proposal and again asked for feedback
- *August 2020*: Deadline for feedback, Reference group handed in the proposal to the RACC.
- *September 2020*: The rule group started the work with formalising the text for the rule book
- *February 15th, 2021*: Collection of experiences from the tested rules
- *February 2021*: Reference group to evaluate the tests
- *March 2021*: Asking for feedback IFF RC, RACC, IFF Office and Athletes Commission on the final book
- *May 2021*: Deadline for feedback from IFF RC, RACC, IFF Office and Athletes Commission
- *September 2021*: IFF CB to make a final decision and new IFF Rules of the Game to be sent to all member Associations
- *December 2021*: RACC to organise a seminar for Interpretations of the Rules of the Game. All member Associations will be invited to participate on their own cost
- *July 1st, 2022*: The new edition of the IFF Rules of the Game will become valid

6.2. Referee Committee (RC)

The composition of the Referee Committee (RC) has been:

Mr. Carlos Lopez, Spain, Chair
Mr. Lukas Gyger, Switzerland, Vice-chair
Mr. Peter Harris, Australia, Member
Mr. Ola Hamberg, Sweden, Member
Mr. Radek Hora, Czech Republic, Member
Mr. Mika Saastamoinen, Finland, Member
Mr. Peter Zamecnik, Slovakia, Member

IFF Responsibility: Mr. Veli Halonen

The RC has been involved in appointing referees to all IFF events and Friendly Internationals, and to observe and educate the international referees during these events. The committee launched a project called “The IFF Way of Refereeing Playbook” in December 2016, with the main purpose of the project being to start the general development of unifying the rule interpretations and referee procedures in all IFF Member Associations. The process has continued annually with new updated versions.

The IFF CB decided in December 2019 that the RACC and RC should start the work together to unify the rule interpretations and the first meeting related to this topic has been held. Due to Covid-19 the physical meetings were never held, but virtual connections have worked quite well, and the process is now ongoing.



The RC started a referee development group in the beginning of 2011 and from that group the RC has been able to promote more than 25 new referee pairs to the IFF ordinary referee group. The development group is a cost-efficient way to educate the referees from new IFF Member Associations, whereby the IFF provides the observations and education and the National Associations have covered other costs. Development group referees come from Estonia, Germany, France, Hungary, Italy, Malaysia, New Zealand, Philippines, Poland, Russia, and Slovakia.

The AOFC Referee Development Group was established in February 2016 and since then there have been separate referee educations in conjunction with AOFC events. In April 2019, a referee clinic was held in Singapore with more than 25 participants and it was decided that the clinic will become an annual event. In 2020 the clinic will be organised virtually in November.

The new nomination period will start from the 1st of January 2021 on and the RC has received 144 proposals as international referees and 31 as international observers as of the 30th of September 2020. The number of female referees is growing very slowly, but the IFF Member Associations are working to implement programs to help increase these numbers. According to the IFF License system 2.0 all the member associations participating to the IFF events should at least propose one referee pair to international level.

The IFF RC has launched a new web-based tool which will be first tested in conjunction with the referee nominations for the period of 2021-2022. The intention is to run a rule test to all proposed referees and referee observers, taking the responsibility of this away from the IFF Member Associations.

There have been 110 international referees for 2019 - 2020 coming from the following countries (numbers in brackets indicate the number of pairs from that country): Austria (1), Czech Republic (8), Denmark (2), Finland (8), France (1), Hungary (1), Indonesia (1), Japan (1), Korea (1), Latvia (2), Norway (2), Poland (3), Serbia (1), Singapore (2), Slovenia (1), Slovakia (2), Spain (1), Sweden (8), Switzerland (8), Ukraine (2), and USA (1). Only 4 referee pairs were female.



During 2019 and 2020 there have been 24 international observers, of which only two are female, from the following countries: Australia (1), Czech Republic (4), Denmark (1), Finland (6), Netherlands (1), Norway (2), Poland (1), Slovakia (1), Sweden (4), and Switzerland (3).

6.3. Medical Committee (MC)

The composition of the Medical Committee (MC) has been:

Dr. Walter Frey, Switzerland, Chair
 Dr. Tiina Nylander, Finland, Vice chair
 Dr. Lars-Erik Bartels, Denmark, member
 Dr. Patricia Wallace, Australia, member
 Dr. Jonathan J. Koo, Canada, member

Office responsibility: Mrs. Merita Bruun

The MC acts as the IFF TUE committee, being responsible for granting Therapeutic Use Exemptions to Floorball players that are required to take prohibited medication. In addition, the MC functions as an expert group when renewing the IFF Anti-Doping rules and other practices regarding the Anti-Doping work, i.e. the Testing Pools and Test Distribution Plan (TDP). The MC is also involved in other fields which concern the promotion of athletes' health, the communication with and feedback given to WADA, and the preparation of Anti-doping materials, such as the Anti-doping Guidelines for IFF Events.

During 2020 the MC was consulted early on during the Covid-19 pandemic when the IFF was first making decisions on whether to postpone events, and in developing appropriate safety protocols in case events were to be held.

6.3.1. Injury reporting in Floorball

IFF has collected statistics of Floorball injuries in Adult WFC & Champions Cup events since 2012 and in 2019 added the U19 WFC to the statistics collection. The aim is to gain further knowledge of the typical injuries in floorball, to help prevent injuries and be able to compare the statistics with other sports. The MC has been highly involved in planning the injury reporting system. Based on the statistics, one study, "Injuries during the international floorball tournaments from 2012 to 2015" was published in 2017, with a summary of the findings being presented at the IOC congress in the same year. The aim is to conduct and publish further studies of floorball injuries at IFF Events.

6.4. Ethics Commission (ETC)

The Ethics Commission (ETC), as elected at the IFF GA 2018, where the inclusion of an extra member on the committee was also approved, has the following members:

Mr. Olli Rauste, Finland (new), Chair
Ms. Wendy Kuan, Singapore (new), Member
Ms. Carol Roberts, Canada (re-election), Member
Ms. Sylvia Shenk, Germany (re-election), Member

Office responsibility: John Liljelund, Secretary General

The ETC held its yearly meeting in 2019, in connection with the Women's WFC, and discussed the matters of Good Governance, IFF Ethics Policy, Guidelines for Prevention of Sexual Harassment, and Guidelines for Prevention of Competition Manipulation. The ETC has made an IFF Ethics Complaint form to be used in all ethics-related complaints received by the IFF.

The ETC approved the guideline for the Ethics Commission work, which was approved by the IFF CB in the end of 2018. The ETC has also made some proposals for the IFF Statutes, looking especially at gender diversity and Good Governance related questions.

The ETC has had no real cases to discuss during the period, except to review a case related to betting on their own game by players of the Russian U19 National Team during the U19 WFC 2019 qualifications. It was concluded that the matter had been dealt with by the Russian authorities and the National Floorball Federation of Russia in an acceptable manner and no further action by the ETC was necessary.

6.5. Appeal Committee (AC)

The composition of the Appeal Committee (AC) has been for the period of 2017-2020:

Ms. Märith Bergendahl, Sweden (new), Chair
Mr. Tom Hedkrok, Finland (re-election),
Member

Mr. Kim-Alexander Hofgaard Jorstad, Norway (new), Member
Mr. Giorgio Rambaldi, Italy (new), Member

Ms. Aiga Staltmane-Veksa, Latvia, (re-election), Substitute
member

Ms. Cui Linna, China (new), Substitute member
Mr. Saqib Niaz, Pakistan (new), Substitute member

Office responsibility: John Liljelund, Secretary General

The Appeal Committee has not had any cases to deal with during the period.

6.6. Disciplinary Committee (DC)

The composition of the Disciplinary Committee (DC) has been for the period of 2017-2020 :

Mr. Ismo Haaponiemi, Finland, (re-election), Chairman
Ms. Linda Noppa, Sweden, (re-election) Member
Mr. Tomas Brezina, Czech Republic, (new) Member
Mr. Daniel Buri, Switzerland (re-election), Member

Ms. Zhang Jing, China (new), Substitute member
Mr. Marcel Wadja, Cote d'Ivoire (new), Substitute member
Mr. Artis Krauklis, Latvia, (re-election) Substitute member
Mr. Saleem Ahmad, Pakistan (new) Substitute member
Mr. Petr Vrba, Slovakia (new), Substitute member

Office responsibility: John Liljelund

The DC has handled one case in both 2019 and 2020. The 2019 case was related to a player reported for a dangerous tackle to the head, reported by the opponent as the referees had not reacted to the situation. The DC left the request for disciplinary action without sanction having found it to be an unintentional offence, which would not have caused any further than a penalty during the game.

The 2020 case regarded the complaint made by Czech Floorball and the Champions Cup organiser regarding the behaviour of Team Storvreta (Sweden) in the bus transporting the team from Ostrava to Prague after the completion of the event. Initially, the DC made a decision to sanction Storvreta, but after additional information was provided it became apparent that some of the original evidence provided by the bus company had been mixed-up with another complaint. Based on the new information and the issues in the process the DC lowered the initial sanction.

6.7. Athletes' Commission (ATC)

During the period, the Athletes' Commission (ATC) members were:

Ms. Lidwien Reehuis, Netherlands, Chair
Ms. Josefina Eiremo, Sweden, Member
Ms. Eliisa Alanko, Finland, Member
Ms. Yui Takahashi, Japan, Member
Ms. Agata Plechan, Poland, Member
Mr. Tero Tiitu, Finland, Member (until Feb 2020)
Mr. Ole Mossin Olesen, Norway (until Feb 2020)
Mr. Junoh Lee, Korea, Member
Mr. Tomas Sladky, Czech Republic, Member
Mr. Sergio Garces, Spain, Member (from Mar 2020)
Mr. Jarno Ihme, Finland, Member (from Mar 2020)

Office responsibility: Ms. Sarah Mitchell

The election for the male members of the ATC took place in conjunction with the Men's WFC 2020 Qualification tournaments. Every player in these events had the possibility to vote. As well, the three teams (Finland, USA, Canada) who did not participate due to being directly qualified to the final round, had the opportunity to submit their votes via email. The cancellation of the AOFC qualification, due to Covid-19, also meant that votes from this region were collected via email. This had a direct impact on the number of votes received, seeing a slightly lower number than in past elections.

The results of the voting were as follows, with the top four candidates being elected:

Jarno Ihme (FIN) 220 votes
Tomas Sladky (CZE) 186 (re-election)
Sergio Garcés (ESP) 158
Junoh Lee (KOR) 130 (re-election)
Anže Šneberger (SLO) 125
He Xiaolong (CHN) 86
Marian Hrabovyk (UKR) 56

Representatives from the ATC have been active in the Referee Committee and the Rules and Competition Committee. In the last period, the ATC members have been involved with work on the changes to the Game Rules and continued their Athlete's Blogs on the IFF website. They have been involved in several campaigns that the IFF has run during the period, such as the IOC Peace and Sports White Card campaign and the making of a supplements awareness video.

In March 2019, ATC member, Ms Agata Plechan, attended the WADA Annual Symposium in Lausanne, Switzerland. Around 75 athlete leaders gathered from around the world for a one-and-a-half-day session for them and their representatives. The session, which was hosted by WADA's Athlete Committee, for the first time as part of the Annual Symposium, reinforced the importance of athletes' involvement in clean sport.

Mr Junoh Lee (*pictured right with IOC President Thomas Bach*) attended the IOC Athletes' Forum in April 2019, held at the IOC Headquarters in Lausanne, Switzerland. Some 350 athlete representatives from 185 National Olympic Committees (NOCs), 50 International Federations (IFs), five continental Athletes Commissions (ACs), the ACs of all the Organising Committees of the upcoming Olympic Games, the International Paralympic Committee (IPC), the World Anti-Doping Agency (WADA) and the World Olympians Association (WOA) met over three days. It was the biggest ever gathering of official athlete representatives, to which athletes from all 206 NOCs were invited.



The ATC met in 2019 in Nijmegen, Netherlands. During the two days the members discussed a variety of topics, the most important being the proposals for the new playing system and the development of the IFF Strategy for 2021-2032. As well as the meeting discussions the ATC members hosted a training session with a group of young Dutch players who travelled from all over the country to attend. There were about 35 kids ranging in age from 6-16yrs who participated in a variety of training drills and short games.

With the travel restrictions, related to Covid-19, in place during May, the 2020 meeting was held online, and new members, Sergio Garcés & Jarno Ihme, participated for the first time. The IFF Strategy was discussed again as well as the rule change proposals that will come into effect in 2022. A new media plan was decided upon to help raise the awareness of the ATC and its work.

6.8. Strategy Task Force (STF)

The IFF CB started to discuss the need to renew the IFF Strategical Vision 2009-2020 in 2019 after an analysis of how well the strategy had been achieved. The CB concluded that most of the objectives had been met, with the exception of inclusion to the Olympic Games. Prior to the start of the STF work the CB, in May 2019, made a SWOT analysis of the present situation of Floorball and the direction for the future. Based on this, a preliminary list of growth pockets was made.

An initial strategy survey was sent out to a number of floorball stakeholders in June - August 2019,

to validate the direction defined in the growth pockets. From the survey results a first list of Key Priorities was made. The Key Priorities and Strategic Targets were further defined by the IFF CB and the decision to form the Strategy Task Force (STF) was made.

The STF members were:

Mr Stephen King, Australia, IFF Central Board Member (Taskforce Chair)
Mr Michael Zoss, Switzerland, swiss unihockey Managing Director
Mr Filip Suman, Czech Republic, IFF Vice-President & Czech Floorball President
Mrs Kaarina Vuori, Finland, IFF Central Board member
Mr Junoh Lee, Korea, IFF Athletes' Commission member
Mrs Helén Wiklund Wårell, Sweden, Swedish Floorball Federation Board Member
Mrs Merita Bruun, Finland, IFF Communications Manager
Mr John Liljelund, Finland, IFF Secretary General

The STF was given the main task of preparing the proposal for a Strategy document 2021 – 2032. To do this, they needed to plan the process of collecting information and input for the future direction of the development of Floorball and create two draft submissions of the Strategy for the stakeholders to comment upon. Since its inception, the STF has had seven meetings, mainly over Teams, due to the COVID-19 pandemic.

The STF prepared and ran the strategy workshops during the IFF Member Associations' Meeting in December 2019, to validate the initial thoughts. Based on the strategy workshop results the first draft of the IFF Strategy 2021 – 2032 was written in March 2020. The IFF CB approved the first draft and it was sent out for consultation to the Member Associations, committees/commissions and other stakeholders in April 2020. The STF analysed the feedback received and prepared a second draft in August 2020. The revised draft was again sent out for consultation, and based on the feedback, the STF prepared the final proposal - *IFF Strategy 2021–2032: Strengthening the Foundations*. This was presented to, and approved by, the CB at the beginning of November 2020 and has been proposed to the IFF General Assembly 2020 for final approval.

7. SPECIAL FUNCTIONS

7.1. Equality Function

The Equality Function has continued to promote equality, not just between gender, but also between nationalities, working to ensure that all floorball enthusiasts have the possibility to equally participate in the sport.

IFF GoGirls! Floorball Ambassadors were again appointed for the Women's WFC in 2019. Each participating country nominated one player that were presented via the IFF media channels both prior to and during the event. This project is planned to continue in the future with the possible expansion of the Ambassadors to the qualification events to give a much broader inclusion of the smaller countries to the programme.

GoGirls! Floorball offers materials for players, coaches, parents, local organisations, clubs and national associations that give advice and ideas on how to increase the number of girls and women in Floorball. The aims of the project are to provide information on how to get girls playing, how to teach them to play, and how to keep them involved.



In November 2019, IFF met with the new chair of the International Working group for Women in Sport to discuss the involvement of the IFF in their next congress which will be held in Auckland, New Zealand in 2022, at the same time as the Women's U19 World Championships will be held in Wellington, New Zealand. Both parties see a great possibility to promote Floorball at the congress.

During the 2019-20 period many of the IFF policy documents and regulations were reviewed with regards to the gendered language. All 2020 regulations were updated, and work is in progress to make all IFF documents to be gender neutral.

7.2. ParaFloorball Function (PFF)

The purpose of the ParaFloorball Function (PFF) is to coordinate and promote the activities of the different versions of Floorball played by disabled athletes. It was originally established by the IFF Central Board in December 2010 to coordinate and cooperate with the different international organisations that have floorball for the disabled on their program. Office responsibility: Mrs. Merita Bruun.

The PFF follows the IFF mission promoting all versions of Floorball being played. The IFF currently cooperates with three international organisations that have Floorball on their program, Special Olympics, International PowerChair Hockey, and the International Committee Wheelchair Floorball.

7.2.1. Special Olympics (SO)



Founded in 1968, and celebrating its 50th Anniversary in 2020, the Special Olympics movement has grown to more than 6 million athletes and Unified Sports partners in over 190 countries. With the support of more than 1 million coaches and volunteers, Special Olympics delivers 32 Olympic-type sports and over 100,000 games and competitions throughout the year.

IFF and SO signed the Proclamation for partnership during the IFF Associations' Meeting 2011 and Floorball was an official sport for the first time in the Special Olympics World Winter Games held in Austria 2017 after being a demonstration sport in 2013 in Korea. Kazan, Russia will host the Special Olympics World Winter Games in 2022 with Floorball on the programme. Floorball has grown a lot within Special Olympics and there has been a lot of development seminars organised in cooperation with Special Olympics national organisations.

7.2.2. International PowerChair Hockey (IPCH)



IPCH (previously ICEWH) belongs to the sport section of the International Wheelchair & Amputee Sports Federation (IWAS) and is the international head organisation of Electric Wheelchair Hockey Floorball. PowerChair Hockey (PCH) is a sport for people in motorised wheelchairs. PCH is played on an area approximately

the size of a basketball court with a surrounding barrier. IPCH demonstration matches have been played in many IFF Events since 2010.

7.2.3. International Committee Wheelchair Floorball (ICWH)



ICWH was established in 2012 with the aim to spread and develop the sport further. Manual Wheelchair Floorball is played almost with the same rules as Floorball, 5 vs 5 plus goalkeepers. Manual Wheelchair Floorball demonstration matches have been played in some IFF Events and there have been discussions about more official cooperation between IFF and ICWH.

8. MARKETING

The composition of the Marketing function has been:

Mr. Jörg Beer, Switzerland, CCMNG Chair

Mr. John Liljelund, IFF Secretary General

Mr. Tero Kalsta, IFF Sales Coordinator

The work of the IFF Marketing function has continued to focus on the positioning of Floorball and increasing the visibility and sales value of Floorball in the market. This has been done in cooperation with the Core Country Marketing Network Group (CCMNG) to harmonise the sales arguments for the Floorball community on a general level and reinforce the brand image of the sport. This forum also acts as a platform to exchange ideas and best practices. The CCMNG convened once during 2019. The meeting for the second half of 2019 was postponed and in 2020 the Covid-19 pandemic prevented any physical meetings.

The IFF Sales Coordinator has continued the work of organising the operative work of the CCMNG, executing direct sponsorship sales, taking ownership of account management of existing sponsors, and has also taken overall responsibility of the operative marketing and development of sales. Due to the difficulties in reaching potential sponsors the IFF decided to close an agreement with a global rights marketing agency. An agreement with Protocol Sports Marketing (PSM) was signed in September 2019 which grants them sales rights for sponsorship and broadcast (excluding the well-established tv relationships). Together with PSM the IFF created a sales strategy that the sales agency has followed. Progression is monitored in monthly sales meetings and the sales strategy is reviewed each six months.



The sales coordinator has also overseen the Champions Cup sales and marketing and in the recent events has been able to attract some Floorball manufacturers as sponsors. The overall aim is still to have two new sponsors by the end of 2020 and further increase the number with at least two more in 2021. The target is to close long-term, four-year agreements. The sponsor system for partners has been divided into a four-level system, with Title Sponsor on top, Main Sponsors, Partners and Official Material Sponsors.

The work to build on the strong social media channels has continued. As the consumption of the sport has increasingly moved into the digital realm this is also where the IFF needs to be present, building a further cornerstone in the long-term strategy to create more awareness with free-to-air broadcast / streaming. A sign of success is the increased numbers of YouTube subscribers and especially views. Part of future development is building new ways for partners to also utilise the IFF SoMe channels (more in Chapter 13 and 14). From a business to business point of view the LinkedIn presence of the IFF has been activated during 2017 which has substantially increased followers and impressions during the last reporting period.

The model for provisioning the marketing rights for the LOC in IFF events against a fixed fee has been well received. This gives both parties transparency and aids the IFF in financial management. Regardless of the model the sales progression for the events is done in close cooperation between the IFF and the LOC and is now even more important due to the new sales agency cooperation of the IFF.

The launch of the new corporate identity of the IFF (May 2017) has brought consistency in the brand and clarity for the LOCs with explicit guidelines on the utilisation of the IFF brand as well as creation

of the event logos. The focus of the IFF is also to illustrate the unity of the Floorball community and has kept pushing the widely used marketing slogan - One World One Ball – in all its events. Further, the hashtag #floorball has been an integral part of event signage and all social media activity. The online fan survey in late 2018 / early 2019 was carried out with the support from seven of the CCMNG countries and the IFF gained good insight of the Floorball target group which has been useful as part of the sales material. The IFF now has proof about the age structure, gender split, education, employment status, hobbies, and many habits of the target group. The outcomes also serve as a benchmark for any future fan surveys. The next survey, concentrating more on the brand and its successful renewal, will be carried out starting October 2020 with results available early 2021. As with the previous study, this will be done in cooperation with the Glion Higher Institute of Higher Education in Switzerland. In addition to evaluating the brand renewal we will also investigate how the brand is perceived.



The IFF joined the European Sponsorship Association (ESA) in 2018 to gain credibility, increase networking possibilities, and strengthen the in-house know-how. Through the membership, the IFF has gained visibility as well as access to the latest research material. ESA also offers educational programs for sponsorship professionals and arranges events for networking. The IFF Sales Coordinator completed an ESA course (Sales Certificate) to improve skills in sponsorship sales, resulting in a full restructure of the IFF Sales Presentation to better appeal to potential sponsors.

The cooperation with Sportcal, in conducting in-depth research of the financial and overall effects of the adult World Championships, has continued according to plan up to 2019. The Sportcal GSI Survey has produced valuable holistic information which has been utilised in communications, marketing, sales and as support material for bidding by future WFC host cities. Based on the findings, the ranking of the Men's World Floorball Championships was 18th out of 85 championship events in 2018 (opposed to 21st out of 70 events in 2016). For the Women's WFC the equivalent development could not be indicated in the 2019 report due to inconsistency in the reporting of attendance figures by some event organisers and owners (in 2015 the Women's WFC ranked 49th out of 83). However, according to reported attendance figures, Floorball was ranked 17th out of 39 disciplines within Olympic Sports World Championships.

The agreement with Sportcal was to cover the research to be conducted on adult events up to the end of 2020 however there have been significant personnel changes in Sportcal which directly affect the future research. A proposal has been prepared by Quantum Consultancy for the continued studies for the Adult WFC's in 2020 – 2022, to give the same kind of information as the previous Sportcal studies and allowing for comparative evaluation of the results.

The IFF has also in cooperation with the marketing agency i2 created a new product called Floorball Hat Trick. This project was initiated in the absence of international events, to create incremental revenue and help the IFFs financial situation. The concept was built to align with corporate social responsibility (CSR) programs/strategies in companies. With the support of the on-boarding companies the aim is to encourage kids and adolescents to play floorball anywhere, anytime. The core values of the initiative are: Joy of exercise, Friendship and Equality (indirectly this also aims to fight sedentary behaviour and increase exercise levels).

8.1. Champions Cup Branding

The five stakeholders of the Champions Cup (IFF, Sweden, Finland, Switzerland and Czech Republic) are jointly responsible for the sales and marketing of the CC. In relation to this the five stakeholders have agreed that the CC should be included in the national sales plan of the associations. The IFF Sales Coordinator has partially allocated their time to the sales and marketing of the Champions Cup as well as coordinating and supporting the National Associations and the Clubs participating in the CC, in the promotion of the Champions Cup.

The composition of the Champions Cup Steering Group (CCSG) has been:

Kimmo Nurminen	Finland, Chair (departure in June 2019)
Tomas Frank	Czech Republic
Kari Lampinen	Finland (departure in early June)
Ari Vehniäinen	Finland (interim since the departure of Kari Lampinen)
Magnus Nilsson	Sweden
Michael Zoss	Switzerland
John Liljelund	IFF Secretary General (interim chair since departure of Kimmo Nurminen)

The main objectives for the organisation of the Champions Cup is to reach these three separate goals:

- CC is on black financial numbers for the organiser
- over 1000 spectators in average per match (reached in 2020 with +1500 average per match)
- increased TV and media visibility (see figures below)



The Steering Group conducted surveys with national clubs about their views, and the National Associations also must conduct a survey with their national top clubs, especially those who have recently participated, to collect views and comments on the Champions Cup. The IFF has created sponsorship sales material for the next extended format of the Champions Cup planned to start from season 2023/24.

In both 2019 and 2020, the YouTube statistics were similar for both CC events, with just over 168,000 views for each event. In 2020, viewers were engaged for longer with an almost 30% increase in minutes watched compared to 2019. Even though the event reduced the number of matches, changing to the 2-day format, the numbers of viewers and engagement has continued to increase which is very positive.

8.2. Materials in competitions

IFF is delivering flooring, rinks, balls and goals to IFF major events – World Floorball Championships (adults & U19), Champions Cup and EFC. The transportation is arranged so that the organisers of the events have secured storage facilities and the materials are delivered from one competition to another in order to save unnecessary transportation costs. The IFF materials are mainly stored in Latvia and Slovakia.

From 2017 on, the IFF has also offered the possibility for the Member Associations, who organise smaller IFF events, to use the IFF floors, rinks and goals without any direct charge, however they need to cover the transportation costs. That has not been widely used with only a few Member Associations having taken up this opportunity.

9. PARTNERSHIP AGREEMENTS

The agreements with all the IFF Partners have made it possible for IFF to build a solid foundation for the IFF events, where all the championships have the same look and feel when it comes to Floorball equipment and apparel

9.1. UNIHOC

The IFF and UNIHOC signed a new partnership agreement in 2018 for the years 2019 – 2022 to develop Floorball worldwide. Before signing, the conditions were renegotiated with improved agreement terms. UNIHOC is the IFF's official material provider, including sticks, balls, goals and goalkeeper equipment. UNIHOC provides the official IFF Match ball which has changed in 2019 from CR8ER to DYNAMIC. The material provided for the IFF Development work has in 2020 been utilised in the Kids with Sticks initiative.



UNIHOOC is also developing its sustainability strategy, having during the last 12 months introduced two ecological products in their portfolio (drinking bottle and stick bag). Aligned with the IFF sustainability efforts these have also been promoted by the IFF. The next product in the pipeline is an eco-stick model, with recycled blade raw material and a CO2 compensation contribution via climate fund myclimate.

UNIHOOC is supporting the IFF Mobile Event Application in "Guess the Winner" module with prizes. The parties have together executed several competitions and campaigns in our social media channels and tried to find other forms of co-operation to continue developing the sport.

9.2. Gerflor

Gerflor continues to be one of IFF's material partners in the field of the official certified floorings in IFF events. The agreement assures best playing conditions for the event organiser, players as well as referees. The contract between IFF and Gerflor lasts for a period of four years, until December 31st 2022.



9.3. Swerink

IFF renewed the agreement with Swerink in 2019, continuing the co-operation for the use of the official IFF Rinks in IFF events, a partnership ongoing since 2006. IFF and Swerink have continued the closer cooperation, in which Swerink has supported Member Associations and clubs by selling them used and renovated floorball rinks. The agreement with Swerink is signed for the years 2019-2022.



9.4. Sports Apparel

The IFF is still actively leading negotiations to find a sports apparel sponsor. This future sponsor contract will guarantee the IFF the possibility to continue having the same look and feel for the international referees and makes it possible to support the major event organisers with materials. The IFF WFC Most Valuable Player (MVP) Asics Golden Shoe award, which is handed out in both Men's and Women's WFC's to the MVP player has been renamed to be the IFF MVP Golden Shoe. A further renaming will be considered once there is a new sponsor on board.

10. TV & LIVESTREAMING

During the period, the IFF has concentrated on building guidelines and increasing the television visibility of Floorball based on the principle of distributing as many televised matches as possible at a reasonable price to the Member Associations. This approach has given a good result from the World Championships, with a total of 32 broadcasters across 17 nations in three continents providing broadcast coverage of the Men's WFC 2018, and 39 broadcasters across 19 nations in three continents providing broadcast coverage of the Women's WFC 2019. IFF has signed a cooperation agreement with Czech (CTV), Finnish (YLE) and Swiss (SRF) National Broadcasting Companies to secure visibility of IFF owned TV matches from the WFC and the Champions Cup for 2020. The Swedish federation has included an IFF module in its national TV agreement earlier, but presently IFF is not aware of any such arrangement concerning the IFF Events.



IFF is trying to offer the matches produced from the WFC group games for a nominal fee to the nations playing and to broadcasters within their geographical region, in order to build the relationship with TV. IFF made a highlights program from WFC 2018 and WFC 2019 which has been sold by BroadReach Media to almost 140 countries. The IFF plans to produce a similar kind of highlights program for future WFC events.

For WFC 2019, IFF acted as Host producer and broadcaster of the TV production, working together with the Swiss National Broadcasting Company. The IFF has a long-term contract for the production of the TV and livestream signals with PolarHD, a Latvian-based TV production company. PolarHD has produced the WFC 2015, WFC 2016 and WFC 2019 and was contracted to produce the WFC 2020, which has been postponed to 2021. IFF is to continue the agreement with PolarHD for the coming WFC's as well.

The Men's WFC 2018 had a total of 8,2 million (WFC 2016 was 8.4 million) and the Women's WFC 2019 had 7.5 million spectators in the TV games (WFC 2017 was 5.2 million). The visibility of IFF major events on The Olympic Channel continued. From WFC 2018, 21 matches were broadcast to the channel, and from WFC 2019 12 matches were seen.

IFF once again used the services of an English language commentator, Mr Olly Hogben, for both WFC 2018 and 2019. In total, 39 matches from these two events were broadcast with English commentary. Several highlights videos have also been produced, including English voiceover commentary, provided by Mr Hogben. Providing English commentary for other events, such as U19 WFC and AOFC Cup has also been discussed for the future.

IFF continues to provide livestreaming from all IFF events. It is now a requirement for all IFF event organisers to produce a livestream, and all international weekend event organisers are encouraged to provide streaming or online match replays. IFF's partnership with the SportAccord SportsHub on YouTube offers the IFF greater opportunities in regards of programming and monetisation. Although the IFF still has two online channels, changes to the YouTube streaming configuration now allows concurrent livestreams on the one channel, so all content is now focussed only to Channel 1 (www.youtube.com/iffchannel). (More information on YouTube can be found under point 15)

11. DEVELOPMENT

The Development function has been run in the IFF Office by Mr. Veli Halonen, IFF Operations Manager together with Mr. John Liljelund, the IFF Secretary General.

The Development function has during this period, in close co-operation with the respective committees and functions and the IFF Office, focused on developing the IFF members and gaining new member associations. The work to strengthen the development of the IFF member associations started in 2005 through the IFF Development Program Seminars.

The tendency among the Member Associations has been to organise separate clinics in coaching and refereeing. Good Governance, which would be a very important part of the development has not been that popular among the members. The IFF needs to stress the significance of that section as well, especially now, when the IFF License System 2.0 will become valid in the upcoming year. Understanding the importance of the structure of the administration in the process to fulfil the criteria of License System 2.0 will be very important for the Member Associations.

11.1. Development Program

The aim of the Floorball Development seminar is to give participants the tools to ‘train the trainers’ in their respective countries. The participating associations build a two-year development plan during the seminar, which the IFF then monitors. The IFF office, supported by the IFF-appointed educators, has updated the seminar materials to be used in the Basic, Level 1 and Level 2 seminars. The pilot for the Level 2 seminar was carried out in Ukraine in May 2018. The development materials are updated on regular basis.

In 2019—2020 there have been development seminars organised in Singapore and Kenya with participants from over 15 Member Associations. The plan was to run several specially designed seminars for African, European, and Asian members in 2020, but due to the global pandemic the plans needed to be modified. Instead webinars in co-operation with Special Olympics and some IFF Member Associations have been held. IFF ran a webinar in co-operation with Indian Floorball Federation in October 2020 with almost 100 participants, and another is planned for African countries by the end of the year 2020.

The IFF supported two major projects in 2019-20. The first was the Floorball USA project regarding The World Games 2021 in Birmingham, USA, and the second was a Floorball Philippines project aiming for SEA games 2019. The IWGA decided to postpone The World Games 2021 to year 2022 and the IFF Material Board decided to keep the support for the updated event.

The IFF launched Each One-teach One (EOTO) project in September 2014 with, at that time, 29 bilateral working pairs. There have been several projects throughout the past years, but the number has decreased in 2019 and 2020. The project is most active in Asia in both coaching and refereeing. The IFF has conducted a mentor coach program together with Floorball New Zealand and the AOFC, whereby a coach has been appointed to help the national team of New Zealand while participating to IFF events, both in the qualifications and the final round.

Year 2020 has been a challenge to IFF development functions due to Covid-19 and its influence globally. Web-based meeting software has been the only real means by which to organise educations, however, it has also shown how successful this method can be, helping to engage more participants with lower costs for both the IFF and organiser.

The development work which started in Africa in 2016 has also continued in 2019 and 2020. The number of African Member Associations has grown and the activity of the members has markedly increased. The African Members have also concentrated on national competitions and the visibility in social media in Floorball channels has reached a totally new positive level. The aim was to change the format of the African Cup to be played with normal size teams, 5 vs 5 in order to start to get the African countries familiar with that playing format as well and to start the preparations to participate to IFF events, however, these plans have been postponed to 2021/22 due to Covid-19.



11.2. Material Support

The IFF has been in the position to support new and growing Floorball countries as they strive towards developing their Floorball activities by providing them educational material and Floorball equipment. The IFF organised the 'Kids with Sticks' campaign again in 2020. This campaign was first organised in 2016 but it proved far more popular this time, with 55 applications from 30 countries.

During 2019-20, Floorball equipment support packages have been sent to 25 countries: Bolivia, Bosnia, Brazil, Burkina Faso, Chile, Columbia, Ecuador, Hungary, India, Italy, Kenya, Laos, Lithuania, Mexico, Moldova, Poland, Qatar, Saudi Arabia, Serbia, Slovakia, Slovenia, Spain, Taiwan, Uganda and Ukraine.

The materials were mainly sent in 2019, since from March 2020 (due to Covid-19) the Finnish mail service has been unable to deliver shipments outside Europe with only a few exceptions. The total amount of equipment has been:

- 1,218 sticks
- 2,328 balls
- 30 tool bags
- 15 goalkeeper sets

IFF also has an ongoing system for renting old Floorball rinks to Member Associations, based on a nominal rent for the period of two years. During 2019-2020 IFF has deployed rinks in the following countries: Burkina Faso and Kenya.

IFF is very thankful for the support of UNIHOC, which has made this material support possible.

12. COMMUNICATIONS

The IFF Communications aim to increase understanding among Member Associations of the services we provide, and therefore to improve satisfaction with these services. By ensuring that Member Associations are aware of the IFF activities, and future plans for the development of the sport, we can work together to further increase the visibility of Floorball and the IFF Events, inside and outside of the Floorball community. Through improved consultation and involvement, the IFF listens to the views of Member Associations so we can continue to develop the services we provide, making the brand image of floorball stronger through communication, and increasing sponsorship income and other partnerships.

A variety of methods, including digital marketing, are used to meet these objectives, including:

- News releases & Newsletters
- Website(s), with content such as news about Central Board Decisions, Committees, IFF Events & Results, Development, Partners & Sponsors, Member Associations
- Media Relations
- Social Media (Facebook, Twitter, Instagram, LinkedIn, Flickr, YouTube)
- Videos & Photos
- Mobile App(s)

12.1. IFF Website

During the period, a completely new website for IFF has been built with British company, Skylab. The main site was launched on 17th October 2018 with the new domain of .sport, and the new events section of the site was first used for the WFC 2019. The .sport domains are managed in collaboration with GAISF.

Total number of users on the IFF website

	2017	2018	2019	2020*
Users	267,206	277,601	285,431	192,580
Sessions	665,724	680,926	585,773	349,891

*For 2020 the statistics are only shown for up 1st November

Daily website visitors for IFF events

Event	Highest daily number of website visitors	Highest number from past event
Men's WFC 2018	21,115 on Dec. 4th	22,202 at WFC 2016 (Dec. 11 th)
Champions Cup 2019*	2,994 on Jan. 4th	4,623 at CC 2017 (Oct. 7 th)
Women's WFCQs 2019	2,937 on Jan. 30th	
Men's U19 WFC 2019	7,310 on May 9th	10,337 at MU19 WFC 2017 (May 7 th)
EuroFloorball Cup 2019	2,941 on Oct. 10th	2,267 at EFC 2017 (Oct. 19 th)
Women's WFC 2019	20,327 on Dec. 15th	12,448 at WFC 2017 (Dec. 8 th)
Champions Cup 2020	3,757 on Jan. 12th	
Men's WFCQ 2020	12,292 on Jan. 30th	11,317 at Men's WFCQ 2018 (Feb 2 nd)
Women's U19 WFC 2020	<i>Postponed</i>	6,694 at Women's U19 WFC 2018 (May 2 nd)
World University Championships 2020	<i>Cancelled</i>	3,060 at WUC 2018 (Jun. 26 th)
EuroFloorball Cup 2020	<i>Cancelled</i>	

* First time with the Final Four format over only 2 days.

12.2. Champions Cup website

Since 2012 the Champions Cup website has been launched under the IFF domain in cooperation with the local organisers. Each year some changes have been made to the CC page content (<https://floorballchampionscup.sport/>)

12.3. World Championships websites

Since 2015 the World Floorball Championships website has been launched under the IFF domain in cooperation with the local organisers. Each year some changes have been made to the WFC page content. (WFC 2018: <http://www.iffwfc.org/> ; WFC 2019: <https://neuchatel2019.ch/> ; WFC 2020: <https://www.wfchelsinki2020.fi/>)

Since 2020 the U19 World Championships website is also under the IFF domain in cooperation with the local organisers. (2019: <https://floorball.sport/10th-mens-u19-wfc-2019/> ; 2020: <https://www.u19wfc2020.se>)

12.4. Newsletter

Since 2006 the IFF has sent out Newsletter including the most important decisions made by the IFF Central Board, the upcoming IFF events and other Floorball news from around the world. During 2019 and 2020 the IFF sent out approximately 40 Newsletters per year (compared to approximately 20 in 2017) and there are currently over 1250 IFF Newsletter subscribers (as of September 2020).

12.5. WFC-related articles on digital media

- 2018: 4,300 Men's WFC articles
- 2019: 3,270 Women's WFC articles

Source: Meltwater

13. SOCIAL MEDIA

IFF maintains several social media accounts across various platforms, with the majority of focus on Facebook, Instagram and Twitter. Apart from the IFF's own accounts there are also specific social media sites for the major events, with WFC, U19 WFC and Champions Cup all having their own Facebook, Instagram and Twitter accounts.



IFF Social Media Follower growth 2016-20. Aggregate figures from IFF and WFC accounts.
Source: Facebook, Twitter, Instagram, YouTube

13.1. Social Media Channels



Facebook: The IFF Facebook page (www.facebook.com/IFF.Floorball/) is updated with IFF news, videos and photos. In addition to the IFF Facebook page, the IFF Events (WFC, U19 WFC, Champions Cup) have their own pages that are updated by the local organisers of the respective events.



Twitter: The IFF Twitter (www.twitter.com/iff_floorball) shares IFF news, floorball tweets, videos and photos and #floorball tweets show on IFF website. WFC, U19 WFC and CC have Twitter for the respective events, which are utilising a specific event hashtag when posting results, news and other material related to the events.



Instagram: The IFF Instagram (http://instagram.com/iff_floorball) is updated with selected IFF news, event photos and videos as well as reposting of floorball related photos and videos. In addition to IFF Instagram, WFC, U19 WFC and Champions Cup have own Instagram channels where to post event related photos and videos.



Flickr: IFF's Flickr photo account (www.flickr.com/photos/iff_floorball) has a collection that now totals over 88,000 photos. All IFF Event organisers are required to upload match photos during their events. Member Associations are free to use photos from Flickr for promotional (not commercial) purposes, with credit given to the photographer and IFF.



LinkedIn: The IFF's LinkedIn Profile (www.linkedin.com/company/floorball/) was opened in 2017 and now has 536 followers (4th November 2020).

13.2. Social Media Statistics

Figures include IFF, WFC & U19 WFC Facebook, Twitter & Instagram accounts

Exposure of #floorball

- 93,300 in 2019
- 66,700 in 2020*

Total engagements

- 2,538,193 in 2018
- 2,356,720 in 2019
- 1,288,871 in 2020*

Total impressions

- 50,580,369 in 2018
- 63,031,227 in 2019
- 29,551,795 in 2020*

* 2020 figures include only 1st January – 1st November 2020

Source: Sprout & Meltwater

14. YOUTUBE

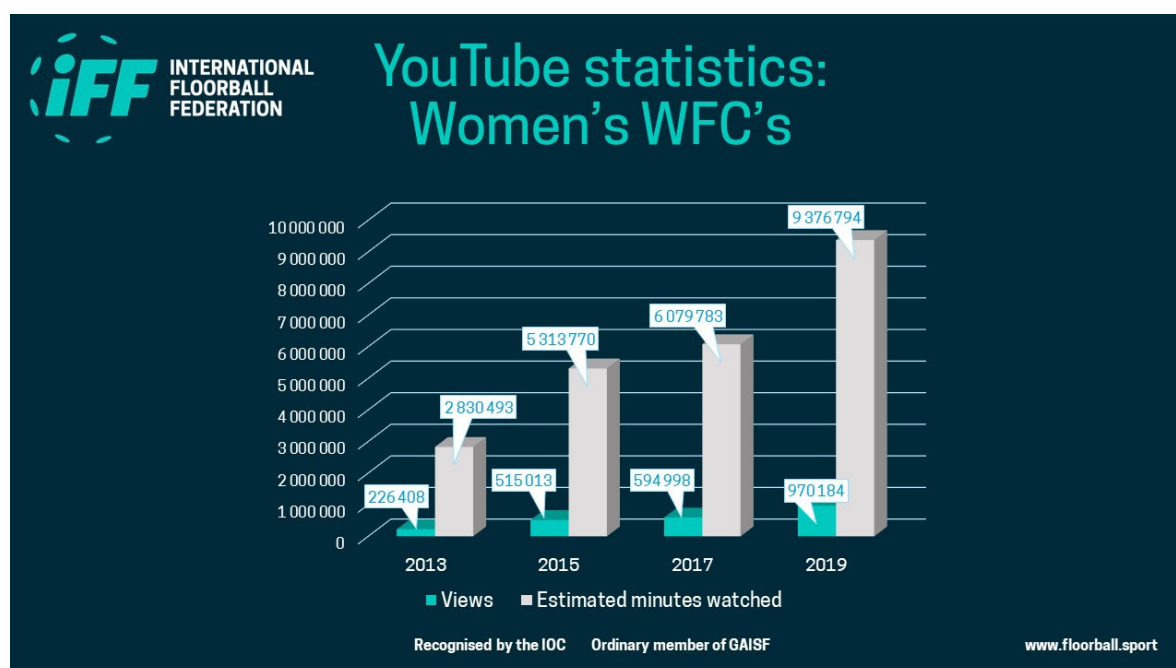
IFF first opened a YouTube channel (www.youtube.com/iffchannel) in December 2009, and in April 2012 a second channel (www.youtube.com/ifflive) was added. The second channel was primarily used for streaming from two venues simultaneously, however, changes to YouTube now mean that multiple streams can be shown on a single channel at the same time. As a result of this the second channel has not been used for any live broadcasts since the middle of 2019. All material is now only included to Channel 1.

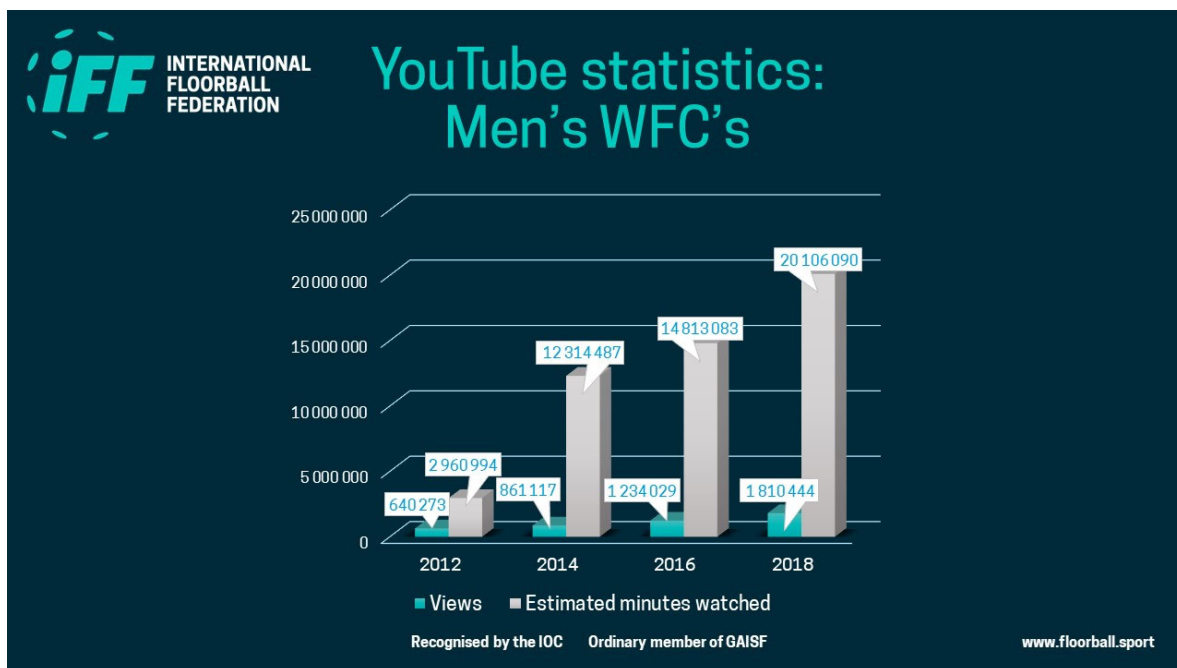


Every match replay, match highlights &/or daily highlights, and player interviews from IFF events is uploaded to the channel. Live streaming is a requirement for all IFF events and many international weekend events also use the IFF channels for streaming.

Work has continued to increase the visibility and awareness of the YouTube channels and the number of registered users, uploaded videos and video views has continued to grow over the last two years. A promotion, in co-operation with Unihoc, was run in September / October 2020 as the subscriber numbers approached 50,000. The promotion will reward two subscribers with sticks from Unihoc as the channel passes the 50,000 (reached in September 2020) and 52,000 subscriber mark.

Between December 2018 and October 2020, 359 international games were broadcast on the IFF YT channels (down from 447 in the previous period). In addition, there are highlight videos and player interviews from all events. This reduced number of livestreamed games is as a direct result of the reduced number of events that were held in 2020 due to Covid-19. If all events had been held as scheduled in 2020, it is assumed that over 500 games would have been broadcast.





IFF YouTube Channels combined figures

	31.10.2018	31.10.2020	% change
Views	13,043,030	17,106,250	+31%
Subscribers	46,975	68,512	+45%
Uploaded videos & Livestreams	22,544	23,556	+4%

15. INFORMATION & DEVELOPMENT MATERIAL

As a part of the service to the Member Associations, IFF has continued producing new materials, while existing materials have been updated and/or translated into different languages for Floorball development purposes. All the written educational materials are free to download from the IFF website and most of the materials are also published in an easy-to-read version on Issuu (http://issuu.com/iff_floorball).

15.1. Education materials

Coaching Material. This coaching material, based on the IFF Development program, has been updated to cover three different levels – Basic, Level 1 and Level 2. The coaching material should be used by trained educators to ensure that they are instructing the right topics in the correct manner.

School Curriculum. For the basic and grassroots level coaching the IFF has created a School Curriculum document with more than 50 different drills, which are animated in the document. The School Curriculum is for free use and can be found from the IFF website.

Basic referee education material. This material is meant for basic training and will give more tools for the referee trainers when training referees. The material has been updated according to the Rules of the Game 2018.

GoGirls! Floorball. This material includes information for players, coaches, parents and organisations on how to increase girls and women's participation in floorball. It offers materials that help to understand girl's participation and how to encourage it. There is information about how to design programmes specifically for girls and tips for parents and coaches. All the material can be downloaded in PDF from the IFF website.

Keep Floorball Honest. This is a flyer that highlights Betting & Match-fixing issues and outlines IFF's Policy & Education overview. It was created in cooperation with the IFF Athletes' Commission and is distributed to all players & officials at major IFF events. An updated version of this flyer was produced in 2019.

STOP Harassment & Abuse in Sport. This flyer helps to raise awareness of the different types of harassment and abuse that participants can face and offers advice on how to handle such unwanted behaviour.

Special Olympics. A comprehensive digital Floorball coaching guide for SO athletes produced by Special Olympics. It includes information on training drills, planning sessions, and game modifications specific for SO Floorball. Along with other SO materials it is available for download from the IFF website.

15.2. Other materials

IFF Mobile application. The IFF launched the IFF Events mobile app for iOS and Android in 2012. The mobile application is created by a Czech company OK System and includes all the latest updates and statistics from the ongoing IFF Events (WFC, WFCQ, U19 WFC and Champions Cup), the IFF news as RSS feeds and links to the IFF social media channels. The users can guess results and win prizes. Currently the mobile app has over 65,300 downloads.

Points Master. IFF, together with the Finnish Floorball Federation has a Floorball Points Master application for a recreational form of floorball for the iOS, Android and Windows. There are also PDF instructions available via the IFF website.

Event Handbook. A guide to organising Floorball events, covering topics from media, VIPs, accreditation, volunteers and much more. Separate sections are available for download from the IFF website or the whole document is available via Issuu.

This is Floorball – 25th Anniversary Edition. A magazine presentation that details the history of the IFF and Floorball from the start until the IOC recognition. Floorball player profiles from the past, the present and the future are also presented, giving a face to Floorball. Available for download from the IFF website.

16. MATERIAL BOARD

IFF Secretary General, Mr. John Liljelund, has been responsible for all questions related to Floorball material and the Material Approval system, run by the Swedish Testing and Research Institute (RISE - previously SP). The IFF Material Board (previously the Development Board), which is a co-operative body of the IFF and the major Floorball manufacturers decided to change the name to the IFF Material Board to help clarify the role of the group.

The main work has been the follow-up of the Material Regulations, which involved several meetings with RISE and the Czech Test Institute, ITC, as well as with the manufacturers of Floorball equipment. During the period, a new version of the Material Regulations was published and were brought into force from 1st July 2020 for the next two-year period. In the process for preparation of the Material

Regulations 2020, IFF brought forward a proposal to include a marking fee for the Floorball stick blades and the grips sold separately. This was originally approved by the IFF Material Board, however after some of the companies withdrew their support, the proposal was changed.

During the last year, a lot of focus has been put on the financial problems of a few companies who have debts to the IFF and RISE, which puts their certification at risk. Now, all companies are fulfilling the Material Regulation rules. Another area of work has been the follow-up on the use of dangerous and illegal grills for the goalkeepers' facemasks. This process was started in September 2015 and has involved education and checking of materials at all IFF events during 2019. The finding of illegal equipment during these events has been very low, even close to nil, indicating that the education has been successful.

Together with the Material Board, IFF has continued the exemption for the use of over-length sticks for players taller than 190cm. The system has now been used for the sixth year in a row, with good feedback from the players, describing that their health problems have been reduced significantly due to the possibility to use longer sticks. The number of new approvals was 19 in 2019 and 21 in 2020, giving a total of 112 approvals since the exemption was introduced.

The Material Board has during the period supported development projects in the Philippines for the SEA Games in 2019 and The World Games in 2020 (now 2021).

17. ANTI-DOPING

During this period, the IFF has renewed its Anti-Doping Rules to meet the requirements of the World Anti-Doping Code which will come into force on 1st January 2021. The final version of the IFF Anti-Doping Rules were approved by the World Anti-Doping Agency (WADA) in June 2020 and by the IFF CB on 4th September 2020. The IFF Anti-Doping Rules are adopted and implemented in conformance with IFF's responsibilities under the Code and are in furtherance of IFF's continuing efforts to eradicate doping in the sport of Floorball.

17.1. Education

The aim of the IFF anti-doping education programme is that the players first contact with anti-doping should be information and education, not testing. IFF has continued to deliver anti-doping education according to the IFF Anti-Doping Education Programme with focus on the U19 players. The education programme approach requires cooperation with the National Anti-Doping Organisations (NADO) for the athletes to primarily receive anti-doping education in their own language from their NADO or National Association. In addition, E-learning programmes are utilised. The current focus is on educating the younger athletes (U19) and new teams entering the IFF Events.

17.2. Testing

The IFF has conducted doping tests during IFF events as well as Out-Of-Competition (OOC) testing. The IFF annually collects, publishes, and reports to WADA the doping tests conducted by the IFF (details can be found on the IFF website under Anti-doping). The IFF has also actively taken part in the events and consultation rounds arranged by WADA and in the process of renewing the World Anti-Doping Code and the International Standards. Covid-19 has affected the doping control activities as events have been cancelled and other Covid-19-related restrictions have affected the testing procedures and capacity.



The IFF has maintained a Testing Pool (TP) from which athlete whereabouts are obtained, which can be used to increase the effectiveness of the OOC testing program. The TP consists of the top three national teams according to the results from the previous World Floorball Championships and according to the WFC being played that year. The whereabouts are collected for the purpose of efficient test planning.

The IFF uses the WADA's web-based database management system, Anti-Doping Administration & Management System (ADAMS), which was developed for the purpose of coordinating anti-doping activities and to provide a mechanism to assist stakeholders with their implementation of the Code. The IFF uses ADAMS for the management of daily anti-doping activities such as TUE's and Whereabouts.

There were no Anti-Doping rule violations in 2019-2020 in the tests authorised by the IFF.

18. SUSTAINABILITY

As part of the strategy work the IFF has begun investigating the possibilities to integrate sustainability as an integral part of the future strategy. In the end of 2019, the IFF signed the UN Sports for Climate Action framework. This gives a clear indication to the public how the IFF is committed to fighting climate change and further to encourage the Floorball community to participate. Within this framework the IFF also takes part in two working groups which aim to create best practices for signees and measurement tools to fulfil the requirements of the framework. The main driver for sustainability is to contribute, but at the same time the IFF will also align with the criteria of many potential sponsor partners.

Since IFF has started working more consistently on sustainability, the IOC encouraged the federation to apply for the IOC-DOW Carbon Action Award. On the 6th of November 2020, during the IF Forum IOC Sustainability Session 2020, the IFF was one of the 15 International Federations and 5 NOC's to be recognised with this award. As part of the recognition, the IFs and NOCs receive carbon offsets. It creates a landmark for the IFF sustainability work and creates strong credibility.

To reinforce its sustainability efforts and utilise the best know-how in the market, the IFF negotiated a cooperation with myclimate, a climate fund that helps companies through consultation, education and climate protection projects. The partnership was officially launched on the 19th of May 2020. myclimate



offers the IFF communicative support and assistance in creating best practices, for example, Sustainability Manual for Event Organisers. Further, the IFF supports its members, sponsors, and other stakeholders in any of their efforts on environmental topics. The IFF has facilitated an agreement between the WFC 2022 LOC and myclimate. The cooperation aims to assist the 2022 event in becoming as climate neutral an event as possible (target is 100% climate neutrality). In addition, the IFF also facilitated matchmaking between UNIHOC and myclimate. As part of the partnership IFF has also committed to compensate for travel induced CO2 emissions.

In June 2020 GAISF launched sustainability.sport. It is a free online platform dedicated to sport and sustainability. Created to collate sport's efforts in sustainability onto one single platform, the portal features a vast array of resources to inform, educate and inspire. All IFF sustainability projects have been submitted and published on the portal.

The recycling initiative "Stick with it!" was planned to take place the first time in the Men's WFC 2020 in Helsinki. Due to the postponement of events this will be implemented in the Women's WFC 2021 and the postponed Men's event in 2021.

19. ONLINE EVENT TOOLS

Over the years the IFF has developed several online tools that provide statistical information for events on the IFF website, as well providing help with event administration for organisers.

19.1. Statistic Software

The IFF Statistic Software has been used in IFF events since WFC 2007. All matches in IFF events can be followed live through the on-line match records of the software and the software provides tournament statistics on the web. The software has also made it possible to have all the statistics from IFF events gathered in one place. Member Associations are required to use the software for all international matches.

During 2020, the IFF statistics system was used by Special Olympics, providing online match information for their Invitational Games in Sweden. This was the first time that this type of statistics had been used in a SO event.

Work to develop a new statistics system was begun in 2018 but the complexity of the job and the associated costs meant that the project was put on hold. It was decided that it was better to focus on the integration of the current statistics with the new IFF website. Event information, including all the statistics are now displayed in a new format on the website. A list of upcoming events is available, with events automatically moving to a current events list as the events go live. The statistics are now also easily integrated to the major event websites.

19.2. Accreditation system

The IFF has continued the use of its online accreditation system, called GATE. The card layout is personalised for each event based on the event branding and provides information on the person accredited, accreditation group they belong to, and the areas to which they have access. Every team member, IFF official, media representative and LOC staff or volunteer is required to have an accreditation card.

Since 2018, there are now two card formats which can be used by event organisers. A simplified version used for the majority of events, and a more complex version used for WFC & U19 WFC which offers greater customisation, including the use of privilege graphics and barcodes.

19.3. Event Management

IFF has continued to use the web-based event management tool, Eventello, during 2019 and 2020. Together with the event organisers the task list is updated on a regular basis and allows customisation according to the needs of each event organiser. As well as being a key tool in event preparation, Eventello is also used for the bidding for the event, providing a comparative evaluation of the bidders. In 2020, the IFF created bidding documents to support the bidders in their process of applying for IFF events.

Eventello was first tested with the Women's WFC 2015 and since then several updates have streamlined the processes, making the tool far more efficient and effective for both the IFF staff and local organisers. The tool is now used for all world championships – adult & U19. Eventello has proved helpful in improving regular communication between IFF and organisers, allowing all users to keep track of tasks and event-related information.

20. COMPETITIONS

20.1. World Championships

The Adult WFC is played with 16 teams which are divided into 4 groups based on ranking, with the teams ranked 1-4 & 5-8 are balloted to groups A & B and teams ranked 9-12 & 13-16 to group C & D. In addition, there is a first play-off round, giving more teams the possibility to play in the quarter finals.

Since 2014, the regional qualification system has been in use, whereby all teams, apart from the organiser, must participate in regional tournaments to qualify for the Final Round. In 2020, the number of teams participating in the European qualifications for the Men's WFC allowed for a new playing format to be used. The qualifications were played with four groups with two in each event location, being played over 4 days, rather than the normal 5. The first 3 days matches were played within the groups and on the last day cross-over games between the groups decided the group placings (1-8).

The quota for the participating teams by continent is based on the number of registered teams, using a deviation factor of 16 equalling the number of participating teams, and thereby determining the continental quota. This quota system was reviewed during 2019 and a new system was proposed by the RACC. The new quota system will be based on results from the previous WFC. The CB decided in September 2020 that the new system will come into force from 2021, with the results of WFC 2021 determining the quota for WFC 2023.

12th Men's WFC: 1st – 9th December 2018 in Prague, Czech Republic

34 teams registered to this event. 1 team, the organiser, was directly qualified to the tournament while the remaining 33 teams played qualification tournaments to determine the final 16 teams. The qualification events were held in January/February 2018 in South Korea, Estonia, Latvia, Slovakia, and Canada.



Final round was played with 16 teams divided into 4 groups via ranking and ballot system.

Final standings:

1		Finland	9		Slovakia
2		Sweden	10		Estonia
3		Switzerland	11		Canada
4		Czech Republic	12		Australia
5		Latvia	13		Poland
6		Germany	14		Thailand
7		Norway	15		Japan
8		Denmark	16		Singapore

Qualification Results:

WFCQ EUR1 – Tallinn, Estonia: 31st January – 4th February 2018

1. Finland; 2. Estonia; 3. Poland; 4. Netherlands; 5. Belgium; 6. Liechtenstein

WFCQ EUR2 – Nitra Slovakia: 31st January – 4th February 2018

1. Sweden; 2. Slovakia; 3. Germany; 4. Slovenia; 5. France

WFCQ EUR3 – Valmiera, Latvia: 30th January – 3rd February 2018

1. Switzerland; 2. Latvia; 3. Russia; 4. Hungary; 5. Iceland; 6. Italy

WFCQ EUR4 – Nitra Slovakia: 31st January – 4th February 2018

1. Norway; 2. Denmark; 3. Spain; 4. Great Britain; 5. Austria

WFCQ AOFC – Jeju Island, Korea: 22nd – 27th January 2018

1. Australia; 2. Singapore; 3. Japan; 4. Thailand; 5. Korea; 6. New Zealand; 7. Malaysia; 8. China

WFCQ AMER – Toronto, ON, Canada: 10th – 11th February 2018

1. Canada; 2. USA

12th Women's WFC: 1st – 9th December 2019 in Neuchatel, Switzerland

30 teams registered to this event from which one withdrew (Slovenia). One team, the organiser, was directly qualified to the tournament while the remaining 28 teams played qualification tournaments to determine the final 16 teams. The qualification events were held in January/February 2019 in New Zealand, Poland, Slovakia, and USA.



The final round was played with 16 teams divided into 4 groups via ranking and ballot system.

Final standings:

1		Sweden	9		Norway
2		Switzerland	10		Denmark
3		Finland	11		Australia
4		Czech Republic	12		Singapore
5		Poland	13		Japan
6		Slovakia	14		Estonia
7		Germany	15		Thailand
8		Latvia	16		USA

Qualification Results:

WFCQ EUR1 - Gdansk, Poland: 30th January – 3rd February 2019

1. Sweden; 2. Norway; 3. Denmark; 4. France

WFCQ EUR2 – Trencin, Slovakia: 30th January – 3rd February 2019

1. Finland; 2. Germany; 3. Russia; 4. Spain; 5. Austria

WFCQ EUR3 - Gdansk, Poland: 30th January – 3rd February 2019

1. Czech Republic; 2. Poland; 3. Estonia; 4. Italy; 5. Belgium

WFCQ EUR4 - Trencin, Slovakia: 30th January – 3rd February 2019

1. Slovakia; 2. Latvia; 3. Hungary; 4. Netherlands

WFCQ AOFC – Bangkok, Thailand: 27th January – 1st February 2019

1. Australia; 2. Japan; 3. Thailand; 4. Singapore; 5. Malaysia; 6. New Zealand; 7. Korea; 8. Philippines

WFCQ AMER – Denver, CO, USA: 8th – 9th February 2019

1. USA; 2. Canada

13th Men's WFC: 4th – 12th December 2020 in Helsinki, Finland*

35 teams registered to this event. 3 teams, the organiser, Canada and USA, are directly qualified to the tournament while the remaining 32 teams played qualification tournaments to determine the final 16 teams. The qualification events were held in January/February 2020 in Denmark, Latvia and Slovakia. The AOFC qualification in Thailand, planned to be played the first week of March, was cancelled due to the Covid-19 pandemic so the top 4 ranked teams qualified to the final round.



A team from Africa – Cote d'Ivoire – registered and competed for the first time and were included to one of the European qualification groups.

*Due to the Covid-19 pandemic the WFC 2020 final round has been postponed and will be played from 3rd – 11th December 2021.

Final Round teams:

Group A		Group B	
	Finland		Switzerland
	Sweden		Czech Republic
	Denmark		Germany
	Latvia		Norway
Group C		Group D	
	Slovakia		Canada
	Poland		Australia
	Thailand		Singapore
	USA		Japan

Qualification Results:

WFCQ EUR1 – Frederikshavn, Denmark: 30th January – 2nd February 2020

1. Sweden; 2. Denmark; 3. Poland; 4. Estonia; 5. Slovenia; 6. Iceland; 7. Ukraine; 8. Great Britain

WFCQ EUR2 – Poprad, Slovakia: 30th January – 2nd February 2020

1. Switzerland; 2. Slovakia; 3. Norway; 4. Russia; 5. Hungary; 6. Belgium; 7. Italy; 8. Côte d'Ivoire

WFCQ EUR3 - Liepaja, Latvia: 29th January – 1st February 2020

1. Czech Republic; 2. Latvia; 3. Germany; 4. Spain; 5. Netherlands; 6. Austria; 7. France; 8. Liechtenstein

20.2. Under 19 World Championships

In 2020, the new format of the U19 World Championships was to be used for the first time. Future U19 WFC final rounds will be played with teams divided into 4 groups by ballot, rather than A- & B-division. The top 9 teams will qualify directly to following U19 WFC.

10th Men's U19 WFC: 8th-12th May 2019 in Halifax, Canada

26 teams registered to this event. 11 teams received direct qualification to the Final Round, based on results from the previous U19 WFC and host/regional considerations. Qualification events were held in August/September 2018 in Russia, Italy, and New Zealand.



The final round was divided into A- and B-division, with 8 teams in each. The top 9 teams qualified to the U19 WFC 2021.

Final Standings

A-Division				B-Division			
1		Czech Republic	9		Germany		
2		Sweden	10		Slovenia		
3		Finland	11		Russia		
4		Switzerland	12		Poland		
5		Latvia	13		Canada		
6		Slovakia	14		USA		
7		Denmark	15		Japan		
8		Norway	16		New Zealand		

Qualification Results:

U19 WFCQ EUR1 - Moscow, Russia: 5th – 9th September 2018

1. Slovenia; 2. Russia; 3. Estonia; 4. Belgium; 5. Spain; 6. France

U19 WFCQ EUR2 – Bolzano, Italy: 29th August – 2nd September 2018

1. Germany; 2. Hungary; 3. Austria; 4. Netherlands; 5. Italy; 6. Great Britain.

U19 WFCQ AOFC – Wellington, New Zealand: 27th - 29th September 2018

1. Japan; 2. New Zealand; 3. Australia

9th Women's U19 WFC: 6th-10th May 2020 in Uppsala, Sweden*

19 teams registered to this event. 14 teams received direct qualification to the Final Round. One qualification was held in September 2019 in Italy.



The final round will be played with the new U19 WFC playing system of the teams divided by ranking into 4 groups, rather than A- & B-division. The top 9 teams will qualify directly to U19 WFC 2022.

*Due to the Covid-19 pandemic the U19 WFC 2020 final round has been postponed and will be played from 5th - 9th May 2021.

Final round teams:

	Group A		Group B
	Finland		Sweden
	Poland		Czech Republic
	Switzerland		Norway
	Germany		Latvia
	Group C		Group D
	Slovakia		Russia
	Canada		Austria
	New Zealand		Australia
	USA		China

Qualification Results:

U19 WFCQ EUR – Lignano Sabbiodoro, Italy: 11th - 15th September 2019

1. Russia; 2. Austria; 3. Hungary; 4. Netherlands; 5. Italy

20.3. Champions Cup

In 2019, the new Champions Cup Final Four playing system was used for the first time. It is now a 2-day tournament, with 4 men's and 4 women's teams, representing the national club champions from Finland, Sweden, Switzerland and Czech Republic. On the first day the teams play semi-finals according to an earlier held ballot draw and the medal matches are played on the following day.



Champions Cup 2019: 3rd – 4th January 2019 in Gävle, Sweden

Women's final standings: 1. IKSU (SWE); 2. 1.SC Tempish Vitkovice (CZE); 3. SB-Pro Nurmijärvi (FIN); 4. Piranha Chur (SUI)

Men's final standings: 1. Classic (FIN); 2. Storvreta IBK (SWE); 3. Floorball Köniz (SUI); 4. Technology Florbal MB (CZE)

Champions Cup 2020: 11th – 12th January 2020 in Ostrava, Czech Republic

Women's final standings: 1. Täby FC IBK (SWE); 2. Kloten-Dietlikon Jets (SUI); 3. 1.SC Vitkovice (CZE); 4. SB-Pro, Nurmijärvi (FIN)

Men's final standings: 1. Storvreta IBK (SWE); 2. SV Wiler-Ersigen (SUI); 3. Classic (FIN); 4. 1.SC Vitkovice (CZE)

20.3.1. Champions Cup Format

Since 2018, the CCSG has been formulating a new concept for a European Club competition, which in the end will combine the Champions Cup, EFC and EFCh into one event.

In phase 1 of the change the Champions Cup will be played only with teams from Czech

Republic, Finland, Sweden and Switzerland, and EFC and EFCh will continue to be played separately. During this time the Champions Cup will be organised once a year during the period of 2019 –2023 in the beginning of January (preferably first full week) by Sweden (2019), Czech Republic (2020), Switzerland (2021) Finland (2022) and a location not yet defined (2023). The champions (men and women) from the top four floorball countries: Czech Republic, Finland, Sweden and Switzerland will participate during these years. For these CC events the two-day format with semi-finals, 3rd place matches and finals will be used.

In phase 2, which will be implemented based on the review of phase 1, all national champions in Europe will be invited and the three tournaments will become one. During 2020 it was decided to start this new system with home and away matches starting from 2023.

20.4. EuroFloorball Cup

Open for registration to any of national champions from the IFF European Member Associations ranked 5th and below. It is played with six women's & six men's teams with teams split into 2 groups, playing group games, semi-finals, finals and placement matches. It is a 5-day tournament.

If more than six teams for either/both genders register, then teams are placed into EFC or EuroFloorball Challenge based on ranking. With the removal of the link between EuroFloorball Cup (EFC) and Champions Cup, whereby the winners of EFC used to participate in CC, there has been an obvious decrease in interest for some clubs to participate in this event. Although there is still prize money for the EFC winners, the chance of being part of CC was a big incentive to participate. The growing competition from other club events, especially those played during summer, has also impacted on the number of teams registering for the EuroFloorball Cup and Challenge events.

EuroFloorball Cup 2019: 9th - 13th October 2019 in Malacky, Slovakia

Played with six women's and six men's teams

Women's final standings: 1. Nauka-SAFU (RUS); 2. MKŠS FBK Kysucké Nové Mesto (SVK); 3. Interplastic Olimpia Osowa Gdansk (POL); 4. UHC Sparkasse Weissenfels (GER); 5. CDE El Valle (ESP); 6. CUF Leganes (ESP)



Men's final standings: 1. Tsunami Báhorská Zyrtrica (SVK); 2. Greåker IBK (NOR); 3. FBK AS Trenčín (SVK); 4. MFBC Leipzig (GER); 5. Phoenix Fireball SE (HUN); 6. SZPK Komárom (HUN)

EuroFloorball Cup 2020: Not played due to Covid-19 pandemic

20.5. EuroFloorball Challenge

Ideally, EuroFloorball Challenge (EFCh) is played with six women's and six men's teams but can be played with less, depending on the number of registrations for EFC. If there are more than six teams then the EFCh can be played in multiple tiers, with teams placed in each tier based on ranking. The winners of EFCh qualify directly to the EFC for the following year.

EuroFloorball Challenge 2019: 14th - 18th August 2019 in Besançon, France

Played with 3 teams for women and 5 teams for men.

Women's final standings: 1. UFC Utrecht (NED); 2. SZPK Komarom (HUN); 3. Lyon FC (FRA)



Men's final standings: 1. CUF Leganes (ESP); 2. FBC Lemberg (UKR); 3. UFC Utrecht (NED); 4. Les Dragons (FRA); 5. Viking Roma FC (ITA)

EuroFloorball Challenge 2020: Not played due to Covid-19 pandemic

20.6. World Virtual Freestyle Floorball Cup

The IFF launched the first ever World Virtual Freestyle Floorball Cup (WVFFC) in October 2020. The aim of this new competition format is to activate floorball players around the world and organise events utilising new virtual concepts, especially during the Covid-19 pandemic when regular Floorball activities were limited. In addition, this event format gives the possibility for players from countries with no national teams to participate in an official IFF Event.



This is a competition where every Floorballer can take part by showing in a short video (maximum 30 seconds) their best tricks or skills. The competition was organised virtually, and the winner will be crowned based on social media voting on Facebook and Instagram.

Video entries were able to be submitted between 12th – 26th October 2020. A total of 70 entries from 27 countries were received, and based on the entries, were divided into two categories – Under 16 (37 competitors) and Adult (33). The top 10 videos in each category were selected by the IFF Administration and were announced via the IFF Facebook and Instagram channels on 2nd & 3rd November, with voting taking place via these same channels between 2nd – 11th November. The 1st World Virtual Freestyle Floorball Cup champion will be announced on 12th November.

20.7. The World Games

During 2019-20 the preparations for The World Games (TWG) in Birmingham, Alabama, USA began. Floorball was reconfirmed as a medal sport with eight men's teams participating. The IFF had applied to have a competition with six women's and six men's teams, but due to the restricted number of participants that was allowed for Floorball this was not possible. The decision to have the men's teams only was based on a regional assessment and the greater marketing and television potential of these games, as shown by past WFC figures.



The World Games
2022 BIRMINGHAM, USA

In July 2020, TWG announced their Official Sports Program which includes 30 official and 4 invitational sports. The 2nd Competition managers meeting was scheduled for October 2020 but has been postponed until 2021. Regular meetings are held between IFF, United States Floorball Association (USFbA), and the LOC to discuss the event planning.

The event was scheduled to be played in July 2021 but due to the postponement of the Olympics 2020 to 2021 (due to the Covid-19) TWG 2021 has been postponed to 2022, with the new dates of 7th – 17th July 2022.

The event will be played with eight men's teams which will be decided based on results from the Men's WFC 2020 (to be played in 2021). The teams will qualify as follows:

- USA (host country)
- Top 5 placed teams at WFC 2020
- Highest placed team from the Americas (excluding USA) at WFC 2020
- Highest placed team from Asia Oceania at WFC 2020

The teams will be allowed 14 players and one team official, the costs of which are paid by TWG. These costs include local transport, accommodation, and meals. Up to three extra officials can be registered, however, all costs for these are the responsibility of the National Association. The tournament will be played based on the conditions the IWGA have given IFF, as a five-day tournament in two groups of four. The first three days will be group games followed by two days of semi-finals, placement & medal matches. The matches will be played with 3x15 minutes periods, as they were in 2017.

The USFbA is in regular contact with TWG organisers and are involved in providing promotional and educational support. Floorball has been included as one of the initial sports of the 'Live Healthy, Play Global program' being run by Blue Cross and Blue Shield of Alabama. The aim is to support a physically active and globally minded Birmingham, ensuring that students engage in physical activity, see the importance of traditional sports values, and benefit from the enhancement of physical education and social studies curriculums inspired by The World Games. The program will provide students with the opportunity to play sports featured in The World Games 2021 through a partnership with the "Let's Move" initiative. Initial sports will include Korfball, Floorball and Flying Disc. It will also provide classroom resources and activities that will connect The World Games 2021 with physical education, social studies and athletics, as well as provide professional development opportunities for educators.

The IFF has already received approval for several activation events during TWG, including:

- A dedicated space in the Sports Garden with a mini rink and speed shooting competition
- Info sessions on The World Games Plaza stage
- Field of play competition break sessions

The USFbA national championships and Men's U19 WFC 2021 Americas qualifications were planned to be held in August 2020 in Birmingham as a test event, however, due to Covid-19 this was postponed. A test event will now be planned for 2021.

For Floorball, participation in The World Games (TWG) is, at this stage, the best opportunity for us to prove that we can bring added value to the multi-sport events through a spectacular sport, dynamic and interesting matches, broad fan base from the Floorball community, and high visibility in social media.

20.8. Southeast Asian Games

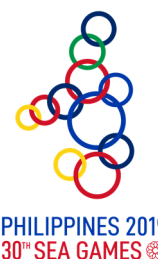
The Southeast Asian (SEA) Games is a biennial multi-sport event involving participants from the current 11 Southeast Asian countries. The games are under the regulation of the Southeast Asian Games Federation with supervision by the International Olympic Committee and the Olympic Council of Asia. Floorball was a demonstration sport in Myanmar 2013 and was an official medal sport for the first time in Singapore 2015.

SEA Games 2019: 25th November – 1st December 2019 in Manila, Philippines

Played with 5 Men's and 5 Women's teams each in one group, with group matches and medal matches.

Women's final standings: 1. Singapore; 2. Thailand; 3. Malaysia; 4. Philippines; 5. Indonesia

Men's final standings: 1. Thailand; 2. Singapore; 3. Malaysia; 4. Philippines; 5. Indonesia



20.9. Asia Oceania Floorball Confederation Cup

The Asia Oceania Floorball Confederation (AOFC) Cup is a national team event for Member Associations who are part of the AOFC. In even years it is played for women and in uneven years for men.

Men's AOFC Cup 2019: 7th - 12th July 2019 in Biñan, Philippines

Final standings: 1. Singapore; 2. Thailand; 3. Philippines; 4. South Korea; 5. Japan; 6. Malaysia; 7. India; 8. Pakistan



Women's AOFC Cup 2020: Not played due to Covid-19.

20.10. Africa Floorball Cup

Africa Cup is a national team event for Member Associations in Africa. It is currently played as an Urban Floorball event (4 vs 4 plus goalkeeper) on a modified size court with the matches played 2 x 15 minutes.



Participation in the event is strongly affected by where it is held and the possibility for teams to travel, sometimes very long distances. The limited number of players available means that teams often have very few players and it has been the experience that teams can withdraw at the very last minute – even as late as the first day of play. There is a need to encourage better commitment from the participating teams and support them wherever possible to ensure the highest level of participation.

Africa Floorball Cup 2019: 21st - 22nd September 2019 in Nairobi, Kenya

Men's final standings: 1. Kenya; 2. Burkina Faso; 3. Somalia; 4. Uganda; 5. Mozambique
Women's final standings: 1. Kenya; 2. Burkina Faso.

Africa Floorball Cup 2020: Not played due to Covid-19.

20.11. International weekends

There are currently five official international weekends each year, in February, April, September, October & November. In 2019, there were 199 international matches hosted by Member Associations, but in 2020 just 41 were played. The number of events was severely affected by Covid-19, however, the total number for the period, of 240, is still comparative to the 2017-18 period when a total of 242 international matches were played. All international matches are included to the IFF Statistics system.

21. TRANSFERS

All players wanting to transfer from one Member Association to another, must apply for an International Transfer. The IFF Office is responsible for handling and approving the transfers, of which there are six different categories:

- International Transfer
- Express International Transfer
- Temporary Transfer
- Intercontinental Visitor transfer

- Student Overseas Transfer
- Intermediate Student transfer

All transfers are handled by the IFF office during the official International Transfer window of 1st July – 15th January. Only Student Overseas Transfer can be handled outside of this transfer window. The International Transfer window remains open for a whole year for players that have not had a valid license for the past two seasons.

In 2019 the total amount of ordinary international transfers reached 617 (618 in 2019) of which 69 were express transfers. In addition, there were 21 International Student Transfers and 13 Temporary play transfers. In total, there were 651 International transfers which is 3% less compared to 2018 (672). International transfers were done to a total of 24 different countries in 2019, with the top four destinations being Switzerland (96), Finland (90), Sweden (88), and Czech Republic (83). Players were mainly transferring from Sweden (121), Finland (100), Switzerland (88) and Czech Republic (68).

A change in transfer fees was implemented at the beginning of 2020. The transfer fees each rose by 10%. Current fees are: International Transfer 220 CHF; Express International Transfer 330 CHF; Temporary Transfer 110 CHF; Intercontinental Visitor transfer 110 CHF; Student Overseas Transfer 110 CHF; Intermediate Student transfer 55 CHF.

As many of the IFF Member Associations were forced to stop their seasons temporarily at the end of 2020, a temporary transfer rule was introduced, valid from 1st November 2020 – 30th June 2021. The purpose for this was to make it possible for players to continue playing in other countries and leagues and simplify the process of returning to their ordinary club when their own leagues restart.

22. FINANCE

Over the last years, the volume of the IFF economy has remained relatively constant and not grown as budgeted. This is mainly due to the number of sponsors and marketing income, as well as income from material, have not provided as much revenue as forecast.

Based on recommendations of the IFF auditor a depreciation of old claims was made in 2018, which was reported in the General Assembly 2018. The Financial Regulations were updated in both 2019 & 2020.

The finances of the IFF have been negatively hit with two completely unexpected events during the period. In 2019 the IFF, at a very late stage in the event preparations, had to step in financially with a loan to save the organisation of the U19 WFC 2019 in Canada and thereby securing the participation of the 15 countries participating. This caused a major problem in the IFF cashflow so, to safeguard the operations, IFF borrowed 25,000 CHF each from the Czech, Swedish, and Swiss Floorball Associations. In 2020 the world was affected by the Covid-19 pandemic and IFF had to postpone or cancel all events from March onwards. These unforeseen situations have seriously affected both the financial result and the liquidity for 2018-2020.

Due to Covid-19, and to lower costs, the IFF has since April 2020 held all meetings online and kept travelling to an absolute minimum. In October 2020, the IFF Central Board made the decision to furlough the IFF staff for a period of at least one month to further save costs. The IFF received funding from the Finnish Ministry of Education and applied for extra grants from the IOC. As well, applications for long-term loans from the IOC and the Finnish Floorball Federation were made to be able to cope with the financial effects of the pandemic during 2020.

IFF has, with the implementation of the IFF License system 2.0, worked a lot with the Member Associations to reduce the number of debts to the IFF and for those with large debts pay-off plans

have been made and followed-up. This has also been part of a clear effort to not compromise their participation in the upcoming IFF events. For the registration of the WFC 2022 no country can register while having debts to the IFF, in accordance with the IFF License System.

To secure a sound development the IFF still needs to find ways to increase the outside financing, which primarily comes from the TV/livestreaming and sponsors, especially from outside the Floorball market.

23. ADMINISTRATION

As the IFF has grown in respect of the number of members and competitions, the need to have a larger number of staff has also constantly increased. For many years now, the IFF administration has worked at the far limit of its existing resources, especially with the growing number of events, which is expected to increase further in the future. As there is a constant need for more resources in the field of competition and development, the IFF has needed to increase the number of the employees and start to use as much outside working force as possible within the limits of the available financial resources.

One new employee has been contracted during the period, taking the total to eight full-time employees:

- Mr. John Liljelund, Secretary general.
- Ms. Merita Bruun, Communication & Anti-Doping Manager
- Mr. Stefan Kratz, Competition Manager
- Ms. Sarah Mitchell, Events Manager
- Mr. Veli Halonen, Operations Manager
- Mr. Tero Kalsta, Sales Coordinator
- Ms. Mari Myllärinen, Information Coordinator
- Ms. Monika Kraus, Competition Coordinator (started 3rd of June 2019)

All the IFF office and staff email addresses were changed to be format lastname@floorball.sport in October 2019.

The year 2020 brought new challenges to IFF office due to the Covid-19 global epidemic, which caused all the IFF events from March 2020 onwards to be postponed or cancelled. The financial impact has been vast and the IFF has been in the situation that there is a need to furlough the staff for at least one month during 2020/21. The CB and office have taken several actions to try to decrease the time for furloughs.

24. CLOSING REMARKS

The IFF Central Board would like to thank all Member Associations, as well as all committee members, sponsors, the great number of volunteers who have helped IFF in different ways, and of course the office staff, for the tremendous work done in order to develop floorball in all possible aspects. This year, 2020, has proved to be very difficult. Everyone's lives have been changed in ways we could never have predicted, and our Floorball activities have been severely restricted. We look forward to a more positive outlook for the next period and will work with all our Member Associations to return Floorball to the schools, local venues, national events, and international television audience as quickly and as strongly as possible. With the possibility of four major World Championships in 2021 it could be our biggest year yet.

Auditor's report

To the general assembly of the International Floorball Federation.

Report on the annual accounts

Opinions

I have audited the annual accounts of International Floorball Federation for the financial year 2018.

In my opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of International Floorball Federation as of 31 December 2018 and its financial performance for the year then ended in accordance with the Annual Accounts Act. The administration report is consistent with the other parts of the annual accounts.

I therefore recommend that the general assembly adopts the income statement and balance sheet.

Basis for Opinions

I conducted my audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities* section. I am independent of International Floorball Federation in accordance with professional ethics for accountants and have otherwise fulfilled my ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinions.

Responsibilities of the Executive Board

The Executive Board is responsible for the preparation of the annual accounts and that they give a fair presentation in accordance with the Annual Accounts Act. The Executive Board is also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts, The Executive Board is responsible for the assessment of the federations's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Executive Board intend to liquidate the federation, to cease operations, or has no realistic alternative but to do so.

Auditor's responsibility

My objectives are to obtain reasonable assurance about whether the annual accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts.

As part of an audit in accordance with ISAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the annual accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence

that is sufficient and appropriate to provide a basis for my opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of the company's internal control relevant to my audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Executive Board.
- Conclude on the appropriateness of the Executive Board's use of the going concern basis of accounting in preparing the annual accounts. I also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the annual accounts or, if such disclosures are inadequate, to modify my opinion about the annual accounts. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual accounts, including the disclosures, and whether the annual accounts represent the underlying transactions and events in a manner that achieves fair presentation.

I must inform the Executive Board, among other matters, the planned scope and timing of the audit. I must also inform of significant audit findings during my audit, including any significant deficiencies in internal control that I identified.

Report on other legal and regulatory requirements

Opinions

In addition to my audit of the annual accounts, I have also audited the administration of the Executive Board of International Floorball Federation the financial year 2018 and the proposed appropriations of the federation's profit or loss.

I recommend to the general Assembly that the profit be appropriated in accordance with the proposal in the administration report and that the members of the Executive Board be discharged from liability for the financial year.

Basis for Opinions

I conducted the audit in accordance with generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities* section. I am independent of International Floorball Federation in accordance with professional ethics for accountants and have otherwise fulfilled my ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinions.

Responsibilities of the Executive Board

The Executive Board is responsible for the proposal for appropriations of the federation's profit or loss.

The Executive Board is responsible for the Federation's organization and the administration of the federation's affairs. This includes among other things continuous assessment of the Federation's financial situation and ensuring that the federation's organization is designed so that the accounting, management of assets and the federation's financial affairs otherwise are controlled in a reassuring manner.

Auditor's responsibility

My objective concerning the audit of the administration, and thereby my opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Executive Board in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the federation, or
- in any other way has acted in contravention of the Articles of Association.

My objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby my opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Articles of Association.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect actions or omissions that can give rise to liability to the federation, or that the proposed appropriations of the federation's profit or loss are not in accordance with the Articles of Association .

As part of an audit in accordance with generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. The examination of the administration and the proposed appropriations of the federation's profit or loss is based primarily on the audit of the accounts. Additional audit procedures performed are based on my professional judgment with starting point in risk and materiality. This means that I focus the examination on such actions, areas and relationships that are material for the operations and where deviations and violations would have particular importance for the federation's situation. I examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to my opinion concerning discharge from liability. As a basis for my opinion on the Executive Board proposed appropriations of the federation's profit or loss I examined whether the proposal is in accordance with the Articles of Association.

Segeltorp 30th June 2019



Mikael Brandstam

Approved Public Accountant

Appendixes: Statement of Income and Balance sheet

INTERNATIONAL FLOORBALL FEDERATION

Financial Report 2018

Statement of income

INCOME

		Budget	Diff,
Transfers	107300,00	115000	-7700,00
Participation fees	159000,00	187000	-28000,00
Organizers fees	177310,00	229000	-51690,00
Temporary play	4300,00	5000	-700,00
Membership fees	183300,00	180000	3300,00
Fines	9950,00	15000	-5050,00
Sponsors & Advertisements	160886,46	206000	-45113,54
Value in kind	158890,00	158890	0,00
TV	126445,37	125000	1445,37
Radio	0,00	0	
Office support	140000,00	141000	-1000,00
Development support	31513,90	30000	1513,90
Sales	0,00	20000	-20000,00
Lic, revenues & royalties	285179,05	305000	-19820,95
Material exemptions	2387,41	3000	-612,59
Other	4487,02	10000	-5512,98
Total income	CHF 1550949,21	1729890,00	-178940,79

COSTS

		Budget	Diff,
Central activities	174889,97	22500	-152389,97
Office	713712,84	746000	32287,16
Central Board	28101,26	37700	9598,74
ExCo	0,00	5000	5000,00
GA/AM	7281,03	8500	1218,97
External meetings	11040,87	15900	4859,13
IOC 50 Road Map	31663,63	31500	-163,63
Parafloorball	675,15	5000	4324,85
Equality Function	2952,99	11500	8547,01
Athletes Commission	7562,13	9000	1437,87
WFC	217670,12	211700	-5970,12
U19 WFC	26740,10	21000	-5740,10
EFC	10531,37	44000	33468,63
Champions Cup	21577,12	23500	1922,88
World Games	463,05	0	-463,05
WUC	3020,75	8400	5379,25
Regional Games	1456,09	4500	3043,91
Anti-Doping	30991,98	28000	-2991,98
Rules & Competition Committee	9458,27	19000	9541,73
Referee Committee	10922,59	25000	14077,41
Development	25376,37	47000	21623,63
Development material	158890,00	158890	
Material*	105775,96	120100	14324,04
Marketing	58882,58	58800	-82,58
TV	1549,31	1200	-349,31
Information	44817,71	58200	13382,29
Medical Committee	0,00	6000	6000,00
Appeal Committee	0,00	1000	1000,00
Disciplinary Committee	0,00	1000	1000,00
Total costs	CHF 1706003,24	1729890,00	23886,76
Profit/Loss	CHF -155054,03	0,00	-155054,03

* The outcome of the material appr, system was:

Income	285179,05
Costs	239224,12
Profit	45954,93

Balance sheet 31.12 2018

Assets

	01.01 2018	31.12 2018
Current assets		
Cash	0,00	0,00
Credit Suisse 559200-11	183059,87	109531,81
Receivables*		
Claims 2010	85612,69	0,00
Claims 2011	25853,83	0,00
Claims 2012	31700,06	0,00
Claims 2013	49200,00	49200,00
Claims 2014	53750,00	41550,00
Claims 2015	29500,00	28500,00
Claims 2016	65001,95	62633,95
Claims 2017	224626,65	58200,00
Claims 2018	0,00	205222,58
Prepaid costs	24513,32	17935,39
Receivables from rel.parties	40276,87	67062,74
Total assets	CHF 813095,24	639836,47

Liabilities and equity

Current liabilities		
Accr, expenses & deferred income	-377026,36	-289115,00
Other current liabilities	-13079,11	-13135,29
Transfers to reserves	-184668,72	-250490,04
Material board reserves 2016	-234,82	0,00
Material Board reserves 2017	-34600,42	-1900,42
Material board reserves 2018	0,00	-36763,94
Equity		
Retained earnings	-203485,81	-203485,81
Outcome 2018	0,00	155054,03
Total liabilities & equity	CHF -813095,24	-639836,47

INTERNATIONAL FLOORBALL FEDERATION

Financial Report 2018

Statement of income

INCOME		Budget	Diff,
Transfers	107300,00	115000	-7700,00
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Office support	140000,00	141000	-1000,00
Development support	31513,90	30000	1513,90
Sales	0,00	20000	-20000,00
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Material exemptions	2387,41	3000	-612,59
Other	4487,02	10000	-5512,98
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Central activities	174889,97	22500	-152389,97
Office	713712,84	746000	32287,16
Central Board	28101,26	37700	9598,74
ExCo	0,00	5000	5000,00
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TV	1549,31	1200	-349,31
Information	44817,71	58200	13382,29
Medical Committee	0,00	6000	6000,00
Appeal Committee	0,00	1000	1000,00
Disciplinary Committee	0,00	1000	1000,00
Total costs	CHF 1706003,24	1729890,00	23886,76
Profit/Loss	CHF -155054,03	0,00	-155054,03

* The outcome of the material appr, system was:

Income	285179,05
Costs	239224,12
Profit	45954,93

Balance sheet 31.12 2018

Assets

	01.01 2018	31.12 2018
Current assets		
Cash	0,00	0,00
Credit Suisse 559200-11	183059,87	109531,81
Receivables*		
Claims 2010	85612,69	0,00
Claims 2011	25853,83	0,00
Claims 2012	31700,06	0,00
Claims 2013	49200,00	49200,00
Claims 2014	53750,00	41550,00
Claims 2015	29500,00	28500,00
Claims 2016	65001,95	62633,95
Claims 2017	224626,65	58200,00
Claims 2018	0,00	205222,58
Prepaid costs	24513,32	17935,39
Receivables from rel.parties	40276,87	67062,74
Total assets	CHF 813095,24	639836,47

Liabilities and equity

Current liabilities		
Accr, expenses & deferred income	-377026,36	-289115,00
Other current liabilities	-13079,11	-13135,29
Transfers to reserves	-184668,72	-250490,04
Material board reserves 2016	-234,82	0,00
Material Board reserves 2017	-34600,42	-1900,42
Material board reserves 2018	0,00	-36763,94
Equity		
Retained earnings	-203485,81	-203485,81
Outcome 2018	0,00	155054,03
Total liabilities & equity	CHF -813095,24	-639836,47

Auditor's report

To the general assembly of the International Floorball Federation.

Report on the annual accounts

Opinions

I have audited the annual accounts of International Floorball Federation for the financial year 2019.

In my opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of International Floorball Federation as of 31 December 2019 and its financial performance for the year then ended in accordance with the Annual Accounts Act. The administration report is consistent with the other parts of the annual accounts.

I therefore recommend that the general assembly adopts the income statement and balance sheet.

Basis for Opinions

I conducted my audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities* section. I am independent of International Floorball Federation in accordance with professional ethics for accountants and have otherwise fulfilled my ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinions.

Responsibilities of the Executive Board

The Executive Board is responsible for the preparation of the annual accounts and that they give a fair presentation in accordance with the Annual Accounts Act. The Executive Board is also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts, The Executive Board is responsible for the assessment of the federations's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Executive Board intend to liquidate the federation, to cease operations, or has no realistic alternative but to do so.

Auditor's responsibility

My objectives are to obtain reasonable assurance about whether the annual accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts.

As part of an audit in accordance with ISAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the annual accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence

that is sufficient and appropriate to provide a basis for my opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of the company's internal control relevant to my audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Executive Board.
- Conclude on the appropriateness of the Executive Board's use of the going concern basis of accounting in preparing the annual accounts. I also draw a conclusion, based on the audit evidence obtained, as to whether any material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the annual accounts or, if such disclosures are inadequate, to modify my opinion about the annual accounts. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual accounts, including the disclosures, and whether the annual accounts represent the underlying transactions and events in a manner that achieves fair presentation.

I must inform the Executive Board, among other matters, the planned scope and timing of the audit. I must also inform of significant audit findings during my audit, including any significant deficiencies in internal control that I identified.

Report on other legal and regulatory requirements

Opinions

In addition to my audit of the annual accounts, I have also audited the administration of the Executive Board of International Floorball Federation the financial year 2019 and the proposed appropriations of the federation's profit or loss.

I recommend to the general Assembly that the profit be appropriated in accordance with the proposal in the administration report and that the members of the Executive Board be discharged from liability for the financial year.

Basis for Opinions

I conducted the audit in accordance with generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities* section. I am independent of International Floorball Federation in accordance with professional ethics for accountants and have otherwise fulfilled my ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinions.

Responsibilities of the Executive Board

The Executive Board is responsible for the proposal for appropriations of the federation's profit or loss.

The Executive Board is responsible for the Federation's organization and the administration of the federation's affairs. This includes among other things continuous assessment of the Federation's financial situation and ensuring that the federation's organization is designed so that the accounting, management of assets and the federation's financial affairs otherwise are controlled in a reassuring manner.

Auditor's responsibility

My objective concerning the audit of the administration, and thereby my opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Executive Board in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the federation, or
- in any other way has acted in contravention of the Articles of Association.

My objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby my opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance with the Articles of Association.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect actions or omissions that can give rise to liability to the federation, or that the proposed appropriations of the federation's profit or loss are not in accordance with the Articles of Association .

As part of an audit in accordance with generally accepted auditing standards, I exercise professional judgment and maintain professional skepticism throughout the audit. The examination of the administration and the proposed appropriations of the federation's profit or loss is based primarily on the audit of the accounts. Additional audit procedures performed are based on my professional judgment with starting point in risk and materiality. This means that I focus the examination on such actions, areas and relationships that are material for the operations and where deviations and violations would have particular importance for the federation's situation. I examine and test decisions undertaken, support for decisions, actions taken and other circumstances that are relevant to my opinion concerning discharge from liability. As a basis for my opinion on the Executive Board proposed appropriations of the federation's profit or loss I examined whether the proposal is in accordance with the Articles of Association.

Segeltorp 28th June 2020



Mikael Brandstam

Approved Public Accountant

Appendixes: Statement of Income and Balance sheet

INTERNATIONAL FLOORBALL FEDERATION

Financial Report 2019

Statement of income

INCOME		Budget	Diff,
Transfers	113800,00	115000	-1200,00
Participation fees	213000,00	216000	-3000,00
Organizers fees	113600,00	143000	-29400,00
Temporary play	2550,00	6000	-3450,00
Membership fees	193900,00	190000	3900,00
Fines	100,00	15000	-14900,00
Sponsors & Advertisements	93616,16	245100	-151483,84
Value in kind	158890,00	158890	0,00
TV	167963,79	150000	17963,79
Radio	527,54	10000	-9472,46
Office support	140000,00	140000	0,00
Development support	30974,90	30000	974,90
Sales	30600,07	40000	-9399,93
Lic, revenues & royalties	266446,30	322000	-55553,70
Material exemptions	1607,47	4500	-2892,53
Other	4056,53	15000	-10943,47
Total income	CHF 1531632,76	1800490,00	-268857,24
COSTS		Budget	Diff,
Central activities	21023,87	22500	1476,13
Office	677233,57	783000	105766,43
Central Board	22657,86	37700	15042,14
ExCo	44,55	5000	4955,45
GA/AM	7582,25	9500	1917,75
External meetings	15174,62	15900	725,38
IOC 50 Road Map	0,00	16500	16500,00
Parafloorball	1050,48	5000	3949,52
Equality Function	0,00	10900	10900,00
Athletes Commission	7667,48	9000	1332,52
WFC	206404,73	190700	-15704,73
U19 WFC	33659,47	29000	-4659,47
EFC	44183,63	44000	-183,63
Champions Cup	74324,58	85000	10675,42
World Games	312,34	0	-312,34
WUC	0,00	0	0,00
Regional Games	4645,99	5500	854,01
Anti-Doping	23304,64	36000	12695,36
WADA and Education Meetings	4864,72	0	-4864,72
Rules & Competition Committee	9859,88	19000	9140,12
Referee Committee	19037,27	30900	11862,73
Development	24962,59	42050	17087,41
Development material	158890,00	158890	
Material*	88039,51	120100	32060,49
Marketing	38970,45	69450	30479,55
TV	16,14	1200	1183,86
Information	57815,01	45700	-12115,01
Medical Committee	3405,04	6000	2594,96
Appeal Committee	0,00	1000	1000,00
Disciplinary Committee	0,00	1000	1000,00
Total costs	CHF 1545130,67	1800490,00	255359,33
Profit/Loss	CHF -13497,91	0,00	-13497,91

* The outcome of the material appr, system was:

Income	266446,30
Costs	232035,59
Profit	34410,71

Balance sheet 31.12 2019

Assets

	01.01 2019	31.12 2019
Current assets		
Cash	0,00	0,00
Credit Suisse 559200-11	109531,81	40700,59
Credit Suisse MasterCard guarantee	0,00	21600,02
Receivables*		
Deferr.exp. and accr.income	0,00	5668,22
Claims 2013	49200,00	45500,00
Claims 2014	41550,00	40050,00
Claims 2015	28500,00	26600,00
Claims 2016	62633,95	50000,00
Claims 2017	58200,00	49500,00
Claims 2018	205222,58	25650,00
Claims 2019	0,00	404719,20
Prepaid costs	17935,39	8599,85
Receivables from rel.parties	67062,74	53294,66
Total assets	CHF 639836,47	771882,54

Liabilities and equity

Current liabilities		
Accr, expenses & deferred income	-289115,00	-404915,00
Other current liabilities	-13135,29	-20418,26
Loan	0,00	-75000,00
Transfers to reserves	-250490,04	-209086,84
Material Board reserves 2017	-1900,42	0,00
Material board reserves 2018	-36763,94	0,00
Material board reserves 2019	0,00	-27528,57
Equity		
Retained earnings	-48431,78	-48431,78
Outcome 2019	0,00	13497,91
Total liabilities & equity	CHF -639836,47	-771882,54

INTERNATIONAL FLOORBALL FEDERATION

Financial Report 2019

Statement of income

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Other current liabilities	-13135,29	-20418,26
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Material board reserves 2018	-36763,94	0,00
Material board reserves 2019	0,00	-27528,57
Equity		
Retained earnings	-48431,78	-48431,78
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Total liabilities & equity	CHF -639836,47	-771882,54



**INTERNATIONAL
FLOORBALL
FEDERATION**

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1. INTRODUCTION

The two-year period that lies ahead of us brings a set of completely new challenges for the IFF and its Member Associations. The previous period has brought quite severe financial issues for the IFF with the global effect of Covid-19 in 2020 and an emergency bailout of the U19 World Championships in 2019. The financial rescue package secured by the IFF for the Canadian U19 WFC local organisers ensured the event was able to go ahead. If not for this, the financial loss for the IFF and all the participating countries would have been enormous. In 2020 the world was hit by the Covid-19 pandemic, which forced IFF to postpone or cancel all events from March onwards. The financial effect of Covid-19 has been in the negative of approximately 700,000 CHF. As a result, many of the regular IFF activities have been cancelled and the IFF Administration has been furloughed, for around 20 days for each staff member, at the end of 2020. The development of the Covid-19 pandemic is still unclear, and we cannot be certain of when and if events can finally be played.

If the Covid-19 situation improves and we can play events as planned, the postponement of several major IFF events will make the year of 2021 a super year of Floorball with four World Championships. The Women's U19 (2020) & Men's U19 (2021) World Championships will be played back to back at the end of April and beginning of May. These are then followed by the Women's World Championships 2021 to be played at end of November – beginning of December, overlapping the Men's WFC 2020 which will be played in the first part of December 2021. This will require a lot of preparatory work for the IFF Administration and co-operation between the local organisers. In 2022 the Men's World Floorball Championships will be played in November, due to the FIFA World Cup in Qatar in December 2022, so we are also here in for a totally new term for the championships.



The *IFF Strategy 2021-2032 – Strengthening the Foundations* will be introduced and will require the building of a timetable and concrete implementation plan. Together with the rebuilding of the IFF finances and the successful execution of the events in 2021 and 2022, these will be the major areas of focus for the whole organisation.

2. ORGANISATIONAL DEVELOPMENT

IFF today consists of 74 Member Associations, out of which 44 countries are Ordinary Members. According to the present IFF Statutes and the IFF Licence System for participation in major events, the members are classified in different Tier groups and support and service is provided in accordance with their development tier. The IFF strongly urges all Member Associations, if they fulfil the requirements stipulated by the IFF Statutes, to apply for Ordinary Membership in the IFF. As a part of the implementation of the licence system, the aim is to promote the values of the system – ensuring that our members are aware of the content and the process. Having said this, IFF will start to work more closely with its members to try to find ways to strengthen their operations. There is mutual interest for the IFF to improve the organisational level of its members, as a number of the Member Associations are owing IFF quite substantial amounts of money and the only way for IFF to receive these is by helping to develop and stabilise national organisations.

Through the implementation of the IFF Licence System the IFF administration will more actively strive to support the Provisional Member Associations to develop their operations, in order to become Ordinary Members and participate in the IFF events on some level. The objective is to see a significant increase in the number of countries moving up in Tier classifications during the two years.

As part of the process of recovering from the Covid-19 pandemic, the IFF will concentrate on rebuilding our finances and start different processes to strengthen our outside funding.

The IFF Administration needs to find new ways to enhance athlete participation, by defining targets and actions plans for online seminars, meetings in events, etc. There is a need to implement an Artificial Intelligence (AI) strategy to utilise technical solutions (robotic process automation (RPA), chatbots, etc.) as a way to free staff time for more demanding tasks. The main asset of the IFF is its staff and therefore we need to be make plans for educating IFF employees, with a target of at least 1 course per year/per person, for example Elements of AI -course, new media, facilitation, sustainability, RPA.

3. INTERNATIONAL FOCUS

The basis of our operations for the first two decades was to spread, grow, and develop the sport globally, while at the same time seeking official approval and recognition from the international sports community. The IFF has now successfully secured the recognition and membership of all the major global sports organisations (IOC, GAISF, ARISF, IWGA, IMGA, FISU and WADA), so in what can be defined as the second phase of our existence, we now need to move to strengthen our positions and work towards global growth.

The focus for IFF must change and we need to be a more active, stronger, and trustworthy partner of the international sports community, bringing forward new ideas and operations which have proven to be effective in the Floorball community as a whole. It is key to grow the number of countries where Floorball is a major sport, both on and outside the field of play, during the coming ten years. The IFF must help with the development of the organisation, good governance, strategic planning and broadening the sports pyramid in these countries.

The future of Floorball, as a growing sport, is very closely connected to the success of how the IFF and its Member Associations will be able to develop hand-in-hand on the national and international level. It is crucial that all IFF members continue to strive for national recognition to their respective National Olympic Committee (NOC) and National Sports Confederations, and put forth the most suitable, and internationally well-known, national candidates with the biggest chances to be elected, regardless of whether they be sports politicians or high ranking employees. We need to use the success of participation in The World Games 2017 and the future participation in the Asian Indoor and Martial Arts Games 2021 in Thailand and The World Games 2022 in Birmingham, USA, as 'door-openers' to the NOC's and the National Sport Confederations.

Now is the time for the IFF and the whole Floorball community to change our approach. Instead of just aiming for being included in multi-sport games, we must strive to strengthen our activities and operations so that the multi-sport organisers come to recognise that having Floorball as part of their event is crucial. This does not mean that we shall not seek inclusion in these events, but we need to build our organisation and our operations and make them stronger, so they are seeking our inclusion, rather than the other way around. As a part of this we will work on a special multi-sport games strategy to be presented to the IFF General Assembly 2022.

4. OBJECTIVES FOR 2021-2022

The IFF is building and steering its operational planning based on a variety of documents, which are all approved by the Member Associations in the IFF General Assembly (GA). The new IFF Strategy, to be approved by the IFF General Assembly 2020, serves as the main long-term reference document for the direction of our overall operation until 2032. This document, the IFF Plan of Action, serves as the short-term plan of what we need to do and how to reach the strategic objectives.

The IFF Central Board (CB) is to create an implementation plan for the defined three periods 2021-2024, 2025-2028 and 2028-2032, with a detailed execution plan and timeline for the needed actions to meet all the targets outlined in the IFF Strategy. There is a need to clearly prioritise when each target shall be dealt with and define a responsible person, such as CB member, Staff, or Committee member, for each target.

The implementation of the IFF Strategy must be tied closer together with the actions of the Member Associations. Discussions between the IFF and Member Associations on the co-operative plans are scheduled to be held during 2021.

4.1. Increased number of players, members, and enhanced member services

To increase the number of players and series played in the different countries is one of the main short-term targets the IFF has set. Developing activities and service level through the IFF License System, as well as different development projects, will help us to reach the target.

The IFF must continue to focus on, not only increasing the membership in Africa and Latin America, but also to take care of the existing countries, working to bring the new members up-to-speed and to help close the gap as early as possible. At present, different sources indicate that there are around 90 countries where Floorball is played in one form or another. The objective for IFF must be to collect these countries under its umbrella, and by the end of the period have around 80 members.

In establishing Floorball in new countries, IFF now actively seeks for and connects to new Floorball groups, often working with expatriates from established Floorball members who are active in the country, as a way to gain faster entrance to the new market. The IFF will continue this approach to gain new Member Associations for the next two-year period.

The cooperation with Special Olympics International (SOI) is crucial as there are already over 60 countries participating in the SOI Floorball programs. This calls for an increased strategic cooperation with SOI based on a concept proposal. In 2020, we held several development and coaching seminars for Special Olympics, many of them online, as well as testing the use of match statistics for their events. This co-operation should continue and expand in the coming years.



The IFF will investigate the possibility to create an online platform for the IFF and Member Associations where they can share knowledge, be inspired by each other, and support each other, especially in regards of organisational and financial operations. As IFF's resources are limited, we need to find new ways of working, like forming more country groups such as the Euro Floorball Tour or 6-Nations to help speed-up development. There is also a need to launch development projects together with the Member Associations for online education in fields of organisation, coaching and refereeing. Here there is already a possible opportunity to test this concept, with Czech Floorball having received the approval for their EU project in October 2020. The aim with this is to build a development model for a Floorball Member Association in the coming three-year period.

To continue to grow and flourish, reaching our vision and set objectives, the most important factor for IFF is, without doubt, the welfare and positive development of our Member Associations. The whole is equal to the sum of its parts, neither more nor less, and so the success of the IFF depends directly on the success of each of our Members. The stronger our Member Associations

become, the further and faster they can develop Floorball on a national level, increasing the visibility and importance of the sport, and in turn, the IFF will become stronger. It is important to understand, however, that this requires a much tighter co-operation between all the stakeholders of the Floorball family.

There is a clear need to strengthen the internal communication between the main countries. This could be done through increased networking between the top 8-10 countries on a Presidential and Secretary General level. Also, the need for the IFF Core Country meetings is evident and these should be organised on an annual basis. The IFF also plans to organise more bi-lateral meetings with Member Associations and targeted meetings, such as with the Core Countries representatives, to help improve this co-operation.

The need to continue to look for solutions and measures to close the gap between the different levels of our members on the field of play, will continue to be an important part of the development and strengthening of the members during this period. Here, a number of initiatives will be taken within the field of development, and also on the political level in order to find new ways of assisting and developing the Member Associations. An initiative to organise coaching webinars and an International Floorball camp for players and coaches is already being discussed with the Sports Institute Eerikkilä in Finland.

4.2. Development work

Floorball Development Seminars will continue to be run by the IFF as a way of bringing together more countries, but the IFF is equally willing to offer country-specific education in the field of coaching, organisation, refereeing or good governance issues. Striving for further development in the Member Associations has seen the introduction of Level 2 seminars in Coaching and Refereeing. The lack of possibilities to meet face-to-face in 2020, due to Covid-19, forced the IFF to seek new forms of running the seminars and a good and quick way to react to the needs of the Member Associations have been the webinars. Not only do they allow for greater participation, they



also allow us to offer more services at a lower cost. The IFF will keep the webinars as a part of the regular development tools in the future, even after we have returned to 'normal' post-Covid-19 life. The development seminar itself will remain as the main education method, whichever way it is delivered, as the three-day interactive education method is, without doubt, the best and most motivating tool.

Similar to what already exists for the international referees, with their various classifications, the IFF has started to create a certification system for coaching education to help the Member Associations. Many countries already have their own coaching accreditation system, however we hope the IFF system may help to standardise these while also providing a new tool for those who have not yet developed their own system. The plans for this during 2020 could not be carried out, but the project will continue as soon as it is possible. IFF will continue to make country-specific workshops to develop the member services of associations (competition and education).

The forms of co-operation that we offer vary from material support to joint development clinics and seminars. The IFF needs to strongly focus on the regions where Floorball is not presently very well represented, such as Africa, Middle-East, South America and Central Asia, and must carefully choose the type of support offered to ensure that it best suits their needs and offers the greatest

level of successful outcomes. The equipment support program will continue as it has been and hopefully the problems of 2020, where delivery of equipment was severely limited, will improve for 2021 and 2022.

4.3. Implementation of Licence System 2.0

The IFF License system 2.0 was originally approved by the IFF General Assembly in Riga in 2016. The system is based on a three-level tier system for the IFF Member Associations and the purpose is that both the Associations and the IFF can define where each Member Association is on the development path. The criteria are built so that even in Tier Group 1, the Member Association is able to register and participate to IFF events, and as they move higher in the tier groups the more opportunities that open up for them. A main focus in the system is the financial aspect, helping to ensure that Member Associations are running sound financial operations without any debts to IFF nor to other Associations. This financial security will help to secure the positive development of the Member Association.

The IFF presented the outcome of the License System 2.0 survey in the IFF Associations' Meeting 2019 in Neuchâtel, Switzerland. Since then, the Member Associations have begun to define what actions they need to take to be able to fulfil the criteria of the License System 2.0. For many Associations, the changes and updates will not be so significant but there are some with financial questions which will require the co-operation of the IFF to solve. The plan is to continue the process and have as many countries as possible being compliant, with the aim of no country being ineligible for participation in IFF events due to not meeting licence criteria.

The IFF office has already started consulting with the Member Associations to define their individual needs and guide them in the process of stepping up the tier ladders. This work began after the Associations' Meeting 2019 and the process will be ongoing through 2021.

4.4. Lobby work and Multi-Sport Events

The lobbying work by the IFF has been very successful, yet there is still more to be done. Up until now, the IFF strategy has been to secure participation in any multi-sport event, but in the coming period, a careful return on investment analysis must be made, to determine where we shall concentrate our scarce resources and efforts.

With the confirmed inclusion of Floorball to the Asian Indoor and Martial Arts Games in Thailand 2021, The World Games 2022 in Birmingham, USA, the IMGA European Master Games in Tampere, Finland in 2023, and the SEA Games 2023 in Cambodia, it makes it necessary to analyse the resources of our activities and analyse when and where to seek entry into more multi-sport games. A key objective is still that IFF could secure the participation in more multi-sport events after 2022. The IFF is presently in the process to apply for participation in the GAISF Urban Games with a modified version of Floorball, based on the Urban Floorball concept.

Once again, it is vital to stress that the inclusion to the NOC's is a key issue for all Member Associations since it is the NOC who, in nearly all cases, decides if and when Floorball may take part in a multi-sport event.

The lobby work must be directed not only on the international level, but also on the local and national level by the Member Associations to ensure that the best possible result is achieved. The IFF CB will need to discuss how to communicate the importance of moving forward in the international scene to all stakeholders, including clubs, Member Associations, and their leadership groups, and to have the international work included in their strategic plans. During the period, IFF will actively seek inclusion to the framework of international organisations such as GAISF or WADA.

With participation in The World Games 2022 already secured, the preparations will continue during 2021. For TWG 2022, the key success factor will be our ability, in co-operation with the US Floorball Association, to localise the strength and support for Floorball in the Birmingham region.

After the successful SEA Games in the Philippines in 2019, the discussions are continuing with the organisers for the SEA Games 2021 in Vietnam. It is still unclear if Floorball will be on the program for Vietnam, although confirmation of inclusion to SEA Games 2023 in Cambodia has already been secured.

In Africa, the IFF will continue the development of the regional competitions. The African Cup, for both men and women, was played for the first time in 2018 with west African countries; Burkina Faso, Cote d'Ivoire, Mali and Nigeria. The Africa Cup 2019 took place in Kenya and was again played in both categories, women and men, with mostly eastern African countries: Burkina Faso, Kenya, Mozambique, Somalia and Uganda, but the aim will be to find a way to have participants from both east and west Africa together in the future. The travel distances and related costs are the biggest hurdle for these regional competitions.

4.5. Marketing

To achieve the faster development that we aim for as well as providing the level of support to Member Associations that we want, it is clear the level of marketing rights income the IFF generates must be increased. The IFF Marketing function aims to secure the IFF Title sponsor and two main sponsors during 2021. An increase in external funding is the key for further development of IFF services and activities, however, to secure the best possible result, the support of, and the active cooperation with the Member Associations will be also needed.

The IFF has secured a range of Floorball material equipment sponsors for the period 2019 – 2022 to keep the same look and feel of all IFF Events, which helps to strengthen the branding of Floorball. The IFF Corporate Identity will be reviewed and the results used to better suit the demands of the increased activation of the Floorball brand.

By using the results of the Sportcal Global Sport Index, surveys of the adult World Floorball Championships and the Floorball Fan surveys, the objective is to improve the sales arguments and achieve better sales results. The IFF has started to pursue sales with the help of the marketing agency Protocol Sports Marketing and the IFF Sales Coordinator will also actively contact companies in the Scandinavian market space, as this is where the potential of sponsorship support is greatest. The growing importance of sustainability is emphasised in the newly structured sales material.



As the general financial situation due to Covid-19 is very challenging the IFF is, for economic reasons, postponing marketing campaigns to allocate funds to the most critical functions.

4.6. TV & Livestreaming

One of the key factors for success in the field of sponsorship sales is the increased visibility of Floorball on TV and online platforms. The IFF has been able to develop the streaming product with the consistent use of professional commentary by Mr Olly Hogben, and to support the growth of the TV and livestream coverage the IFF will continue to include professional commentary for major events. In some cases, the television and livestreaming coverage we currently provide is of a higher standard than that of well-established Olympic sports.

IFF will continue the cooperation with the Olympic Channel which started with the WFC 2016 and The World Games channel. All IFF events, big or small, are now required to be livestreamed to the IFF YouTube channel. IFF will continue to act as the producer of the TV signal for major events and work with the coordination of the uplink and the satellite segment. During the period, the IFF



will investigate and plan for a financially viable move from YouTube to an Over-The-Top (OTT) platform, fully managed by IFF, to maximise the monetisation of content and increase revenue. IFF is in the process to negotiate with the Latvian company PolarHD about a long-term agreement for the TV-production/ livestreaming of our major events.

The more active use of the social media channels is essential for the future and the IFF will look at ways to increase and commercialise our presence in social and mobile media.

The target is to integrate these channels as an important part of the sponsorship deals. The IFF, together with sponsors, will need continue to attract more followers with active campaigns and develop new content, such as the World Virtual Freestyle Floorball Cup launched for the first time in October 2020.

4.7. Future of Floorball

The experience of The World Games 2017 with a shorter game time, smaller teams, and very intense and exciting matches, fostered a discussion of the need to change the format also for the IFF major events. When discussed in the IFF Associations Meeting in Bratislava 2017, the Member Associations were clearly in favour to change the structure. It was decided at the IFF General Assembly 2018 to execute a set of initial tests for the new system in IFF events during the seasons 2019/20 and 2020/21, as well as in other selected international events organised by Member Associations, with the objective to prepare a proposal for the General Assembly 2022. Due to the Covid-19 pandemic no tests were carried out in IFF Events in 2020 but the Women's WFC 2021 qualifications, EuroFloorball Cup 2021, and EuroFloorball Challenge 2021 will all be played according to the concept with 17 players & 5 officials and game time 3x15 minutes with 10 minutes intermission.

In the *IFF Strategy 2021-2032 – Strengthening the Foundations*, it has been defined as a target to create new game formats and playing systems, such as mixed floorball. The IFF will begin the work to be able to have new products ready for testing during the two-year period. In addition, the IFF will continue the process and preparations for the introduction of a European Championship starting in 2023.

4.8. Ethics

IFF will continue to develop the activities inside the organisation and towards the Member Associations to promote the positive values of sport, as described in the IFF Good Governance Policy. These include fair play in a game without match-fixing, and a doping-free sport, giving our athletes the chance to perform in an environment without racism, hooliganism or other kinds of intolerance or violence. The IFF Guidelines against Sexual Harassment & Abuse will be updated and a stronger focus of implementation will be taken, both within the IFF and the Member Associations.

When it comes to the work against doping and enhancing good governance structures, Floorball in general is standing out positively already and this will, on both a national and international level, become more important. A positive image for Floorball will foster many areas of work, including growth, sponsorship, and recognition. Securing the voice of the athletes throughout the organisation, and in all development processes, is also a factor needed for IFF to follow the general trend in International Sports.

5. ADMINISTRATION

The IFF administration, consisting today of eight full time employees and the use of seasonal trainees and volunteers at major events, has continued to increase the number of services and operations that the IFF offers to its members. The growing number of competitions and IFF initiatives, the increased demand for services provided to the stakeholders, as well as the expectation that IFF should carry out more tasks on behalf of its members, requires that the IFF administration needs to develop both in numbers and quality. This is imperative if we are to maintain and expand the service level to our members. There is a discrepancy between the need to increase the number of employees and the missing funds of realising this. The IFF office staff is the biggest asset the federation has, and it is imperative for the continuing development of the organisation. There needs to be succession planning created to secure the consistency of the organisation with priority tasks and services, which must be upheld.

The IFF office has been located in Helsinki, Finland since 2004. In 2020 the IFF re-signed an agreement with the Finnish Floorball Federation whereby they will provide IFF with office facilities until the end of 2024, and thus the IFF office will remain in Helsinki for that time period. The IFF CB shall start the preparations in 2024 for a new agreement with the Finnish Federation, with the aim to keep the office in Helsinki for a future period. The process to register the IFF in Switzerland has been completed and the IFF is now officially registered in Switzerland in Canton de Vaud.

Due to Covid-19 the majority of 2020 IFF events have been postponed to 2021, making it difficult to define what kind of needs for additional trainees the IFF may have for the upcoming events in 2021 and 2022. The basic plan is to continue the same way as before, hiring temporary help for the major events, as well as during the Finnish summer when traineeships traditionally take place. With the major events running back-to-back or overlapping, it is certain that during the events themselves locally-based help will need to be secured to assist the IFF staff.

The growing workload of the IFF administration will require different measures in the coming years. One solution is to use more in-house interns to work in the different fields of the activities, and the office will continue seeking opportunities to employ different trainees and civil workers on a project basis. Another approach is to start outsourcing certain duties, such as tasks to do with social media and the IFF YouTube channel. Since the IFF office has been financially self-funded for over sixteen years, and the turnover of the budget has increased relatively slowly during the last ten years, IFF needs to look more carefully on our revenue generation, in order for IFF to live up to the expected service level.

At the end of 2020, the IFF administration reached eight employees, consisting of a Secretary General, Competition Manager, Event Manager, Communications & Anti-Doping Manager, Operations Manager, Sales Coordinator, Information Coordinator, and a Competition Coordinator. The additional resources shall be directed to the fields of competition, marketing, TV, information, and development. On a regular basis, the IFF will inform our Member Associations about the different fields of responsibilities of the employees via the IFF web page and through our newsletters. When, and if, the financial situation permits, the administration will be strengthened during the period between the General Assemblies in order to meet with the IFF Vision and Missions.

6. CENTRAL BOARD

The role of the IFF Central Board (CB) is as a strategic level decision-making body, working with the overall political questions and direction of the movement. The Executive Committee (ExCo) plays a larger role in the tactical level questions, while the Office carries the operational execution responsibility in accordance with the decided direction. The CB plans at least three to four meetings per year, out of which two are often organised in connection to IFF events, but the CB will need to look over the scheduling of these, since the possible demands might require a change in the meeting calendar, which has been the case in handling of the Covid-19 pandemic, where thirteen meetings were needed in 2020.

The IFF Executive Committee (ExCo), consisting of the President, the Vice President, Treasurer, the AOFC Senior Vice President, and the IFF Secretary General, will handle and prepare the upcoming issues for the CB and take decisions where they are needed. The past legislation has fully proven the necessity of such a body. The IFF President and the Secretary General bear the responsibility of developing the contacts to the international sports community for the CB.

The CB will continue to allocate questions in specific areas of responsibility to each CB member. These special responsibilities will be assigned to the respective committees, functions, office and, if required, to a special working group. This will give more time for the CB to concentrate on the top level strategic and political questions, which will help to determine what is best for world Floorball, and to help spread and develop Floorball worldwide.

The tested approach of dividing the CB meeting into a working session, discussing a few strategic questions in depth during the first day, and having the meeting the second day has proven to be very successful and will continue to be implemented for future meetings. The CB needs to look over the methodology of the workshops if the Covid-19 pandemic will continue for a longer period of time, as conducting the workshops online with the current format is not as effective as would be liked.

The CB will establish a special working group to plan the timetable and build the implementation plan for the *IFF Strategy 2021-2032 - Strengthening the Foundations* during the 1st quarter of 2021.

7. COMMITTEES & FUNCTIONS

The IFF CB will continue the chosen line of having a limited number of operational bodies – Athletes' Committee (ATC); Entourage Committee (ENC); Ethics Commission (ETC); Medical Committee (MC); Referee Committee (RC); and Rules and Competition Committee (RACC). The tasks of the RC and the RACC will be assessed to see if there is a possibility to better develop the way the committees are structured and how they are currently working.

The other fields of activity are organised into functions led either by a CB or staff member. The functions for marketing, lobbying, and regional development are led by CB members. In addition to these, the IFF operates other functions such as development operations, equality, information, marketing operations, materials, and ParaFloorball. The responsibilities of the committees and functions are

allocated by the CB. Additionally, the CB will ask the Secretary General to appoint the relevant employee to act as the secretary of the committees.

7.1. Rules and Competition Committee (RACC)

The Rules and Competition Committee (RACC) will continue to focus on dealing with the changing requirements the fast development of our sport sets on our regulations and competition structure. The main task remains with the ongoing evaluation of the Adult as well as the U19 World Floorball Championships playing system and the timeframe for the playing of these competitions. We are seeing a lot of other sports changing the scheduling of their events which will have an influence on the timing of IFF events as we aim to avoid clashing, because of the impact on possible TV coverage and sponsorship deals. This will have to be monitored closely by RACC.

In addition to the regular administrative work of running IFF events, the RACC will continue to modify the Competition and Organiser Regulations as needed. The introduction of new age categories for international events will be looked upon, and the international calendar will continue to be revised. A major change of the way that Floorball is played, in regards of the length of matches and the number of players, is likely to be finalised in the coming period. A review of the U19 WFC playing system will see a new structure introduced for the final round event where the first steps to a structure nearer the adult WFCs will be taken in the final rounds of the U19 WFC 2020 (postponed to 2021) and the U19 WFC 2021.

7.2. Referee Committee (RC)

The number of appointed international referees has been adequate to carry out all the international events over the last two years. The number of countries where the IFF referees are coming from has increased, with the development being especially good in AOFC area. Singapore Floorball Association has been an asset to IFF in the development of the AOFC referees and IFF has together with the SFA already agreed that the programs will continue in the upcoming years as well.

The basic work to start to develop the referees in Africa started in 2019 and will continue also in the future. The challenge is that, so far, only one African team has participated to an IFF event and all the events held in Africa have been officiated by European referees. The plan is to start to use African referees in the Africa Cup with European educators, thereby strengthening the level of the African referees and guiding their education in the right direction from early on. The professional level of the educators in these projects is vital.



A continuing challenge for the RC, as in many team sports, is the low number of female referees, and close co-operation with the IFF Member Associations will be crucial in our efforts to increase the numbers. The process has been ongoing already for some time and will continue, however, it is clear there is no shortcut to results in this area. It will take time for not just the number of female referees to increase, but also for their level of experience to reach that which is required for international events. Securing the participation of women as educators is also a key element to increasing and keeping the level of female referees higher. There has been a positive increase in the number of female referee observers in past years and the RC wants to strengthen this growth in the future.

The work of the observers, as well as their education, is an important foundation of the overall referee function. The RC will work to find more tournaments suitable for the observers to participate in, as a way to help maintain their connection to international Floorball.

7.3. Medical Committee (MC)

The Medical Committee (MC) will continue to focus its work on following the requirements set by WADA and adopting them to the IFF Anti-Doping rules and regulations, administrating the IFF TUE procedure, evaluating the IFF in- and out-of-competition testing programme and the Anti-doping education programme.

The MC will also continue to develop the collection of Injury Information from the IFF Events, which has already led to one scientific study published by Ms. Kati Pasanen (FIN) in cooperation with the IFF. In addition, the MC will continue to produce and update medical documents to advise floorball players about certain conditions that can affect sport participation.

7.4. Ethics Commission (ETC)

The IFF Ethics Commission (ETC), which is elected by the IFF General Assembly will continue to work with the documents guiding the IFF operations and the implementation of the Good Governance principles. The questions of advocating equality, preventing any form of harassment in Floorball, and stopping irregular betting and match fixing are high on the agenda.

The Ethics Commission will deal with any reported case of unethical behaviour or abuse, based on the guidelines for what type of cases the ETC will deal with. The ETC will continue to overlook the operations of the IFF, reviewing any behaviour or actions it deems to require attention.

During 2020, a thesis study on Sexual Harassment and Abuse policies in Floorball was completed by IFF staff member Mari Myllärinen, and the findings from this analysis will be used to review the policies of the IFF and its Member Associations in the coming period.

7.5. Athletes' Commission (ATC)

The Athletes Commission (ATC) is now elected during the adult WFC qualifications which allows for a much greater number of athletes to participate in the voting. The latest voting was for the male representatives in January / February 2020. The current female representatives will continue serving until their elections in 2021, and the chair of the Athletes Commission (currently a female) serves ex-officio on the IFF CB and will remain in this position until after the female elections in 2021.

The ATC elections are usually held in conjunction with the WFC qualification events in January/February, however, with the confirmation of the AOFC event not being held until the end of June and the uncertainty of whether the scheduled events at the start of the year will go ahead as planned, an alternative election method may need to be used. It is possible that voting will be done via an online platform.

Representatives from the ATC are now included in the Referee Committee, the Rules and Competition Committee, and the Rules Change group. One ATC member has been identified as a key candidate to be educated in Anti-doping matters and will be the 'face' of the IFF's AD education work, including assisting IFF staff with Outreach programmes during events. When appropriate, they will also attend WADA conferences as an IFF ATC representative.

The ATC has extended its work in regional areas, especially in Asia Oceania, and the members help to promote the ideals of the IFF and educate on IFF campaigns, such as Anti-Doping and match-fixing awareness. They will continue the work in the region to help strengthen the ties between the many developing countries in the region and the more established European members. The ATC continues to work to increase the visibility and awareness of its work and the members will draw on their Floorball experience to act as role models and Floorball mentors.

In conjunction with the ATC annual meetings, it is planned to always offer some form of training session between the ATC members and local junior players and / or U19 WFC participants. This kind of face-to-face work has proven very popular with both the participants and ATC members and will continue to be a feature of the ATC work. The U19 WFCs remains the best event for the ATC to really make an impact on young players, while during the adult WFCs the ATC members (who are not playing at the event) will be used in media and IFF promotional roles. The overall aim of the ATC continues to be to act as the voice of the athletes in the IFF's decision-making process.



7.6. Entourage Commission

The role of the Entourage Commission (ENC) remains somewhat unclear in relation to the IFF and its participants, however, regulations related to an athlete entourage are included to competition, anti-doping, and betting regulations. The ENC will continue to seek advice from the IOC and GAISF to formulate its objectives and future work.

8. COMPETITIONS

The appointment of organisers for the IFF major competitions follows a specific appointment schedule, meaning that a first letter asking for organisers normally is sent 60 months prior (five years) to the competition and the appointment is made 48 months (four years) prior to the competition. The organiser bids are done using the IFF Event Management Tool and the Bid Evaluating tool. As a part of this process there is a need to continue to address how best to secure profitability and increase marketing and organisation revenue for both the IFF and the organising national associations of major events.

8.1. Adult World Championships

In 2021, both a women's and men's World Floorball Championships (WFC) will be played, with the Men's WFC 2020 having been postponed by one year due to Covid-19. The 13th Women's WFC will be played in Uppsala, Sweden from 27th November – 5th December 2021, while the 13th Men's WFC will be in Helsinki, Finland from 3rd – 11th December 2021. The 14th Men's WFC will be played 5th – 13th November 2022 in Zurich, Switzerland, outside of the usual December playing dates due to the FIFA World Cup being played in Qatar in December 2022.



IFF will continue with the regional qualifications, which normally are played in January/February of the final round year but due to the COVID-19 pandemic the qualifications to the WFC 2021 will be played as late as 3rd July. Although the current qualification system, which requires the participation of all countries registered for the event, apart from the organising country, has been considered both successful and popular, the re-evaluation to consider other options will continue based on the decisions of the IFF General Assembly.

In 2021, the Women's WFC Qualifications will test the Future of Floorball playing format. Teams will be limited to a maximum of 17 players + 5 team officials on their official team list. Playing time will be 3 x 15 minutes.

8.2. U19 World Championships

As with the adult WFCs, in 2021 both a women's & men's U19 World Floorball Championships (U19 WFC) will be played. The 11th Men's U19 WFC will be in Brno, Czech Republic from 28th April – 2nd May 2021. The 9th Women's U19 WFC will be played in Uppsala, Sweden from 5th – 9th May December 2021, while the 10th Women's U19 WFC will be played in 4th – 8th May 2022 in Wellington, New Zealand



Starting from these events the tournament will be played with the teams divided into four groups based on ranking and ballot, rather than the old A- and B-division system. This change is the first step in moving the U19 WFC system closer to the adult WFC format. In this first stage, qualifying matches will be played between the 4th placed teams in group A and B and the 1st placed in group C and D to determine which teams will be in the top 8 for the next U19 WFC. As it will still be the top 9 (plus/including host country) who will receive direct qualification to the U19 WFC, these matches will be of great significance. The RACC will continue to evaluate the playing time and the playing system of the U19 WFC's and determine what, and when, further changes could be made.

8.3. Champions Cup

Unlike the other IFF competitions, the top club competition in Europe, the Champions Cup (CC), is run by the EFT-countries (Czech Republic, Finland, Sweden, Switzerland) in cooperation with the IFF. The CC was introduced in 2011 and re-organised for the period 2015-2017 as a three-day event with the national champions of the Czech Republic, Finland, Sweden and Switzerland together with the winner of the EuroFloorball Cup (EFC) and one second team of the organising country for men and women. A further change was made in January 2019 with the event being played as a final four event with only the champions from the EFT countries participating.



The Champions Cup Steering Group continues to work with building a proposal for a new playing system to replace the final 4 from 2023, with the idea being to introduce a playing system of home and away matches involving all national club champions in Europe. The overall goals of the CC continue to be more spectators, positive financial results and broader visibility for the event. The promotion of the CC and the other club competitions will be key in the process and it will be led by the IFF Sales Coordinator, together with the Champions Cup Steering Group.

8.4. EuroFloorball Cup & Challenge

IFF will continue to organise the EuroFloorball Cup (EFC), which is scheduled to be played every year in October with 6 teams for both men and women. The EuroFloorball Challenge (EFCh) is scheduled for August each year and the winner of each Challenge event directly qualifies to the next higher-level event in the following year. The EFC and EFCh are organised for the national champions of the 5th and lower ranked Member Associations. The EFC and EFCh competitions will continue as they are for the next two years, with an eye being kept on the participation levels and the future integration with the Champions Cup.

8.5. Asia Oceania Floorball Confederation Cup

The Asia Oceania Floorball Confederation (AOFC) Cup is scheduled each year for June/July being played for men and women in alternate years. The inclusion of Floorball to regional multi-sport events, such as the Southeast Asian (SEA) Games and the Asian Indoor and Martial Arts Games (AIMAG) may require a re-evaluation of this event and its timing.

In the AOFC there are plans for a regional club competition in the coming years, similar to the EuroFloorball Cup concept, which will be used to promote the sport in the region. However, the AOFC Cup remains the major test point for development of the sport on the Asian Continent and serves as a path for initiation of new teams to international competition.

8.6. Africa Floorball Cup

There have now been two Africa Floorball Cups (2018 & 2019) using the Urban Floorball format, with reduced player numbers, game time, and court size. The problem of how to include teams from both Eastern and Western Africa remains a challenge, with the travelling distances and cost factors being significant barriers to participation in a combined event. Further discussions will take between the IFF and African Member Associations to consider the best solutions for this. Encouraging the highest possible participation level is the most important aim.

8.7. World Virtual Freestyle Floorball Cup

The IFF launched the first ever World Virtual Freestyle Floorball Cup (WVFFC) in October 2020. The aim of this new competition format was to activate floorball players around the world and organise events utilising new virtual concepts, especially during the Covid-19 pandemic when regular Floorball activities were limited. In addition, this event format gives the possibility for players from countries with no national teams to participate in an official IFF Event.



This is a competition where every floorballer can take part by showing in a short video (maximum 30 seconds) their best tricks or skills. The competition was organised virtually and the winner is crowned based on social media voting on Facebook and Instagram. As this was the first time the event was held, the event format will be assessed upon its completion and a decision on its future will be made in early 2021.

9. PARTICIPATION IN INTERNATIONAL EVENTS

The strategic evaluation of which multi-sport games IFF is seeking inclusion in, was taken after the evaluation of the IOC Agenda 2020 and IFF has now entered The World Games, the Asian Indoor and Martial Arts Games, the South-East Asian Games and European Masters Games. The Olympic Agenda 2020 clearly indicates that The World Games and the Masters Games are the global multi-sport events highest on the radar of the IOC. It is of course important to be able to participate in also other multi-sport events on a regional level, to increase the visibility and awareness of Floorball among the National Olympic Committees and National Sport Confederations. However, IFF will need to evaluate the pros and cons of participation in new multi-sport events and have a dialogue with the concerned Member Associations.

Over the next period, the IFF will work with the following multi-sport events and international organisations:

9.1. The World Games (TWG)

The World Games to be held in Birmingham, Alabama, USA has been postponed to 2022 and Floorball will be played with 8 men's teams. The final

number of participants (players & officials) is still to be confirmed by the International World Games Association (IWGA). The IFF has already begun our co-operation with the IWGA, the Birmingham local organisers, and the USFbA in preparation for this event. There is a lot of work to be done within the USA to raise the profile of Floorball and this activation work must begin as early as possible, especially in the local & regional areas of Birmingham.



The World Games
2022 BIRMINGHAM, USA

9.2. International University Sports Federation (FISU)

FISU has introduced a new system for the World University Championships to be played with University teams instead of student National teams. The fact that Universities can participate in the new format, will give a possibility to enlarge the participation to new countries and bring more visibility within the University sports. The discussions will continue with FISU, in order to see what effect this will have for Floorball to gain access into the Universiade.



9.3. International Masters Games Association (IMGA)

Floorball was included to the European Masters Games (EMG) for the first time in 2019 when the event was held in Torino, Italy with 6 teams from five different countries participating. The teams were divided in two competitions, 35+ & 45+ and was held over three days from 1st – 3rd August at Palestra Palatucci, Torino. The next EMG will be held in Tampere, Finland from 20th June – 2nd July, 2023. Floorball will be included in the sport programme and a much higher level of participation is expected. Preparations will begin in 2021/22 and the IFF needs to continue to work closely with the National Associations to promote this event.



9.4. Global Association of International Sports Federations (GAISF)

Discussions between GAISF and various sports bodies, including IFF, regarding the World Urban Games are most likely to continue after the inaugural event held in 2019, but the Covid-19 has slowed down the process. IFF needs to determine if we want to explore the opportunity to participate in the GAISF Urban Games and if this is the case take the needed actions



to secure our participation. GAISF have launched a bid process for a host city and are aiming for having a second event organised in 2021 or 2022.

9.5. Regional Multi-Sport events

9.5.1. Southeast Asian Games

The process and work to include Floorball on the programme of the Southeast Asian (SEA) Games 2021, in cooperation with the Vietnam NOC and the AOFC is ongoing and we are close to be included. The IFF will work with the AOFC member countries to try and ensure the highest possible participation in the event. The 2021 SEA Games is scheduled to be played from 21st November - 2nd December 2021. The aim is to plan the timing of the floorball event so that we avoid a clash with the Women's World Floorball Championships (27th November-5th December).

9.5.2. Asian Indoor and Martial Arts Games

Floorball is for the first time included in the Asian Indoor and Martial Arts Games to be held in Thailand from 21st – 30th May 2021 with a maximum of 8 Men's and 8 Women's team from Asia participating. This event is organised by the Olympic Council of Asia. The Thailand Floorball Association is closely connected with the planning of the event with the President of the Thai Association, Dato Seri Chaiyapak Siriwat, also being a Vice President of the Thai Olympic Committee.



10. RULES OF THE GAME

The preparation of the Rules of the Game - Edition 2022 (valid from July 1, 2022) will be finalised during the period. IFF is changing the Game Rules in a four-year cycle, where the new edition of the Game Rules will come into force from the 1st of July 2022. There are two groups who work on the change of rules - the Rules Reference Group which is tasked with reviewing the confirming the proposed changes, and the Rule Group whose task it is to actually write the text for new/changed rules as it will appear in the Rules of the Game.

The Reference Group started its work in November 2019, asking the Member Associations and other stakeholders for proposals to change the existing game rules. The IFF received a total of 80 proposals. The IFF Rule Reference Group had its first meeting in March 2020 and followed up feedback on the proposals from the Member Associations, IFF RC, IFF RACC, IFF Athletes' Commission and the IFF office, both in June and August 2020.

The reference group asked for associations to test "allowing to kick the ball more than once", and "free hit as beginning of power play after delayed penalty". Further, the reference group asked the proposers to testing "2+2 minutes bench penalty", one as an addition to the existing scale of penalties and one which would replace the 5-minute bench penalty. The testing started in September 2020 and the evaluation will take place in February 2021.

The Rule group started the work of writing the texts for the rules to be tested in July/August 2020 and the work with texts for all new rules started September 2020.

For the Rules of the Game Edition 2022 the milestones are as follows:

- *November 2019*: Request was sent to all member Associations and all persons in the IFF bodies urging them to send in proposals, with a priority list and in a special template
- *February 2020*: Deadline for sending in proposals
- *March 2020*: Reference group meeting. Preparing a list of rules for testing and asking for test Associations. Asking for feedback from IFF RC, RACC and Athletes Commission on the Changes in the book
- *April 15th, 2020*: Deadline to apply as test Association
- *April/May 2020*: CB decision of test Associations
- *June 2020*: Reference group prepared a final proposal and again asked for feedback
- *August 2020*: Deadline for feedback, Reference group handed in the proposal to the RACC.
- *September 2020*: The rule group started the work with formalising the text for the rule book
- *February 15th, 2021*: Collection of experiences from the tested rules
- *February 2021*: Reference group to evaluate the tests
- *March 2021*: Asking for feedback IFF RC, RACC, IFF Office and Athletes Commission on the final book
- *May 2021*: Deadline for feedback from IFF RC, RACC, IFF Office and Athletes Commission
- *September 2021*: IFF CB to make a final decision and new IFF Rules of the Game to be sent to all member Associations
- *December 2021*: RACC to organise a seminar for Interpretations of the Rules of the Game. All member Associations will be invited to participate on their own cost
- *July 1st, 2022*: The new edition of the IFF Rules of the Game will become valid

11. ANTI-DOPING

Protecting the sport and clean athletes is one of the major tasks of the IFF. In 2003 the IFF became a World Anti-Doping Code signatory and has implemented the World Anti-Doping Code ever since. The “Code” is the fundamental and universal document upon which the World Anti-Doping Programme in sport is based. The updated World Anti-Doping Code and all the International Standards will come into force 1 January 2021, and the IFF Anti-Doping Rules 2021 have been approved by WADA. 2021 will be the implementation year, and the IFF will need to adjust its activities to be Code compliant.

In co-operation with the National Anti-Doping Organisations (NADOs), the IFF will continue to implement the IFF Anti-Doping Education Programme with the primary education target groups being U19 teams and any new nations entering IFF events.

12. DEVELOPMENT

12.1. Floorball Development Program

The success of international Floorball is based on the development of the IFF, the National Associations and the extended Floorball family. This is the ideal which shapes the overall development work. IFF will continue with the Floorball Development Program which has, throughout the years, turned out to be a very good way to get more people and more countries to be involved with Floorball in a proper and sustainable way.

12.2. Each One Teach One

The Each One Teach One (EOTO) initiative, which has been running since 2014, will still be an option in the future but will concentrate on more tailor-made solutions for bilateral partners. The experience has proven that the most efficient EOTO programs have been in the field of refereeing

and coaching projects, especially where those which have involved neighbouring countries who share the same sports culture or language. The IFF development function will act more as consulting partner to find the suitable education programs for the Member Associations and match them with the most appropriate mentor.

12.3. Regional development

The IFF needs to continue growing, both in the number of players as well as in the number of Member Associations, as this is one key factor for increased visibility, awareness and increased market value of the sport. Continental and regional development is key to this. The prospects in Africa are very positive and therefore IFF will continue our close co-operation with the most active members in Africa, working to lower the barrier for the existing non-Member Associations to apply for the membership of the IFF. The actions which were planned for 2020, will be postponed to the upcoming year/years depending on the situation. Webinars will take place for Africa countries in the beginning of year 2021.

12.4. IFF Material Board

The cooperation between the IFF and the Floorball manufacturers has, since 2001, been directed through the IFF Material Board which consists of representatives from the largest Floorball material manufacturers and the IFF. The main task of the Material Board is to focus on what types of technical changes are needed for Floorball material and evaluate the direction of development. The board is also making proposals to the IFF concerning revision of the IFF Material Regulations 2022.

The other task of the Material Board has been to find ways for how the manufacturers and IFF can cooperate in different ways to promote Floorball worldwide. The usage of the surplus from the material approval system is being discussed within the board and will be decided on by the IFF in the coming period.

The process of the changes of the actual technical requirements continues, and eventual changes take place every second year, next time in 2022, with proposals sent in by manufacturers in February 2021. The IFF has re-signed the contract with the technical institute RISE, in Sweden, for the coming three-year period, 2020-2022, which concerns the administration of the material testing of new material and the materials in the retail markets.

13. COMMUNICATION

The IFF aims to continuously improve the quality of communication as part of its overall commitment to promote the sport and increase participation levels among all ages, genders, cultures and abilities. The IFF publishes a variety of different content and utilises different digital marketing and communication channels. We also assist our Member Associations and other stakeholders by spreading and promoting their activities through the IFF channels. As the IFF's official language is English, and in an effort to treat all members equally, we focus on news that is sent to us in English from the IFF stakeholders.

Starting from 2021, the IFF Communication planning will take the new IFF Strategy into account, and the communication planning needs to be in-line with the objectives set and work towards implementing the strategy.

We communicate news and information about:

- Internal IFF matters (decisions, rules, meetings, CB, committees)
- IFF events
- Member Associations
- National Leagues
- International Floorball tournaments
- Other stakeholder information
- International player transfers
- Sponsors & Partners
- International Partner Organisations (IOC, IWGA, GAISF, WADA, FISU, Special Olympics etc.)
- Emphasising strategic priorities like equality, co-operation, sustainability

We use a variety of communication channels, including: IFF & Event websites, social media (Facebook, Instagram, Flickr, YouTube, LinkedIn), newsletters, and the IFF Events Mobile App. We are continuously looking for how we can use new technologies and channels.



The steady growth of the IFF YouTube channels continues. It is now a requirement that all IFF events be livestreamed to the IFF channel and many international weekend event organisers also choose to stream via the IFF. The future aim remains as having every international match available on an IFF video channel – whether this be YouTube or another platform, such as a pay-per-view system. YouTube now offers the possibility for channels to have paid memberships and the use of this will be pursued by the IFF. It is possible for IFF Member Associations to access the YT channels to stream their own events free of charge, depending on the availability of the channels.

14. EQUALITY

The efforts to raise the level of equality in all areas of the IFF will continue in the coming period. The updating of all regulations to use non-gender specific language will be finalised and the IFF Strategy for 2022-2032 will include some clear objectives for equality, especially in the area of representation in administrative bodies, both of the IFF and Member Associations.

The IFF GoGirls! Floorball project continues with the proposal of expanding the Ambassador programme to include all countries participating in the WFC qualifications, not just the final round event. The GoGirls! Ambassador programme was first introduced in 2017 and has for the 2017 & 2019 WFCs asked each of the teams to nominate a player as their GoGirls! Ambassador. In the lead-up to each WFC a series of stories based on interviews and materials from these ambassadors is used to showcase female floorball in each of those countries. The expansion of this project to include the qualifications is aimed to begin with the WFCQ in 2021.

The GoGirls! Floorball materials, available online from the IFF website will be reviewed over the next year, with updated information and new documents. The aim of the project remains the same – to help increase the number of females in Floorball, teaching them how to play, and keeping them playing. The project focuses not just on players, but also female coaches and referees.

The IFF encourages all National Associations to use the materials provided by the IFF and implement programs that are suitable for their particular development stage. Since its inception, many

associations & clubs have used the GoGirls! Floorball idea for camps and integration programmes. The IFF will continue to support all requests for materials and promotions.

15. SPECIAL OLYMPICS & PARAFLOORBALL

The IFF will continue to actively cooperate with the Special Olympics organisation, which has proven to be a good path chosen for developing Floorball in new parts of the world. The IFF will also start preparing for the next Special Olympics World Winter Games, that were moved from 2021 (in Sweden) to 2022 (in Russia) co-operation with the Special Olympics. The Floorball tournament in Kazan, will be the largest in SOI Winter World Games history with over 50 countries participating. The tournament leader is Mr. Steen Houman, IFF CB Member and Special Olympic Floorball Resource Team chair.

The IFF will also continue to co-operate with the International PowerChair Hockey (Floorball) organisation, which currently is a member of IWAS and the organisation for Manual Wheelchair Floorball.

16. FINANCE

The key for IFF's financial success is an increase in external funding, which can best be reached through sponsorship sales. We will continue to work to find a Title and a Main sponsor for the IFF and look upon how the marketing rights will be distributed with the organisers of IFF events, in order to strengthen the finances of the IFF and the Local organisers.

In relation to the requirements of the Licence system, the IFF will, during the period 2021-2022, continue to follow up on the issue of the outstanding debts of the IFF member associations, in accordance with the guidelines given by the IFF auditor. The situation with the COVID-19 pandemic has affected the IFF and the members negatively, further straining the financial situation. At present the IFF is suffering low liquidity which could cause operational disturbances for the organisation in the future.

The CB will have to find new funding sources for the IFF as the present models clearly are not adequate for the continued growth of the organisation and additional services that we need and/or wish to provide. As a priority, the IFF will focus on supporting the establishment of membership licensing systems in our member countries where it currently does not exist or is limited. This will provide the opportunity for the Floorball community to increase the level of funds in the total sport and thereby relieve some pressure on the IFF budget with more members becoming financially self-sufficient to continue their development.

The Budgets and Financial Reports will be published on the IFF web site. As in the past, IFF will look for a healthy financial situation and strive for a breakeven financial result.

17. MARKETING

Floorball is growing with several measurements. There is growth in licensed and recreational players (the IFF member statistic survey), as well as spectators in events and viewers on TV and the internet (Sportcal GSI Survey) which gives momentum in marketing the sport. In addition, the inclusion into well-recognised multi-sport events like The World Games and the Asian Indoor and Martial Arts Games gives more credibility and leverage on the international arena.

The future strategy "Strengthening the foundations" will set the tone for marketing. Once the strategy is approved, it will be evaluated to see how the strategy is implemented in marketing. There is a further

need to evaluate if the slogan “*One World, One Ball, Floorball*” still supports the core values and message of the IFF. A project closely connected to the strategy and overall work of the federation is development of a substitute program for “Say No To Doping”, replacing it with one or more programs that encompasses several ethical topics, including work against doping, racism, and irregular betting, as well as incorporating activities striving for equality, fair play and sustainability.

The Floorball fan survey conducted in late 2018 early 2019 presented the IFF a benchmark of how the sport is perceived, the results being: “Fast. Modern. Energetic.”. The results confirmed many aspects about the target group and their habits. A following survey, concerning the IFF brand, commenced in the second half of 2020 with the results available in early 2021. The execution of the survey will be by students at the Glion Higher Institute of Education. This new survey will investigate possibilities to increase the awareness of Floorball and how sustainability can be harnessed for this purpose. National Associations will separately be surveyed about the IFF brand renewal, how it is perceived and how successful it has been in comparison to the set goals.



Based on the findings of the survey the development of new models will continue in 2021 and IFF will work closely with the Core Country Marketing Network Group (CCMNG) to further develop the new models. The work to collect and distribute nationally proven models to other Floorball markets will also continue. There are several potential development projects which would improve the engagement elements, visibility and measurability of our sponsors. Many of these projects are in the digital area and include, for instance, branded fan activation, joint social media campaigns and video content marketing. The IFF is also investigating new tools for measuring the results of sponsor actions. However, the investment in these is coupled with securing new sponsor deals and revenue.

As the key channels in IFF marketing and communications are digital, it will continue to build the well-established social media channels, which will not only serve the fan community, but also increasingly our partners. On top of working with our current SoMe channels there will also be efforts put into building a stronger presence in LinkedIn to target the B2B-sector. Part of this development was the renewal of the IFF website which was launched in October 2018. The new website coincided with the GAISF .sport domain initiative, which meant taking up the .sport domain (floorball.sport). This was part of GAISF's larger project to increase the awareness of sport and federations with the use of a sports-associated domain name. The domains can in the future also be utilised for subprojects. The newly developed World Virtual Freestyle Floorball Cup is a way to activate the floorball community online and presents new sponsorship opportunities.

To attract further interest in sponsors (and potential host cities) we will utilise the findings from the Sportcal GSI Event Studies conducted in each of the adult WFC's since 2016. The outcome of the studies has proven the strong economic impact the WFC has on the local economy and businesses. The survey also collates the visibility of the events on TV, media and social media. Future LOC's have already set some good examples by structuring their offering not as a one-off event but a long-term project which makes it much more interesting for the partners. For example, "The Road to Helsinki (WFC2020)" concept included activations and visibility for 2019 and 2020 and therefore also spreads the customers investment over two year's budgets. Further, the WFC 2022 organisation is well prepared to start its sales and marketing efforts already in 2020 with a strong emphasis also on sustainability. A proposal was prepared by Quantum Consultancy for 2020 – 2022 events studies which would produce the same kind of information as the previous Sportcal GSI studies, which further helps to evaluate the success of the Events. The situation is now monitored based on the changes imposed by the pandemic and the arrangement will take effect once it is confirmed the adult events can take place as planned.

The cooperation with Protocol Sports Marketing is expected to contribute to sales and marketing. They are discussing with several broadcasters about airing video material we have provided them to increase visibility and attract interest in WFC events. In addition, the Sales Coordinator will actively contact companies in the Scandinavian area. The overall aim is to have two new sponsors by the end of 2021 (them being either Main or Title) and further increase the number with at least one more in 2022. The target is to close long-term, four-year agreements.



The IFF has also in cooperation with the marketing agency i2 created a new product called Floorball Hat Trick. This project was initiated in the absence of international events during 2020, to create incremental revenue and help the IFFs financial situation. The concept was built to align with corporate social responsibility (CSR) programs/strategies in companies. With the support of the on-boarding companies the aim is to encourage kids and adolescents to play floorball anywhere, anytime. The core values of the initiative are: Joy of exercise, Friendship and Equality (indirectly this also aims to fight sedentary behaviour and increase exercise levels).

18. SUSTAINABILITY

The development of IFF sustainability efforts in the future years will be based on two elements:

1. Collaboration and participation in the UN Sports for Climate Action Group (S4CA)
2. Partnership with the myclimate climate fund

IFF has representatives in two working groups of S4CA which collaborate on outlining best practices, working methods and measurement principles for signatories (Working Group 2: Reducing climate impact / Working Group 4: Educate and advocate for Climate Action). The S4CA also encourages its members to join the Race to Zero (RTZ) initiative which is a similar action group made up of cities, regions, companies, investors, and universities. This will be evaluated separately based on the ambitious targets laid out for participants which are as follows:

A sport organisation will be required to:

- Measure emissions associated with its operations (all scopes / see below)
- Reduce GHG emissions by 4.5% year on year / 45% by 2030 (all scopes included) against an agreed baseline
- After reduction, offset as much as possible remaining emissions, using credible offsetting (recommended: UN backed credits)

- Report publicly on progress with climate goals



In order to meet future requirements and reporting standards, the IFF will need to invest some money to put in place measurement tools. The tools and know-how are available from myclimate. To meet the required measurement criteria the IFF will need to present numbers for three different standardised areas:

Scope 1 – All Direct Emissions from the activities of an organisation or under their control. Including fuel combustion on site such as gas boilers, fleet vehicles and air-conditioning leaks

Scope 2 – Indirect Emissions from electricity purchased and used by the organisation. Emissions are created during the production of the energy and eventually used by the organisation

Scope 3 – All Other Indirect Emissions from activities of the organisation, occurring from sources that they do not own or control. These are usually the greatest share of the carbon footprint, covering emissions associated with business travel, procurement, waste and water.

To facilitate and support its Member Associations, and also impact the scope 3 emissions, the IFF is in cooperation with the WFC 2022 LOC and myclimate preparing a Sustainability Guide for event organisers. This will help the organisers to focus on the right things and present concrete examples of what has and can be done.

Sustainability will play a big role not only in general IFF work but also in marketing and product development. Sustainability will be a major contributor to meet the values of potential sponsors in the 21st century; corporate social responsibility is a must have. The IFF will continue to create new ideas on how incorporating sustainability can increase the attractiveness of floorball as a sport and as a potential partner.

19. CLOSING REMARKS

Recovery will be the early focus in the coming period, as the IFF work to get the international events schedule back on track and the Member Associations restart their competitions. A lot of planned development work has been on hold and it will be important to get this back to full strength as soon as possible. The development of some Member Associations will have suffered during 2020 and it will be crucial to support their work in the coming years. The implementation of the new IFF Strategy will begin in 2021, setting the direction for Floorball for the next decade.

It will be important to work together to get Floorball back to where it was before Covid-19 hit and move forward again. Our major event schedule for 2021-22 is full, with some amazing events to look forward to – 3 adult World Championships, 3 U19 World Championships, including the first ever final round event in New Zealand. There are enormous opportunities offered by the debut of Floorball in the Asian Indoor & Martial Arts Games in Thailand in 2021 and The World Games 2022 in Birmingham, USA. We are confident that together the Floorball family will continue to grow and strengthen. There are exciting times ahead.

BUDGET PROPOSAL 2021-2022

Appendix 11

To be proposed by the IFF Central Board to the General Assembly 11.12.2020

COSTS		2019	GA 2018 Budget 2020	Proposal 2021	Proposal 2022
Cost Centre					
10	Central activities	21023,87	22 500	25 800	25 800
11	Office total costs	677233,57	883 000	824 500	840 000 ¹⁾
12	CB	22657,86	37 700	37 700	37 700
13	ExCo	44,55	5 000	5 000	5 000
14	General Assembly/Associations meeting	7582,25	12 500	9 500	10 000
15	External Meetings	15174,62	16 100	16 100	16 100
16	IOC 80 Road Map	0,00	16 500	0	0
17	Parafloorball	1050,48	5 000	5 000	5 000
18	Equality function	0,00	9 900	9 900	9 900
19	Athletes Commission	7667,48	10 000	10 000	10 000
20	WFC (Two WFCs in 2021)	206404,73	202 700	342 000	206 600
21	U19 WFC (Two U19 WFCs in 2021)	33659,47	29 000	53 800	48 000
22	EFC	44183,63	44 000	48 400	44 000
23	Champions Cup	74324,58	85 000	75 900	72 000
24	The World Games	312,34	0	0	53 000
25	WUC	0,00	10 000	0	0
26	Regional Games	4645,99	5 500	11 000	2 500
29	Anti-Doping	23304,64	36 000	33 600	33 600
30	WADA and Edu. Meetings	4864,72	0	8 000	8 000
40	Rules & Competition Committee	9859,88	19 000	15 800	15 800
50	Referee Committee	19037,27	26 900	24 500	24 500
60	Development	24962,59	42 050	29 050	29 050
61	Development equipment	158890,00	158 890	120 000	120 000
70	Material	88039,51	120 100	110 100	115 100
80	Marketing	38970,45	69 450	43 450	43 450
81	TV	16,14	1 200	1 200 ²⁾	1 200 ²⁾
82	Internet TV	0,00	0	0	0
83	Information	57815,01	45 700	45 700	45 700
89	Medical committee	3405,04	6 000	6 000	6 000
91	AC	0,00	1 000	1 000	1 000
92	DC	0,00	1 000	1 000	1 000
TOTAL		CHF 1 545 131	1 921 690	1 914 000	1 830 000
1) Based on 8 full-time employees + office space					
2) TV/Internet - TV costs are mostly allocated to actual cost centre					
INCOME		2019			
Account					
3011	Transfers	113800,00	115 000	115000	120000
3012	Participation fees	213000,00	223 000	372500	283500
3013	Organizers fee	113600,00	179 000	193000	166000
3015	Part.fees - non-competition	0,00	0	0	0
3019	Temporary play	2550,00	6 000	6000	6000
3210	Membership fees	193900,00	194 000	195000	198000
3219	Fines	100,00	15 000	10000	10000
3250	Sponsors & advertisements	93616,16	299 300	241000	247000
3251	Value in kind	158890,00	158 890	120000	120000
3260	TV	167963,79	165 000	245000	175000
3261	Radio	527,54	0	0	0
3270	Internet TV	0,00	10 000	3000	3000
3300	Office support	140000,00	140 000	140000	140000
3310	Development support	30974,90	31 000	29000	29000
3510	Sales	30600,07	40 000	20000	25000
3860	Material approval income	266446,30	326 000	290000	300000
3861	Material excemptions	1607,47	4 500	4500	4500
3899	Other incomes	3704,51	15 000	3000	3000
8020	Interest	1,32	0	0	0
8080	Exchange rate gains	350,70	0	0	0
TOTAL		CHF 1 531 633	1 921 690	1 987 000	1 830 000
Result		CHF -13 497,91	0	73 000	0

Helsinki, November 2nd, 2020

Nominations and motions by the Member Associations for the IFF General Assembly 2020

In accordance with the IFF Statutes the following Nominations and Motions have been sent in to the IFF, at least 60 full days (12.10.2020) before the IFF General Assembly:

Nominations:

IFF President:

- Mr. Tomas Eriksson, Sweden (re-election) nominated by SIBF and NBF

IFF Central Board:

- | | |
|---|-------------------|
| - Mr. Jörg Beer, Switzerland (re-election) | nominated by SUHV |
| - Ms. Monica Birdal, Norway (re-election) | nominated by NBF |
| - Mr. Tamuz Hidir, Ukraine (new) | nominated by UFA |
| - Mr. Steen Houman, Denmark (re-election) | nominated by FD |
| - Mr. Stephen King, Australia (re-election) | nominated by FA |
| - Mr. Martin Klabere, Sweden (re-election) | nominated by SIBF |
| - Mr. Carlos Lopez, Spain (re-election) | nominated by AEUF |
| - Ms. Pakkamol Siriwat, Thailand (new) | nominated by FT |
| - Mr. Filip Suman, Czech Republic (re-election) | nominated by CF |
| - Ms. Kaarina Vuori, Finland (re-election) | nominated by SSBL |
| <hr/> | |
| - Mr. Calle Karlsson, USA (new) | nominated by USA |

The nomination of Mr. Calle Karlsson, USA (new) has arrived late due to COVID-19 related reasons. The IFF Central Board recommends to the IFF General Assembly that they would approve the late nomination.

Further the IFF Central board proposes that the IFF General Assembly shall elect eleven (11) CB members for the next four year period.

IFF Appeal Committee:

Chair:

- Ms. Märit Bergendahl, Sweden (re-election) nominated by SIBF

Members:

- | | |
|--|-------------------|
| - Mr. Tom Hedkrok, Finland (re-election) | nominated by SSBL |
| - Mr. Kim-Alexander Hofgaard Jorstad, Norway (re-election) | nominated by NBF |
| - Mr. Giorgio Rambaldi, Italy (re-election) | nominated by FIUF |

Substitutes:

- | | |
|--|------------------|
| - Mr. Adriano Serafim, Brazil (new) | nominated by BFA |
| - Mr. Charly Olivier Lobe Priso, Cameroon (new) | nominated by CFA |
| - Ms. Aiga Staltmane-Veksa, Latvia (re-election) | nominated by LFS |

IFF Disciplinary Committee:

Chair:

- | | |
|--|-------------------|
| - Mr. Ismo Haaponiemi, Finland (re-election) | nominated by SSBL |
|--|-------------------|

Members:

- | | |
|---|-------------------|
| - Mr. Tomas Brezina, Czech Republic (re-election) | nominated by CF |
| - Ms. Linda Noppa, Sweden (re-election) | nominated by SIBF |
| - Mr. Petr Vrba, Slovakia (re-election) | nominated by SVF |

Substitutes:

- | | |
|---|-------------------|
| - Mr. Ilmars Blumbergs, Latvia (new) | nominated by LFS |
| - Ms. Yvette Manong Mouga, Cameroon (new) | nominated by CFA |
| - Mr. Florian Saluz, Switzerland (new) | nominated by SUHV |
| - Mr. Marcel Wadja, Cote d'Ivoire (new) | nominated by FIFL |

IFF Ethics Commission:

Chairman:

- | | |
|--------------------------------------|------------------|
| - Mr. Harri Syväsalmi, Finland (new) | nominated by IFF |
|--------------------------------------|------------------|

Members:

- | | |
|---|------------------|
| - Ms. Wendy Kuan, Singapore (re-election) | nominated by IFF |
| - Ms. Carol Roberts, Canada (re-election) | nominated by IFF |
| - Ms. Sylvia Shenk, Germany (re-election) | nominated by IFF |

Motions:

No motions put forward from the Member Associations

John Liljelund
secretary general

IFF Central Board Motion about the continued process on the solution of how to start the Euro Floorball Championships competition

The IFF General Assembly 2018 decided to give the IFF Central Board the task to work out the detailed solution how the Euro Floorball Championships will be played.

The IFF Central Board has investigated the question and based on the discussions in the IFF RACC, the IFF CB decided to invite all the concerned European member associations to participate in a Consultative meeting to discuss the matter. The meeting was planned to be held during the Women's U19 World Floorball Championships 2020 in May in Uppsala, Sweden. As the U19 WFC 2020 was first postponed to September and then later to 2021, the Consultative meeting was also postponed and was planned to be held in end of October.

As there are a number of questions that has raised concern among the member associations in regards to the way the Euro Floorball Championships are to be organised, the IFF CB feels that it is imperative to be able to have a face to face meeting to discuss the issues and find a suitable solution for all member associations. The COVID-19 pandemic has prevented this and there is presently no knowledge whatsoever when a face to face Consultative meeting can be held. Therefore, the IFF CB proposes:

To delay the decision of the start and the format of the Euro Floorball Championships by a year. If IFF will be able to organise the face to face consultative meeting during 2021, then the question shall be decided in an extra ordinary General Assembly during the IFF Association Meeting during the WFC 2020 in Helsinki in December 2021 to make the needed decisions in the matter.

IFF Central Board 31.10.2020



IFF Strategy for 2021-2032

Strengthening the Foundations





The International Floorball Federation (IFF) is the head organisation of world floorball founded in 1986. The IFF is a full member of the IOC, ordinary member of GAISF, and floorball is a medal sport on The World Games programme.

<https://floorball.sport/>

Cover photo: Fabrice Duc

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Photo: Martin Flousek

1. Introduction

1.1. Definition

The International Floorball Federation (IFF) has run world floorball for more than 34 years and over the past years the interest in the game has grown compared to the previous decades of IFF's existence.

The “IFF Strategy for 2021-2032 – Strengthening the Foundations” is the title given for this document, which was approved by the IFF General Assembly (GA) in Helsinki, on the 11th of December 2020.

The purpose of this process, the chosen strategy and the vision and mission of IFF is defined as: “The direction and development of floorball worldwide during the twelve coming years”.

1.2. Rationale

The International Floorball Federation (IFF) is the sole international organisation for all forms of floorball, regardless of how it is being played.

The IFF presently consists of 74 Member associations (MA) and the popularity of floorball is expected to grow rapidly, especially with more members from Asia, Americas and Africa.

The IFF Strategy tackles many of the big issues facing world floorball today and describes the direction for the future. Our sport needs to continue working against doping, racism, match-fixing/manipulation of competitions, and incorporation of activities striving for respect for human rights, equality, fair play and sustainability. To do no harm shall play a key role in the planning of all activities of the IFF.

For this document to really become an operational document, it needs to be continuously updated. When for example, there are changes in the surroundings or if the speed of development does not match what is expected. Any fundamental changes would, however, require the approval from the General Assembly or the IFF Central Board.

1.3. Structure

This document consists of five different parts – Purpose, History of the IFF, Global Trends affecting Floorball, IFF Mission and Vision and the Implementation of the Strategy.

1.4. Process

The IFF Central Board (CB) started to discuss the need to renew the IFF Strategical Vision 2009-2020 in 2019 after an analysis of how well the Strategy had been achieved. The Central Board concluded that most of the objectives had been met, apart for the inclusion in the Olympic Games. The Central Board formed a Strategy Task Force group (STF) consisting of representatives from the member associations and the IFF Administration. The STF was given the task to create a proposal for a new IFF Strategy for the years 2021 – 2032.

The IFF STF was headed by IFF Board member Stephen King (AUS) consisting of Michael Zoss (SUI), Filip Suman (CZE), Kaarina Vuori (FIN), Junoh-Lee (KOR), Helén Wiklund Wårell (SWE), Merita Bruun (IFF Office) and John Liljelund (IFF secretary general)



Photo: Martin Flousek

The process and timeline for the preparations was:

1. The IFF CB decided to start the preparation process for a new IFF Strategy in May 2019 and made a SWOT analysis of the present situation and the direction for the future. Based on this a preliminary list of Growth Pockets was made.
2. An Initial Strategy survey was sent out to a few floorball stakeholders in June - August 2019, to validate the direction defined in the Growth Pockets, based on which the first list of Key Priorities was made.
3. Based on the survey results the first Key Priorities and Strategic Targets were defined by the IFF CB and the CB decided to form the IFF Strategy Task Force (STF). The STF was given the task to prepare the proposal for a Strategy document 2021 – 2032
4. The STF prepared and run the strategy workshops during the IFF Member Associations' Meeting in December 2019
5. Based on the strategy workshop results the first draft of the IFF Strategy 2021 – 2032 was written in March 2020
6. The IFF CB approved the first draft and it was sent out for consultation to the IFF member associations, IFF committees/commissions and other stakeholders in April 2020
7. The STF analysed the feedback received and prepared a revised 2nd draft in August 2020
8. The 2nd draft was again sent out for consultation and the STF made needed changes to the document which was then presented to the IFF CB for approval in November 2020
9. The IFF CB sent the proposal out to the member associations in November 2020
10. The IFF General Assembly 2020 approved the document in Helsinki, Finland in December 2020

The subsequent steps needed are:

1. The IFF CB to adjust/define implementation plans to fit under the overall strategy approved.
2. For the IFF to make the document come alive and turn the words into action, in order to achieve our vision.

2. Purpose

The purpose of this document is to define the current and future strategic directions of floorball for the period of 2021 – 2032.

IFF has achieved most of the objectives set for the previous strategy period 2009 – 2020 and we have witnessed strong and rapid development in all areas of floorball. However, as floorball continues to grow globally and the world around us is changing rapidly, we are facing more and more challenges. During the strategy process, the COVID-19 pandemic has showed that we need to be able to adopt to even very huge changes in the society around us. In order to still be able to continue growing our sport, it is essential to define new strategic targets, which can unite the movement for the coming decade.

IFF must operate on two different levels; primary Internally to look for quality and consolidation in its existing community, operations and organisation and secondly externally to secure growth and quantity, expansion on the level of athlete numbers, media relevance and financial resources.

This document tries to pinpoint the key elements of this strategy for the whole floorball family, so that we can take the needed steps forward and reach the next level together. The aim of this document is to specify the IFF vision and mission as well as the strategic targets that we wish to prioritise. Each target will further include a clear set of core areas and KPIs. The strategic targets should be monitored during regular intervals, to overcome unforeseen barriers and navigate through changes in landscape and keep track of the progress towards each specific target.

This provides an operational and practical strategy, not a vast principle philosophical document, to achieve tangible and measurable targets. It should be used as a tool not only for the IFF and its member associations, but also by the wider floorball community, in order to grow and develop our sport further in the coming decade.



3. History of the IFF

This section aims to create a common understanding of the reasons why IFF was originally founded and why we have ended up where we are today. The history of the IFF can be divided into three different development stages, which are described below.

3.1. Foundation and initial organisation 1986-1996 (Members: from 3 to 16)

The IFF was founded by the national floorball associations of Finland, Sweden and Switzerland in Husqvarna, Sweden on the 12th of April 1986. The main reason was to develop the sport on the national level, but especially in Sweden, there was a need to have an international body to receive government support for the sport. The other reason was the need to play international competitions for national- and club teams in both men and women.

During the first years the IFF concentrated on building the structure for international games, creating the International Rules of the Game (1st Rule book in 1992) and formalising its own organisation. The development was quite slow in the beginning, with the first IFF General Assembly (GA) held in 1992. The IFF Office was in Switzerland, in the Swiss Floorball Association's office, until 1996.

The first international tournament organised was the club competition for national champions, the European Cup, played in Finland and Sweden, in December 1993. The first event for the national teams was the European Championships in Finland 1994 with eight participating men's teams. In 1995, the Open European Championships were played in Switzerland for men and women, with Japan participating. The first World Floorball Championships were played in 1996 with 15.106 spectators watching the final at the Globe Arena in Sweden.

3.2. Seeking recognition and building the organisation 1996 – 2008 (Members: from 16 to 47)

The IFF General Assembly 1996 in Stockholm made several very important decisions to speed up the development. The IFF Office was moved to Solna, Sweden, and the first IFF employee was employed with Swedish Floorball Federation's assistance. This made it possible to start developing the organisation in several different ways and seek international recognition.

In 2000, the IFF was approved member of the World Sport Organisation GAISF (General Association of International Sport Federations). In 2003, the IFF applied for the recognition of the IOC (International Olympic Committee), but the application was never evaluated, as the IOC decided to look over the criteria for recognition. IFF had in its first ever strategic document set the objective to be internationally recognised and to follow the general rules of International sport. As a result, the IFF signed the Word Anti-Doping Code in 2003.

Due to the rapid growth of junior players, the IFF also needed to launch the U19 World Floorball Championships starting with Men in Germany 2001 and Women in Finland 2004. The size of the Adult World Floorball Championships grew to a maximum of 24 teams participating in the fourth Men's WFC 2002 in Finland, in an A and B group. The development then led to the creation of a C-division World Championships in 2004. Floorball also made a first appearance in The World Games in Lahti, Finland in 1997.

Prior to the IFF General Assembly 2004 discussions about further strengthening the IFF started and the Finnish Floorball Federation offered, financially supported by the Finnish Ministry of Education, to host the IFF Office. The IFF Office then moved to Finland in 2005 and the made it possible to grow the number of employees to three. The Asia-Oceania Floorball Confederation (AOFC) was founded in connection to Women's WFC 2005 in Singapore.

The objective was now to receive the IOC Recognition and several operations, like the Floorball Development Programme, were built in 2005. The IFF worked mainly with three pillars: increasing awareness and visibility, developing and increasing member countries (IOC Road Map 50) and creating better marketing value for the sport. As a result, the IFF received the provisional IOC recognition in 2008.

3.3. Fully recognised and joining multi-sport games 2009 – 2020 (Members; from 47 - 74)

The participation in the Olympic Games by 2020 was set as the guiding lighthouse for the IFF in the IFF Strategy approved for 2009-2020. The focus was on building the IFF organisation and meeting the requirements for participation in the multi-sport games. Even if IFF didn't reach the Olympic Games, as the system for the games was changed in relation to the IOC Agenda 2020, floorball has still been on the programme of several multi-sport events. In addition, floorball has become a more global sport with more members from outside of Europe.

IFF became fully recognised by the IOC in 2011, which automatically made us members of the ARISF (Association of IOC Recognised International Sport Federations). In 2013, the IFF was accepted as member of the IWGA (International World Games Association) and in 2014 as a provisional member of the IMGA (International Master Games Association).

The chosen strategy led to positive development in all fields. IFF grew stronger, got more members on new continents, provided more diverse service to its members and was able to build a solid base for streaming and TV visibility. In 2013, a new format for the World Floorball Championships was introduced. The growth also fostered several organisational development programmes to strengthen the organisation of the IFF members, like the Each One – Teach One mentoring programme and the IFF License system for participation in major IFF events. The development of Floorball started growing in the end of the period and the first African Cup was played in Cote d'Ivoire in 2018. The size of the IFF administration also grew to eight full time employees. A major hurdle for future growth that is yet to be overcome is the lack of financial resources, as IFF has not been able to gain enough outside sponsorship and global TV income to ramp up its work.

The IFF Events have grown their reputation as major international events. In recent years the men's and women's WFC's have placed in the top 20 and the top 40, respectively, in Sportcal's annual Global Sports Impact (GSI) Event Index which every year ranks around 80 multi-sport and world championship events. The need to close the gap on the field of play has also been clearly addressed by the whole floorball community and a project called Future of Floorball has started to investigate how different game versions could assist in narrowing the gap. This, after a positive experience of playing with a smaller roster and shorter playing time in The World Games 2017 in Wrocław, Poland. The World Games 2017 was the first ever floorball participation, as an official sport, in one of the biggest multi-sport events. Floorball has now secured its position in the IWGA World Games (2017 and 2022), the South East Asian Games (2013, 2015 and 2019) and has been included on the programme of the OCA (Olympic Council of Asia) Asian Indoor and Martial Arts Games 2021 to be played in Thailand.

The general concern of climate change and the will to take responsibility has sparked stronger development of sustainability initiatives and resulted in the signing of the UN Sports for Climate Action Framework in 2019. As a result, a partnership with the climate fund myclimate was launched in May 2020 to create concrete actions and enable measurable results.



4. Global Trends affecting Floorball

The world around us is rapidly changing and both society and sports are affected by several global trends. IFF gathered information of all the trend that affects our surroundings on a global level and especially for floorball in the initial survey to the stakeholders and analysing the selection of other International Federations and the Association of Summer Olympic International Sport Federations (ASOIF). The IFF has evaluated these trends and identified the ones that will affect our sport the most.

Table: Global trends affecting Floorball on page 15

The technological development driven by digitalisation is a very strong overall megatrend to take into account and should permeate all objectives that talk about governing the sport, exposing the sport, monetising the sport, strengthening members and developing new e-sport formats engaging new ways of participation, as this is a transversal stream in the society today.

The introduction of an entrepreneurial mindset should be cultivated throughout the organisation. There is a growing tendency that companies are interested in taking over the events from the International Federations. IFF will need to embrace the digital transformation at the organisational level, which is not about only using digital tools. But instead, about organisational velocity, including early decision making, empowering people to test things and learning from mistakes. It is very important to ensure that cultural resistance does not prevent the renewing of floorball to meet the demands of the modern, successful sport industry. By creating more channels for athletes to participate in developing the sport, the IFF will also have more possibilities to succeed in meeting the demands.

Megatrends	Effect to sport industry	IFF actions
Technological development	Fans expect more instant, engaging and personalised service and experience from event organisers. Due to a change in the media landscape, sport fans will have new ways to follow and participate in events. New digital solutions enable easier access to information and education.	Utilise technology to give spectators more data and insights into games. Develop sport, services and best practices with the help of new technology. Use data and technology to make floorball a more interesting broadcast product, explore new broadcasting possibilities (including OTT (over-the-top) and D2C (Direct to Customer)) and use different digital content to drive interest. Look at using open innovation mechanisms.
Entertainment society	Sports moves towards the entertainment industry. Modern fans demand a product that tells a story, is entertaining enough to capture and hold attention and is easy to understand. As the competition for people's free time increases rapidly, it is essential that the content meets the needs of fans across all platforms and age groups.	Innovate competition structures, formats and scoring systems in order to develop existing and create new competitions that satisfies both modern and traditional fans. Collect data from fan/consumer engagement and harness it to tailored content and distribution strategy and to drive business decisions. Support development of professional floorball leagues. Create new professional event formats. Create virtual/digital e-sport events. Ensure rich and immersive media experience and offer plenty of opportunity for engagement through social media.
Equality	Sports need to offer more opportunities to participate regardless of gender, disability, financial status, ethnic background and geographical location.	Create new versions of the sport, like mixed team events. Incorporate ParaFloorball within IFF competition structure. Strengthen the Athletes voices' within IFF.
Sustainability	Climate change demands organisations to be as sustainable as possible. Sports has the possibility to help societies to become more environmentally and socially sustainable.	Neutral carbon footprint in IFF events and activities. Create action plans to meet UN sustainable development goals. Further enhance the Good Governance of the IFF.
Healthy and Safe lifestyle	Governments and communities are looking for opportunities to decrease growing health expenses by offering more sports. People are more aware of the benefits of doing sport. The Global crisis like the COVID-19 pandemic changes how we do and consume sport.	Offer accessible and flexible game formats for all. Develop recreational equipment in co-operation with manufacturers. Create solutions for global crises like pandemics.

5. IFF Mission and Vision

Defining the strategic vision for an international sports association is one of the key building blocks needed for the organisation to stay on the desired path. It describes the preferred future state of both the IFF and the sport of floorball, based on the realistic analysis of the current situation.

5.1. IFF Mission – *What we do and for whom*

Working together with our member associations and all other stakeholders is essential for the welfare of world floorball. The basis for success lies in the sport itself, the playing of the game. The IFF has three different levels of members with very different challenges and opportunities. Therefore, the IFF needs to be able to service and support in several different ways. This requires that the IFF remains at the forefront of progress, with a sense of initiative and with visionary capacity. The goal is to identify and seek solutions to tomorrow's problems already today.

In addition to what is included in the IFF Statutes the purpose or mission of IFF is defined in the following Mission Statement. This statement clarifies the main reasons for the IFF's existence:

We lead, support and serve our member associations to together with the athletes and all other stakeholders promote, develop, protect and spread the game of floorball.

5.2. IFF Vision – *What we want to achieve*

As the world of sport has changed dramatically since the approval of the IFF Strategy for 2009 – 2020, the IFF needs to re-define and update our strategic direction. The inclusion in the Olympic Games has been the key objective so far and this is still the dream and target. But as floorball has unique potential yet to be untapped, and strategic targets to be reached, being on the programme of the Olympic Games is no longer the most important key priority in the IFF Strategy 2021 – 2032. The Olympic Games will, however, more likely become a reality, when the key targets of this document are reached.

The strategic vision for the upcoming period is defined as follows in the IFF Vision statement:

Floorball is the most inclusive team sport, played with over a million registered players on all continents.

By being the most inclusive team sport, we want floorball to be accessible across all abilities, all ages, all genders, all ethnic and social backgrounds.

5.3. IFF Core values

The core values of the IFF form the foundation of our organisation. The values underlie our work, how we interact, and which strategies we employ to fulfil our mission. In order to reach the targets, set in the IFF Vision and to fulfil the IFF Mission the whole floorball family needs to adopt the core values of the IFF:

Inclusive – We are equal, flexible and open

Fun – Floorball is both accessible and attractive

Fair – We are transparent, and our sport is clean

Innovative – We are progressive and ambitious

Supportive – We co-operate and work together towards solidarity

IFF is



6. Implementation of the Strategy

The priority is to define a process for implementation of the strategy. This process needs to be flexible for changes and to be able to adapt to changing environments and the different development stages of each of our member associations. The implementation of the strategy is not prescriptive.

The IFF CB will prepare an Implementation plan for the different Key Performance Indicators (KPI's) and targets and what actions are needed to be able to reach these goals together with the member associations and other stakeholders. The implementation plan shall be divided into three four-year periods, with a timeline for each target, which shall be discussed with the member associations. The Implementation plan must consider the effects of Global pandemics.

The most critical factor enabling the implementation of the KPI's and their targets, is securing the financial wellbeing of the IFF. The IFF is presently facing sincere financial issues, due to the COVID-19 pandemic and the organisational issues of a U19 World Championships. This requires that IFF can build a strong own revenue stream through sponsorship and other means. This is essential for the possibilities of executing the plans in this strategy.

The strategy defines four key priorities that the IFF needs to focus on. Within each key priority, both targets and (KPI's) have been identified, which set a base for future measurement of success.

The reviews of the actions against the KPI will be used to determine if the direction is correct to meet the targets and KPI's. The IFF CB is to make a periodic update of the IFF Strategy for the IFF General Assembly in 2024, 2028 and a final reporting in 2032.

6.1. Key priority: Awareness and Visibility

Floorball needs to raise its awareness and visibility amongst its current family, the international sports community and the general public. The awareness and visibility must be raised to achieve the other strategic targets including marketing, financial resources, growth of the game and numbers of players in Member Associations (MA).

There are three core targets that the IFF needs to achieve, to meet the Awareness and Visibility aims of floorball. Associated KPI's have been developed for each target:

Target 1: More TV time and utilising new media

Through more TV time and by utilising new media the goal is to make floorball more visible and to deliver the sport through different channels to different target groups.

KPI's:

- 30 million live TV spectators for the Major IFF Events
- 30 countries that are streaming IFF Events live
- 10.000 articles on digital media in Major IFF Events
- 1 million social media exposure of #floorball per year
- 1 million followers and 5 million total engagements annually on IFF and IFF Events Social Media
- 150.000 IFF mobile App users
- Be first in-line to test new emerging social media platforms and digital solutions
- Investigate and test new broadcasting possibilities like D2C

Target 2: Strengthening Marketing efforts

Through strengthening the marketing efforts, the goal is to have a global Floorball brand, which is strong and unique and attracting more partners.

KPI's:

- A total of one billion (10-15 % of the world population) knows the sport of floorball
- Floorball is known with one global brand name – World Floorball
- There are professional Floorball Leagues in at least four countries
- Floorball stands for clean and fair sport, with no fan related violence
- IFF has one title sponsor and yearly sponsor income of at least one million EUR and to have at least one global company as a sponsor
- The IFF to create a generic global Floorball website
- The IFF to evaluate the creation of a European League in the 2030's

Target 3: Inclusion in Multi-sport events

By striving to be on the programme of more multi-sport events the aim is to further enhance the awareness of the sport and reach new audiences.

KPI's

- Floorball meets the criteria for inclusion in Youth Olympic Games and/or Olympic Games and the Paralympic Games
- Floorball is on the programme of 2-3 new strategically significant multi-sport games



Photo: Peter Hacko

6.2. Key priority: Development, Service Level and Expansion

A critical target of the IFF is to increase the development work, expansion and service levels to the floorball community. Increasing development work will assist to close the gap and build stronger member associations. Expansion to new countries and areas will automatically increase the number of players and help us reach our targets. Continuing to build the service level to support the development work of our members is a major objective that allows many of the targets to be achieved.

There are five core targets that need to be achieved, to meet the Development, Service Level and Expansion aims of floorball. Associated KPI's have been developed for each target:

Target 1: Closing the gap

By having more nations fighting for the top positions, floorball will become a more attractive sport.

KPI's

- Floorball has a TOP 10 instead of TOP 4, with countries from three continents
- 8-10 countries have played in the adult WFC and the U19 WFC semi-finals in the years 2026-2032 for both male and female
- The IFF builds a separate plan to Close the Gap for countries not playing in the WFC qualifications
- The IFF creates additional international competitions for smaller countries
- The IFF launches organisational development projects and a coaching project in cooperation with the more developed MA's
- The IFF organises more coaching and refereeing seminars
- Lower the threshold to participate by organising also online seminars, webinars and materials

Target 2: Strengthening the existing Members

By focusing on strengthening the organisation of the Member Associations floorball can better serve its target group: the athletes, and other stakeholders.

KPI's

- The IFF focuses on building the organisational structure of the MA's in the IFF development work
- The IFF builds different level solutions for smaller members
- The IFF has 30 member associations with at least one full-time employee
- All current member associations in accordance to IFF License system Tier 2 and Tier 3 needs to move one Tier level
- The IFF utilises new technologies for development purposes

Target 3: Focus on the growth of the numbers of players

Players are the key for continuous growth and recruiting more players worldwide is therefore an essential target. The licenced players are active competition players, licensed by the MA's

KPI's

- In more than 40 countries kids play floorball in school as a part of the school's sports curriculum
- Introduce the sport to international organisations promoting school and workplace activity
- There are at least fifteen countries with more than 10.000 licensed players
- There are at least 5 million recreational floorball players worldwide
- There are more than 1 million licenced players

Target 4: Knowledge gathering and sharing

By increasing knowledge sharing based on Member Associations' needs, the organisations can increase professionalism to best develop the sport.

KPI's

- The IFF assists the MA's by creating best practice models to reach different groups (schools, elderly, companies, immigrants) and share the best practice models with the whole floorball community
- The IFF to develop the IFF School Curriculum of Floorball to assist entering into schools
- The IFF launches a system for exchanging coaches between MA's and creates an "IFF Coaches Camp" for the MA's

- The IFF provides a platform designed for MA's to communicate with each other and to share and receive information and materials
- The IFF to support small nations with seminars, training camps and ways of ideas to increase awareness in their home countries.
- The IFF sets an annual system of regular face-to-face and online meetings to discuss individual topics based on association needs

Target 5: Targeted development projects (ROI)

By identifying the specific development needs and targeting certain projects, floorball can get the best return on investment (ROI).

KPI's

- The IFF provides a programme of a club to club development system with partnership clubs
- The IFF identifies 3-5 Member Associations and build a more detailed development or mentorship programmes based on Return on Investment to close the gap
- Based on the development services and materials, the IFF provides targeted projects to address specific need of an individual MA
- Evaluate a system of 2nd level country players and/or coaches to "intern" in the top countries league teams



6.3. Key priority: Governance, Sport Culture and Leadership

One of the major strengths of floorball currently is its clean and safe culture. As a sport we need to maintain that culture, while improving in areas of equality and sustainability. Governance at all levels of the sport will need to be strengthened to resist the increasing pressures from not only the outside and to protect our sport, our athletes, the IFF and our members.

The IFF must be the leader in improving governance levels across the sport and to ensure it is in forefront and prepared for the potential increased outside demands. This will particularly apply as Floorball aims to develop professional leagues to continue growing the sport.

The IFF needs to secure much stronger own financial and other resources to continue to be a leader of the sport worldwide and to be considered a best practice example within International Sports Organisations and to be able to address the strategic objectives defined in this Strategy.

There are four core targets that need to be achieved to meet the Governance, Sport Culture and Leadership aims of Floorball. Associated KPI's have been developed for each core area:

Target 1: Strong financial base

Through increased financial resources the IFF and the Member Associations can do more to serve their target groups.

KPI's

- The financial income of the IFF and the Member Associations is growing.
- The IFF has a 200% increase of income
- The own created revenue through sponsorship and TV rights of IFF is over 25 % of the total budget
- The IFF to create more streams of revenues through services to third parties
- The IFF has at least 12 full time employed staff members
- Member Associations turnover in total has a 300% increase in average

Target 2: Professional structure and leagues

By having more athletes who can play the sport as their profession and through increased professionalism within floorball organisations, the sport can attract a wider audience.

KPI's

- The IFF creates and maintains a professional development programme for the IFF employees to improve level of expertise
- There are at least four professional leagues in the world
- There are at least 400 professional players in the world

Target 3: Good Governance & Leadership

Through good governance floorball protects its athletes, the sport, the IFF and its Member Associations.

KPI's

- Both genders are equally represented in the IFF events, the IFF board and the committees/ commissions
- Include Athletes representation in all IFF bodies and create digital tools for the Athletes to provide their voice in all matters.
- The IFF has at least 10 persons elected to positions in International Sports Bodies
- The IFF is in top 3 in GAISF survey of Governance for ARISF (Association of IOC Recognised International Sport Federations) and AIMS (Alliance of Independent recognised Members of Sport) IF's

Target 4: Leader in Sustainability

By increasing focus on sustainability, floorball and the events become more attractive while protecting the surrounding environment and the sport at the same time.

KPI's

- The IFF creates and shares best practices to organise sustainable events
- There are events with campaigns promoting Sustainability
- The IFF Events are carbon neutral by 2028
- The IFF only allows the use of recycled or biodegradable textiles at WFC's
- The IFF to build mechanisms for securing Event execution and legacy

6.4. Key priority: Sport presentation and Appearance

The international sport market is constantly changing with new media, time constraints, new expectations on sports presentation and broadcaster requirements. We need to continuously review our presentation and appearance, to be at the forefront at all levels.

There are three core targets that need to be achieved to meet the Sport Presentation and Appearance aims of floorball. Associated KPI's have been developed for each target:

Target 1: Equal, accessible, safe and clean sport

By being equal, accessible, safe, and clean the sport of floorball is inclusive, welcoming everyone from child to senior to enjoy the game.

KPI's

- There are increased numbers of female players surpassing 30 % of total players
- Safety aspects are taken into consideration when developing game rules
- The number of injuries is kept at the present level and data is collected to increase player safety
- There is a focus on prevention (injury, doping, match-fixing, harassment) through educating especially young players and the entourage
- There are increased numbers of female coaches, referees and officials
- The number of anti-doping rule violations is not growing while maintaining at least the current testing figures
- There are no match-fixing cases in IFF Events or corruption cases within the IFF
- Floorball maintains a culture of mutual respect between referees and players
- IFF has an equal gender representation on all levels within IFF
- IFF increases the number of official partnerships with ParaFloorball organisations

Target 2: Entertaining events

By focusing on entertaining the fans at the events the aim is to create a positive, cheerful, interactive sport presentation that can also be experienced via new technological means.

KPI's

- The IFF utilises new technologies to collect more data from the game and present it to fans in order to make their experience more impressive
- The IFF engage floorball stars at the event.
- The IFF engages fans by letting them take active part in the execution of an IFF Event
- The IFF includes entertaining events in the Fun Zone to attract spectators at Major IFF Events.
- The IFF conducts fan surveys at IFF Events and utilise data to develop the events
- Build an international Floorball console game together with all stakeholders
- Build a version of Floorball e-sport and digital game
- Create a manual for Clubs/MA's on how to broadcast floorball on TV
- The IFF to test a new colour of the flooring and other equipment in IFF Events

Target 3: Different versions of the game

By introducing several versions of the game and reviewing the event structure the goals is to grow the sport as more nations and athletes have the chance to join in.

- There are international events, which are accessible for all members associations
- The event structure is continuously reviewed and updated
- The AOFC Cup/Africa Cup concept is extended to all continents/regions for young/small
- There are several versions of the game standardised with adjusted rules
- Introduce a Championships for small/new members
- Test new versions of the game at selected international events, to make the sport more attractive and cheaper
- There are virtual or digital floorball events

7. Summary

The title of this document Strengthening the Foundations, together with the core values: Inclusive, Fun, Fair, Innovative and Supportive, set the frame for this strategy. We need to develop stronger floorball organisations, both financially and professionally, to fulfil the first part of our mission of leading and supporting our stakeholders. Furthermore, we need to cooperate closely and prioritise smartly, to fulfil the second part of our mission, which is to together with all our stakeholders, promote, develop, protect, and spread the game of floorball.

We need to take global trends that affect the world of sport and floorball into account and find new and innovative solutions to meet the changing demands. The recent pandemic has also proved, that the world can change fast, and we need to be ready to adapt the chosen path when needed.

This strategy identified the most important key priorities:

- Awareness and Visibility
- Development, Service and Expansion
- Governance, Culture and Leadership
- Sport presentation and Appearance

Each key priority includes targets, that we plan to focus on to achieve our vision and be the *most inclusive team sport* - a sport which is accessible across all abilities, all ages, all genders, all ethnic and social backgrounds, as well as a sport, which is *played over a million players on all continents*. The strategy also includes key performance indicators for each target, to be able to measure our success in executing the strategy. This document does however not include a detailed execution plan, as this is to be defined by the IFF Central Board and then evaluated on a continuous basis.



TECHNOLOGICAL
DEVELOPMENT

EQUALITY

HEALTHY
LIFESTYLE

ENTERTAINMENT
SOCIETY

SUSTAINABILITY



FLOORBALL IS THE MOST INCLUSIVE TEAM SPORT, PLAYED WITH
OVER A MILLION REGISTERED PLAYERS ON ALL CONTINENTS.

WE LEAD, SUPPORT AND SERVE OUR MEMBER ASSOCIATIONS
TO TOGETHER WITH THE ATHLETES AND ALL OTHER
STAKEHOLDERS PROMOTE, DEVELOP, PROTECT AND
SPREAD THE GAME OF FLOORBALL.

AWARENESS
AND VISIBILITY

SPORT
PRESENTATION
AND APPEARANCE

DEVELOPMENT,
SERVICE AND
EXPANSION

GOVERNANCE,
CULTURE AND
LEADERSHIP

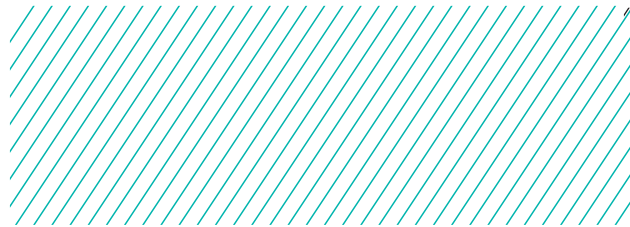




Photo: Martin Flousek

Glossary

IFF	International Floorball Federation, is the governing body of all international Floorball, officially recognised by the International Olympic Committee (IOC) and the Global Association of International Sport Federations (GAISF)	IOC	International Olympic Committee
		GAISF	Global Association of International Sport Federations, which is also referred to as the World of Sports.
General Assembly (GA)	The highest decision-making body of the IFF, which is organised every second year in connection to the Men's WFC	IWGA	International World Games Association is the organiser of The World Games, in which IFF has participated in the 1997 Lahti, Finland and 2017 Wroclaw, Poland games. Floorball is on the program also of the Birmingham, USA 2022 World Games.
Central Board (CB)	The IFF Central Board is the executive body between the IFF General Assemblies making the decisions, which are then executed by the IFF Administration	ASOIF	Association of Summer Olympic International Sport Federations is the organisation of the sports on the program of the Summer Olympics.
MA	In this document both the ordinary and provisional Member Association, are equally included into the definition	OCA	Olympic Committee of Asia, the regional association of National Olympic Committees in Asia and the organiser of regional multi-sport games.
STF	The Strategy Task Force was created by the IFF Central board to prepare the proposal for the IFF Strategy 2020 – 2032	Sportcal	An Event Management Study company making Event Studies of World Championships and Multi-sport games and specific Event studies.
WFC	World Floorball Championships played every second year for men in even years and in odd years for women.	KPI	Key Performance Indicator, which defines which measurable goals IFF is to achieve
IFF Major Events	These are the Men's and Women's Adult and U19 World Floorball Championships	AOFC	The Asia-Oceania Floorball Confederation is a co-operation organ for the Asia-Oceanian Floorball member associations and a part of the IFF.
License system	The IFF license system is a license for the participation in the IFF Major Events, where the member associations are ranked into three different Tiers groups based on their level of organisation and good governance.	OTT	OTT stands for "over-the-top," the term used for the delivery of film and TV content via the internet, without requiring users to subscribe to a traditional cable or satellite pay-TV service
		D2C	D2C stands for Direct to Consumer
Tier system	In the Tier systems (3 Tiers) there are some 20 criteria's concerning policies and bodies the Member Associations needs to have to reach the Tier 1		
Floorball Leagues	The highest competition level series of the competition pyramid in each country		



Application for IFF ordinary membership

4 December 2020

To: International Floorball Federation

From: China Floorball Union

Dear Mr Secretary General:

Since 2016, China has been holding the provisional membership granted by the International Floorball Federation.

For the past four years, we had been working hard to promote floorball in China under the administration and support of GASC and IFF and had made much progress. Floorball populations have grown quickly and the floorball curriculum has been promoted to schools, floorball clubs have found in different cities and different level of tournaments had been organized also. Chinese floorball development is on the right track and will have a bright future.

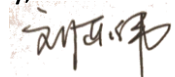
According to IFF rules, IFF CB can grant China the provisional membership for a period of four years. After a maximum of 4 years of becoming a provisional member, the Association will automatically becomes an ordinary member, after a decision by the IFF General Assembly.

For that reason, on behalf of the Chinese Floorball Union, I formally apply to become an ordinary member of the IFF and thus be approved during this year's IFF GA meeting.

Thank you.

Yours sincerely,

Liu DongWei



President of China Floorball Union

地址: 北京市东城区体育馆路 2 号 邮编: 100763 电话:8610-67166927 传真:8610-7183547

Address:No2, Tiyuguan Road, Dongcheng District, Beijing, P.R of China 100763

Tel:8610-67166927

Fax:8610-87183547

Email:info@chinafloorball.org

Web:www.chinafloorball.org

IFF General Assembly 2020 participants

Appendix 14

Country	Name
Australia	Ms. Jasmine Davies
Austria	Mr. Armin Raditschnig
Belgium	Mr. Nicolas Senez
	Mrs. Rossana Mäder
Burkina Faso	Adama Kouenda
	Louis T Nonguierma
	Goran Bjorkdahl
Brazilia	Mr. Adriano Serafim de Lira
	Mr. Guilherme de Arruda Carvalho Freitas
Cameroon	Mrs. Yvette Manong Mouga
	Mr. Charley Olivier Lobe Priso
Canada	Mr. Ron Spence
	Mr. Andrzej Zadora
Central African Republic	Mr. OUMAR ISSENE
	Mr. ANOUR SALE LIMANE MAMADOU
	Mrs. DJANKA NAFISSA
China	Mr. Dongwei Liu
	Mr Yong Yuan
Cote d'Ivoire	Mr. Marcel Wadja
Croatia	Mr. Tomislav Đaković
Czech Republic	Mr. Tomas Frank
	Mr. Daniel Novak
Denmark	Mr. Steen Houman
	Mr. Carsten Nymand Provstgaard
Estonia	Mr. Meelis Aab
	Mr. Tõnis Teesalu
Finland	Mr. Risto Kauppinen
	Mr. Pekka Ilmivalta
France	Mr. Stephane Pintus
	Mr. Sébastien Dubois
Germany	Mr. Martin Günther
	Mr. Michael Volling
Iceland	Mr. Gunnar Gils Kristinnsson
	Mr. Atli Thor Hannesson
India	Mr. Atul Gupta
	Mr. Harinder Kumar
	Mr. Pradeep Singh
Iran	Mr. Mohammadamin Davalou
	Mr. Davalo Ramezanali
	Mr. Seyed Yousef Mosavi
Israel	Mr. Evgeny Mogilevskiy
Italy	Mr. Giorgio Rambaldi
	Mr. Jorgen Olshov
Japan	Mr. Soichi KATO
Kenya	Mr. Paul Maina Mwangi
	Mr. Kevin Akosombo Gududu
Korea	Mr. Hwang Joo, Kim
	Mr. Gum Sung, Kang
Latvia	Mr. Ilvis Petersons
	Mr. Egils Sveilis
Lithuania	Mr. Arvydas Ilgevičius
Netherlands	Mrs. Margreeth van Linge-Feenstra
	Mr. Rick Verberne
	Mrs. Dorothee Vogelesang

New Zealand	Mr. Jane Bertschinger
	Mr. Pavol Nelk
Norway	Mr. Jon Erik Eriksen
	Mr. Tomas Jonsson
Pakistan	Mr. Shakeel Akhtar
	Mr. Asim G. Kiyani
Philippines	Mr. Ralph Ramos
	Mr. Eric Ropal
Poland	Mr. Marek Chomnicki
Rwanda	Mr. NTARUNGU VICTOR AIMABLE
	Mr. MUNYABURANGA Phirbert
Russia	Mr. Maksim Chernov
Serbia	Predrag Veljovic
	Djordje Mitrovic
Singapore	Mr. Kenneth Ho
	Mr. Wendy Kuan
Slovakia	Mr. Teo Turay
Slovenia	Mr. Borut Mavsar
Somalia	Mr. Pontus Berger
Spain	Mr. Juan Antonio Roldan Eiroa
	Mr. Fernando García
Sweden	Ms. Märit Bergendahl
	Mr. Mikael Ahlrup
Switzerland	Mr. Daniel Bareiss
	Mr. Michael Zoss
Thailand	Chaiypak Siriwat
Turkey	Mr. Cem Tarman
Uganda	Mr. Mugisa David
	Mr. Moses Amanyire
Ukraine	Mr. Oleh Pavlyshyn
	Mr. Tamuz Hidir
United States	Mr. Calle Karlsson
	Mr. David Nilsson
IFF CB	Tomas Eriksson
	Filip Suman
	Monica Birdal
	Jörg Beer
	Stephen King
	Carlos Lopez
	Martin Klabere
	Kaarina Vuori
	Ron Spence
	Lidwien Reehuis
CB Candidate	Pakkamol Siriwat
Presentators of the	Ms. Ebba Wengström
upcoming events	Mr. Petr Chvojka
	Ms. Hanne Pirkola
IFF Staff	John Liljelund
	Stefan Kratz
	Merita Bruun
	Tero Kalsta
	Monika Kraus
	Veli Halonen
Outside scrutineer	Mervi Kilpikoski
IFF Guests	Junoh Lee