



# World Amateur Team Championships Manual



Version 2023



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## I. GOVERNANCE OF WATC

### I.1. Conduct

The World Amateur Team Championships (WATC) are conducted by the International Golf Federation (IGF). The IGF, The R&A and USGA jointly staff and finance this effort.

### I.2. Team Eligibility

A National Federation Member (NFM) of the IGF is eligible to enter one women's team and one men's team in the WATC. For more information on IGF membership, contact the IGF Secretariat at [WATC@igfgolf.org](mailto:WATC@igfgolf.org).

### I.3. Authority

The IGF Administrative Committee (AC) shall have responsibility for the WATC, subject to any decisions made at the NFM Biennial Meeting. The officers of the AC shall be two Joint Chairs and a Women's Chair.

### I.4. World Zones

When mentioned, World Zones are comprised as follows:

Asia Pacific Zone	Countries of Asia, Oceania, and some countries of the Middle East
American Zone	Countries of North America, the Caribbean, Central America, and South America
European – African Zone	Countries of Europe, Africa, and some countries of the Middle East

### I.5. Official Language

The official language of the IGF and WATC is English.

The Host Country's native language may also be used as an additional language at the Championships for printed materials, etc., but never in place of English.

## I.6. IGF Office

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[www.igfgolf.org](http://www.igfgolf.org)

[info@igfmail.org](mailto:info@igfmail.org)

## I.7. International Olympic Committee

The IGF is the international federation recognised by the International Olympic Committee (IOC) as the world governing body for golf.

The IOC version shall be the authority when stating country names and three-letter abbreviations.

The IOC anthem, flag, logo, etc., or the term “Olympics” may not be used in conjunction with the World Amateur Team Championships.



## 2. CONDUCT OF CHAMPIONSHIPS

### 2.1. Host Country

The NFM selected by the IGF Membership will host the Championships; the IGF will conduct the Championships.

### 2.2. Rules of Golf/Terms of Competition

The Championships shall be conducted in accordance with the Rules of Golf of The R&A and the USGA.

All Local Rules and Terms of Competition will be created and provided by the IGF. The Host Country must not publish any such Rules or Conditions.

### 2.3. Prizes

A replica of the **Eisenhower Trophy** shall be held for the ensuing biennium by the Winner of the Men's World Amateur Team Championship. A replica of the **Espirito Santo Trophy** shall be held for the ensuing biennium by the Winner of the Women's World Amateur Team Championship.

The original trophies will reside in the museums of The R&A and the USGA.

For each Championship: the Players, Captain and Coach/Manager of the winning Team shall receive gold medals; the Players, Captain and Coach/Manager of the second-place Team shall receive silver medals; the Players, Captain and Coach/Manager of the third-place Team shall receive bronze medals. In the event of a tie for second or third place, duplicate medals will be awarded. In the event of a tie for first place, refer to the Terms of the Competition.

All trophies and medals are provided by the IGF.

No other prizes may be accepted from any source, except symbolic gifts by a NFM to its Team, or Mementos from the Host Country to the Teams.

The IGF will arrange for all engraving, and all shipping and transport of the trophies to and from the Championships (including insurance). See 9 - *Logistics* for further information regarding Customs.

The Host Country is responsible for the security and transportation of the trophies during the Championships. Though replicas, they are very expensive. The trophies should be displayed in a prominent and secure location during the Championships fortnight and moved to locations such as ceremonies on direction of the IGF staff.

### 2.4. Competition Committee

The Competition Committee for both events shall consist of the following, when in attendance:



- Technical Delegate from The R&A
- Technical Delegate from the USGA
- Representative from The R&A
- Representative from the USGA
- Host IGF National Member representative
- Ex Officio member: IGF Executive Director (ED)

This Committee shall make any decisions relating to the conduct of the Championships during the WATC and settle any disputes.

## 2.5. Schedule

The Championships shall be held biennially on such dates as the IGF shall determine.

The Men's and Women's Championships should be held near to each other geographically. They shall be held during consecutive weeks, with the Women's Championship being conducted one week before the Men's Championship.

For a complete calendar of activities, including Meetings and Ceremonies, see Appendix 3 - *Sample Schedule of Events*.



## 3. CHAMPIONSHIPS

### 3.1. Format

Teams will consist of 2 or 3 players for each Championship.

The Championships shall consist of 72 holes stroke play; 18 holes each on four consecutive days of the Championship period. All the players of each Team shall be eligible for all four rounds; disqualification of a player under the Rules of Golf for any one round shall not be effective for any other rounds unless the Championship Committee determines otherwise.

In each 18-hole round, the total of the two lowest scores by players of each Team shall constitute the Team score for that round. The total of such Team scores for the four rounds shall be the Team's score for the Championships. The Champions shall be the Teams with the lowest such total score for 72 holes.

The IGF shall determine all starting times, groupings, and course allocations for all competition rounds. Play will normally commence from the first and tenth tees, in two waves each day, or from the first tee only.

### 3.2. Play will not be extended

If a Championship course is declared unplayable or if severe weather delays have resulted in too little remaining daylight, and if as a result it is not possible to complete 72 holes of play in the period in which the Championship is scheduled, the Championship shall not be extended beyond the last scheduled day. The winner shall be the Team which returns the lowest score for the number of stipulated rounds played, except that, if it is not possible to play at least 36 holes in the four scheduled days, the Championship shall be terminated without a Champion being determined.

If, after the second or third rounds of the Championships, it becomes clear that for some reason it will not be possible for all teams to complete the last round of the Championships (whether that be the 3rd or 4th round), the IGF Championship Committee may implement a cut. The purpose of such a cut would be to enable the leading teams which have played, or are due to play, their 3rd round to complete as many holes as possible. The decision on whether to implement a cut is at the discretion of the IGF Championship Committee.

As to the possibility of ties for first place, the manner of deciding them will be determined by the Administrative Committee in advance of the Championships and detailed in the Terms of the Competition distributed prior to each Championship.

### 3.3. Practice

Each Team will be permitted one practice round each during the two days immediately before the Championship. The IGF may be required to determine all starting times, groupings, and course allocations for all practice rounds. Special requests for practice round times are not able to be accommodated.

Teams or individuals arriving late to the Championships may still only play practice rounds utilising the times that are assigned to the Team. A player or Team whose flight(s) had unforeseeable delay(s) may be permitted to practice at a later time. In all other cases, the only accommodation made may be to allow players to walk the course if they will not see it otherwise (with priority given to course maintenance crews). All requests for exceptions must go through the IGF staff on-site.

The IGF will require the Host Country's assistance to ensure that Teams are moving through their practice rounds at a reasonable pace and that the course is not being damaged by too many extra shots being taken. Marshals in carts need to circulate the courses during practice rounds to monitor play; guidelines will be provided.

No practice is permitted at the site (including the courses, practice ranges, short game/practice putting areas, etc.) for a period of 30 days preceding the first official practice round of the first championship, unless a player is a member of that particular club. The Host Country shall provide the names of any players who are club members at the host venues. Generally, visits by Teams wanting to play the courses in advance of the Championships can be arranged through the Host Country outside of this window.

In the case where the host country uses the course as its main national training site, the host country teams will not be able to play the course for a period of 30 days preceding the first official practice round of the first championship (unless a player is a member of that club), however they will be permitted to use the practice facilities.

Once on-site for the Championships, Teams are not permitted on the courses until the official schedule indicates. This allows the grounds crew the time and space they need to get the courses ready for as many as 14 days in a row of practice and competition rounds. The one exception, naturally, is to allow and encourage the Men's Teams to spectate during the Espirito Santo Championship rounds.



### 3.4. Referees

All referees for the Championships will be provided by the IGF and will be easily identifiable to Players. However, the IGF may seek the cooperation of the Host Country in providing volunteer referees if it has suitably qualified individuals (to be determined by the IGF).

There will be a Rules Meeting for all officials prior to each Championship (see section 11.2.7).

There is typically a gift provided to referees from the Host Country. If this will not be provided, the IGF may wish to add to existing merchandise orders the Host Country is placing for logoed items.

The IGF will wish to provide breakfast and lunch for referees when on-site at the Championships. The IGF and Host Country should determine the best way to proceed with this accommodation.



## 4. BID PROCESS

### 4.1. Bid Phases

The bid process comprises three phases.

In phase I of the application process, at approximately mid-year, four years before the Championships in question, information related to the application process (timelines, *IGF Event Bidding Rules* and *WATC Application Form*) will be provided by the IGF to all interested in hosting the Championships.

NFMs wishing to organise the WATC must send an expression of interest to the IGF by a specified date.

In phase II of the application process, interested NFMs will then be asked to complete the *WATC Application Form* and return specific documents and requested guarantees to the IGF. Through these applications, they will demonstrate that they have the required elements for staging the World Amateur Team Championships.

The fact that a country has submitted a bid should not be publicised during the application process. The IGF staff will provide guidance for such activities once all bids have been received and the application deadline has passed.

### 4.2. Location

The Championships shall no longer be rotated among the three World Zones.

### 4.3. IGF Report

If a site will be placed on the deciding ballot (phase III), a report will be written by the IGF Secretariat for the IGF Membership, to assist them in making their selection. These reports shall be impartial and will not attempt to direct the Membership's vote. However, they will contain the necessary objective content to allow for an informed decision. These reports will be provided to the Membership before the time the vote is conducted.



#### 4.4. Promotion of bid

The bidding country may send descriptive packages to the Membership, only after the content of these packets has been approved by the IGF Secretariat. This type of mailing may only be sent one time. These mailings should only be informational in nature, e.g., descriptions/pictures of courses, hotels, the geographical and cultural area, etc. A cover letter may be included.

The report of the Secretariat will be largely based on the information found in the original application, so there is no need to repeat that content with these mailings from potential Future Sites.

In case anything needs to be revised, it is recommended that nothing be professionally printed until approval is received, due to possible expense for amendment. The IGF will let candidates know the deadline to submit these items for approval

The bidding country may also create a dedicated website for this purpose, the address of which will be provided by the Secretariat in their report. Similarly, CDs and USB sticks may be created for distribution. The content of these items is also subject to the Secretariat's review before the website is made live.

Politicians such as foreign ambassadors, etc., and professional lobbyists are not to become involved in the site selection process. Bidding countries will be asked not to contact the IGF Membership in any way (other than the mailing and website mentioned above), except that the Membership will be encouraged to communicate with a bidding NFM if they have any questions. Of course, bidding countries may speak with their fellow Members in person at the biennial Championships, or at other similar occasions not organised solely for the purpose of promoting a bid. If there are any questions, please contact the IGF Secretariat.

#### 4.5. Presence at Championships

In cooperation with the Host Country, the IGF will provide a desk for promotional purposes at the World Amateur Team Championships. The location of this desk will be finalised once the IGF staff is on-site and will be available for use during the days leading up to the Biennial Meeting (see below). Where possible, desks for each of the candidates will be co-located. All promotional activities will be restricted to this area. No receptions or other activities will be permitted, whether before or after the vote. Distribution of gifts is not permitted.

#### 4.6. Vote Location

The Membership vote to host the Championships in question will take place at the Federation Biennial Meeting four years prior.

Attendance at the Biennial Meeting will not be available for representatives of the bid unless they are Delegates representing their country. No presentations from bidding future sites will take place during the meeting. It is customary for a representative of the successful candidate country to say a few words after the vote.

## 4.7. Vote Method

A Simple Majority shall decide the result of the vote on the successful Host.

## 4.8. Championship Agreement

In advance of the election, all candidates will receive a copy of the *Championship Agreement* for review and comment. This will facilitate the selected country/NFM signing the *Championship Agreement* after the election at the Biennial Meeting.

This manual is an annex to the *Championship Agreement* and contains contractual requirements. By signing the *Championship Agreement*, the NFM agrees to comply with the WATC Manual.

In case of doubt, the Agreement supersedes the Manual.

## 4.9. Future Site Visits

The IGF Secretariat will make two further visits to the selected Host Country prior to the time of the Championships. They will set up the courses, and work with the NFM on all administrative matters. General meetings of information exchange will be held.

The Secretariat will be available to future sites for assistance on a constant basis.

Additionally, it is recommended that future sites seek the counsel of those NFMs that have previously hosted the Championships. Even though the competitions are ever-evolving, past hosts are a valuable source of expertise and information.





## 5. PLANNING PHASE & COMPETITIONS ENTRIES

The IGF office will send a communication related to the entry process and timeline for entries. The NFM's must enter online approximately four months in advance of the first competition; the entries must be accompanied by the championship entry fees. Late entries or entries without a complete payment will not be accepted. The IGF office will then send a confirmation of receipt to the NFM.

NFM's will have to provide the identities of the team members and Captains one to two months prior to the championships on an agreed date as provided by the IGF. Players, Captains and Coaches/Managers will then receive *Entry and Eligibility Conditions Forms* and will be required to complete personal and biographical information online. Players, Captains and Coaches/Manager will be required to register at the registration desk on-site (see 5.2 *Team Registration*).

### 5.1. Host Country Information Guide

Along with the official entry information, the WATC Host Country information guide will be sent to NFM's. This guide contains important information such as WATC hotels, map of area and directions, arrival and departure information, transport services, immigration requirements (if any), competition schedule, venues, doctors, tourist information, shopping, list of embassies and miscellaneous information.

This information should also be posted on the LOC's web site (see Section 15.4).

A list of Embassies should be provided at this time. The LOC may also wish to notify local Embassies of the Championships and their Teams that might attend. This can be a powerful source of support for the competitions and will offer a means for visiting Teams to feel welcome.

#### Late athletes' replacement

Under certain conditions (see the relevant *Terms of the Competition*) there is a possibility to replace athletes prior to the Championship.

In emergency situations and with the consent of the Championship Committee only, further substitutions may only be made before any member of a Team begins play of the first round of the Championship. No substitutions may be made after that time.

## 5.2. Team registration

### 5.2.1. General

Team Registration is the first chance at the Championships site for the Host Country to welcome visiting Teams to their country and to congratulate them on their participation. Key personnel from the Host Country in association uniform should be present for this reason. It is important that at least one person from the Host Country with a very good knowledge of all aspects of the Championship is in attendance at all times.

All Team Players, Captains and Coaches/Manager must be in attendance at registration together, unless one or more players are arriving on a different flight on a different day, etc. Otherwise, no Team will be registered without all personnel present.

Set registration hours will be communicated to players by the IGF. Typically, this will take place during the two official practice days.

Biennial Meeting representatives should also register in person at this time; they do not necessarily have to accompany their teams, if applicable. They will receive their credentials and information regarding the Biennial Meeting and Delegates & Duffers (if applicable).



### 5.2.2. Location

Team Registration should take place in a focal, central area in the Clubhouse.

### 5.2.3. Schedule

For the days and hours of Team Registration, please refer to the Championship Schedule.

### 5.2.4. Late Arrivals

As mentioned above, there might be a few teams arriving after the close of Team Registration. Remaining Registration items should be brought to the IGF Office and the Teams arriving late may go there to complete this process. A member or two from the Host Country Registration Committee needs to remain “on call” to come to the IGF Office for these participants’ arrivals, or the IGF needs to be able to direct these participants to another location (e.g., Host Country Office) to complete the process.

Any team that will be late to register must notify the IGF of this fact in advance and receive approval from the IGF.

### 5.2.5. Team Scrolls

There will be 2-3 Team Scrolls to be signed by the Players and Captains, for the Host Club(s) and the Host Country national federation. The IGF will supply high quality, black, permanent ink pens (whose ink will not fade in future years) for this purpose. Clear, plastic sheets need to be provided by the Host Country to be placed on top of the scrolls to minimise smudging.

### 5.2.6. World Map

It is popular to display a map of the world at Team Registration. The Teams are then provided with pins so that Players and Captains can mark their home cities.

The map then becomes an enjoyable indicator of global representation that can be displayed in a visible area at the conclusion of registration.

### 5.2.7. Procedure

Registration training will be scheduled a day or two prior to the start of registration. On registration days, IGF staff as well as Host Country volunteers should be present at least 30 minutes prior to registration’s start in order to set up. The Championships trophies should be prominently displayed. Please have a table with some chairs, laptops available, and some pens, for the participants to fill out forms if necessary.

Procedure for teams:

1. Teams are welcomed by registration staff.
2. Registration staff verifies that the team members have submitted all the information and signed the *Entry & Eligibility Conditions Forms* and give all team members their credentials.
3. Registration staff asks the captain to check the contact information form (players' names, captain's name, phone number and hotel information).
4. Registration staff explains the order of play form.
5. Registration staff explains the "Advice giver" procedure.
6. Each Team should be asked if they will be attending the Gala Dinner, if applicable. Attendance is complimentary for Players, Captains, Coaches/Managers, Delegates, Referees and the Administrative Committee. Tickets may be bought for this event for other international delegation guests (e.g., parents, coaches, spouses, etc.) at Team Registration. Money boxes and receipt books, as well as credit card machines will likely be required for this process.
7. The Players' Scrolls are signed by each Player and Captain.
8. A transportation representative should be present to answer any questions. Parking passes, if applicable, should be distributed.
9. Each Team player and captain marks his/her home city on the World Map, if provided.
10. Each Team is provided a registration packet (see below)
11. A volunteer should then escort the Team for a tour and point out all the facilities (e.g. locker rooms, IGF Office, Host Country Office, Media Centre, Captains' Boxes, restaurants, driving range, scoreboard, area for Opening Ceremonies, etc.). Note: The LOC will provide queuing rails which should be placed in front of the registration desks.

The Registration packet should contain:

**Provided by IGF:**

- Practice rounds schedule + photo schedule if applicable
- Captains memo
- Rules of Golf books\*
- Bag tags for captain and players\*

- Sample score cards\* (may be provided by the IGF or the host country)

**Provided by the host country:**

- WATC pocket guide (this guide contains important information such as schedule, restaurants, map of area and directions, where to play golf, bus schedule, captain & delegate information, list of area services, doctors, tourist information, shopping, list of embassies and miscellaneous information). This guide will be distributed to WATC stakeholders electronically shortly prior to their arrival.
- Copies of official programme\*
- Championship yardage books\*
- Championship memento\*.

\*Enough items should be included for each player and captain to have one. Extra packets should also be prepared for IGF Staff and Officers, and for Future Sites representatives.

Procedure for Biennial Meeting representatives:

1. Delegates are welcomed by registration staff
2. Registration staff check Biennial Meeting attendees' names (spelling etc)
3. Registration staff provide the WATC pocket guide and a copy of the official programme.

### **5.2.8. Credentials/Accreditation and supplementary devices**

The Host Country will provide accreditation badges for the following groups:

- Players, Captains, Advice givers, Coaches/Managers, Delegates, IGF Staff and Officers
- Rules Officials
- Media
- Guests
- Locker Room entrants

If there are restricted areas, the LOC should produce signs and advise security accordingly as to whose access is permitted in designated areas. This plan must be approved by the IGF. Rules Officials, IGF Staff, and IGF Officers will have access to all locations on-site.

### 5.3. Team Members

The Players comprising each team shall be:

1. Amateur golfers under the Rules of Amateur Status of The R&A and the USGA; and
2. A national of the country of the IGF Member Organisation which is entering a player (*see IGF Nationality Policy*).

#### 5.3.1. Captains and Advice

Each Team shall have a Captain, who may be either a player on the team or a non-player. Substitutions for Captains may be made at any time (subject to Advice conditions below). However, no Team may have more than one Captain at any one time.

Each Team shall be entitled to appoint one person to give Advice during the Championships, for example, the team Captain or Coach/Manager, in accordance with the Rules of Golf. The advice giver may be an amateur or professional. National Federation Members will be asked to return forms nominating the advice giver at Team Registration.

If the person selected to give Advice changes between rounds, a new form must be returned to the IGF Office on-site before the Team begins their next round.

The person giving Advice may not change during a round, unless that round is suspended/postponed and resumes another day, or unless there are exceptional circumstances, in which case the IGF Competition Committee must first be consulted.

Those designated to give Advice must visibly wear an identifying badge (to be provided by the IGF at Registration).

If the Captain is a player, he/she may not give advice during his/her stipulated round.

Restrictions may be placed on those persons giving advice during the championship rounds, such as requests not to enter bunkers or to go on putting greens.

#### 5.3.2. Official Participation

Only playing Team Members, the Captain and the coach/manager are permitted to partake in official aspects of the Championships. For example, alternates may not play practice rounds or take part in practice sessions on the range, practice putting greens, etc.; alternates, physios, and, if applicable, those giving Advice (e.g., if not the

Captain or coach/manager) may not appear in official team photos or officially participate in ceremonies, etc. Nothing prohibits alternates, physios, etc., from traveling to the Championships.

## 5.4. Team Uniforms

Teams will wear uniforms for competition play with a minimum provision of matching shirts. Teams are expected to wear dress uniforms to ceremonies and the Gala Dinner (if applicable) and Farewell receptions. See section 18.6. *Guidelines for Equipment and Clothing* for questions relating to sponsor presence on team clothing and equipment.

There are no dress code restrictions for the Championships, unless footwear restrictions apply (see Section 30.1).







## 6. WORKFORCE

This chapter of the manual will provide guidelines to the LOC on the task of identifying, recruiting, training, rostering and managing the staff required for the successful delivery of the WATC.

In collaboration with the IGF, the LOC is required to develop a proper planning of headcount (paid staff and volunteers) necessary to stage the WATC. Workforce planning defines workforce types, job descriptions (outlining responsibilities and skills required to perform the role), job titles and hierarchy. Around 10 months prior to the championships and following the creation of job descriptions, the LOC will be able to create the organisation chart and share it with the IGF for approval.

### 6.1. HR Policies

In addition, the LOC will develop a draft of staffing policies for WATC volunteers for approval by the IGF. Workforce policies should cover the following:

- Minimum and maximum number of rostered shifts;
- Minimum and maximum length of each shift;
- Meal entitlements;
- Breaks per shift;
- Training requirements;
- Uniform entitlements;
- Days on/days off per staff type;
- Minimum age of workforce across each staff type; and
- Accommodation of workforce.

### 6.2. Recruitment Plan

The LOC should develop recruitment plans for volunteers approximately 24 months prior to the WATC.

Successful recruitment means developing the right number of qualified workforce members at the right time. Recruitment strategies should be developed by the LOC to ensure that the most talented staff, volunteers and contractors available are put in place to stage the WATC.

### 6.3. Key Milestones for Recruitment

This table shows the key milestones linked to the volunteer recruitment process for the WATC:

Key Milestone	Date (in months)
Finalise volunteer recruitment strategy	-24
Public launch and call for expressions of interest	-12
Facilitate interview and selection process of volunteers	-9
LOC sends offers to successful candidates or letter to inform unsuccessful candidates	-6
Candidates' acceptance received	-4

### 6.4. Staff Rostering/Scheduling

Every member of the WATC workforce (paid and volunteers) will be required to receive a roster, which outlines the job title, location, dates and hours of the shifts to be worked by him or her. A timeframe between one to three months prior to the commencement of their shift is advisable, so that any requests for changes to rosters received after distribution can be managed effectively and implemented.

### 6.5. WATC Volunteer/Workforce Summary

The tables below shall help for planning of headcount of volunteers to stage the WAT.

Counts reflect one shift each day. For scoring purposes, counts reflect live scoring every three holes. For marshals/spotters, one is assigned for every hole. When there is a range of numbers, this represents (1) the differences between a one-tee start (i.e., 1st tee) and two-tee start (i.e., 1st and 10th tees), and (2) the difference between whether there is one venue or two (e.g., courses at two separate facilities will require two scoring centrals, two media centres, etc.). These counts reflect minimum recommendations from the IGF and may be increased as the LOC and IGF consider necessary.

The "Timing" column in this section does not include any planning sessions, if applicable to those volunteers, or training sessions.

Manual Section	Role	Description	Count	Timing
5	Team Registration	Assist teams with the registration process for LOC needs	4	Days of registration
11	Opening Ceremonies	Assist LOC with ceremonies	6	Days of registration
11	Closing Ceremonies	Assist LOC with ceremonies	3	Days of ceremonies
11	Receptions/Dinners	Assist LOC with these functions	6	Days of receptions/dinners
19	Driving Range	Supervise practice areas and assist players	3 to 6	All practice days and championship rounds
19	Starters	Start teams during practice and championship rounds at each tee	2 to 4	All practice and championship rounds
19	Course Evacuation	Drive vehicles to shelter; return teams to courses	4 to 6	All practice and championship rounds
19	Drinking Water	Replenish bottled water in coolers	36 (at least 6 per course for the full day)	All practice days and championship rounds
19	Waste Management	Remove litter and recycling from office and course containers	2	Each day the office is in use; all practice and championship rounds

22	Marshals/Spotters	Help find balls in par 4 and par 5 drive zones and at greens on par 3s; help with spectator control	8	All championship rounds
23	Scoreboards	Update 9 and 18 hole scores for each player, tallies	14	All championship rounds
23	Leaderboards	Update course leaderboards	Up to 74	All championship rounds
23	Hole Reporters	Receive scores from players and input them	4 to 8	All championship rounds
23	Walking Scorers  (if used, can eliminate hole reporters in that case)	Record scores on each hole and input them	9	All championship rounds
23	Score Recorders	Receive score cards at the end of the round	2 to 4	All championship rounds
23	Standard Bearers	Carry standards reflecting players' scores in that group; input scores into mobile device (if walking scorers not used)	5	Last two rounds of each championship
23	Scorecard Runners	Take cards from score recorders to scoring central	2	All championship rounds
23	Scoring Central	Oversee scoring operation		All championship rounds
23	Information Distribution	Distribute starting times, scores, etc. to courses and hotels		All registration and practice days and all championship rounds

Note 1: Any responsibility not listed above is generally incorporated into the LOC role or is designated via a contractor. However, if enough volunteers/workforce exists, the LOC may assign additional tasks accordingly.

Note 2: Some of these volunteers must be able to speak English.

### 6.5.1. Volunteer Request for IGF Staff Assistance

The following requests are made for direct volunteer assistance to IGF staff. Shifts, if desired, may be assigned as the host country deems best. These requests should be considered as being separate from any personnel the host country may require for its purposes at the related event, such as volunteers for scoring, spotters, registration, host country office, etc. It is requested that these volunteers are able to speak English.

Manual Section	Role	Description	Count	Timing
19	Course Marking	One volunteer for each course to help with painting and staking.	2	Days 3-6 prior to each championship
19	Course Preparation	One person from the grounds crew to help obtain measurements on the golf course (stimpmeter, moisture, firmness, etc.).	1	All days the IGF agronomist is in attendance
11	IGF Biennial Meeting	Four volunteers to help with registration, two of these volunteers to arrive well in advance to help with the meeting room set-up. 1 person should be available during the meeting and ensure the roll call is being signed by all the biennial meeting representatives.	2	During meeting plus four hours prior and one hour after
11	Opening Ceremonies	Volunteers to help with operational and staging aspects.	4	During ceremonies plus four hours prior and two hours after
11	Closing Ceremonies	Volunteers to help with operational and staging aspects	2	During ceremonies plus two hours prior and one hour after
24	Team Photos	2 volunteers to help the photographer organise the teams and record names. Another volunteer (must be comfortable with using a basic digital camera) will help take head shots for scoring system and website.	3	Days of team photos
16	Media Centre(s)	One volunteer for each media centre.	1 to 2	All days media centre is open

## 6.6. Workforce Training

Workforce Training provides the WATC Workforce with the skills, knowledge and attitudes required to perform their jobs at the WATC.

Leading up to the WATC, Workforce Training focuses on providing the staff and volunteers with the skills required to perform their assignments. Training for WATC is typically delivered in three ways:

- Orientation training;
- Venue specific training;
- Job specific training.

Key Milestone	Date (in months)
Conduct Training Needs Analysis on Orientation Training, Job Specific Training and Venue Training	-12
Complete the development of Training materials	-6
Commence inviting paid and volunteer staff to WATC Orientation Training, Job Specific Training and Venue Training	-5
Commence WATC Orientation Training and Job Specific Training	-3
Commence Venue Training	-2 to 0 week

### 6.6.1. General/Orientation Training

General/orientation training contains the basic training elements for the entire workforce. LOC staff and volunteers participate in the same training, regardless of assignment.

The intent of general/orientation training is to expose the entire workforce to the basic information and customer service skills expected of all staff members regardless of job or venue assignment. Information elements include WATC history, golf, venue structure, accreditation, policies, procedures and codes of conduct. Service skills cover communication, challenge resolution, cultural awareness and disability awareness. The general/orientation training sessions can also reinforce the desired behaviours sought after in the selection process.

General/Orientation training could encompass a number of topics, including:

- Create excitement about the WATC;
- LOC expectations;
- Overall WATC schedules;
- Details on golf, venues;
- Workforce policies, accreditation;
- Venue/LOC organisational structure;
- Further steps in workforce process (such as uniform pick-up, venue training, etc.);
- Safety, security, code of conduct and
- Cultural/disability sensitivity.

General/Orientation training curriculum development and delivery are both the responsibility of the LOC.

It is essential that all LOC, paid and volunteer staff members attend general/orientation training. It may also be an opportunity to review the quality of staff and volunteers and either discover potential supervisory skills or behaviour problems in attendees.

General/orientation training should be held around 3 months prior to the WATC.

## **6.7. Job Specific Training**

LOC shall develop a training programme for each job title with the complexity of the job determining the timing and the number of sessions required. For example, some functions may require 3-hour sessions several weeks prior to the WATC, but others may only require one 2-hour session in conjunction with venue training about 1 week before WATC.

It should be mandatory that all staff (paid and volunteer) attend job specific training for their position.

The timing of job specific training will vary based on the position's requirements.



## 6.8. Venue Specific Training

Venue Specific Training prepares each team member to work at his / her assigned venue during WATC. Venue Training is generally done at the venue within several weeks prior to the WATC start.

Venue training will cover details on the venue site and layout, the venue team, key roles and responsibilities, safety and emergency procedures and other general information about the venue. Specific topics may include:

- Tour of the venue;
- Sport/event information;
- Safety/security procedures;
- Workforce policies;
- Transportation information;
- Communication protocols; and
- Venue organisational structure

Additionally, Venue Pocket Guides may be distributed which contain the venue maps, schedules, contact, transportation and emergency information.

LOC's significant tasks include:

- Develop Venue manual template;
- Create Venue Pocket Guide base and templates for venue specific inserts;
- Format simplified venue maps for use in manuals and Pocket Guides;
- Coordinate Venue Training timelines;
- Provide quality control for manual development and Pocket



Guide inserts including editing, formatting and ensuring Venue and management review of content;

- Produce training manuals and support material;
- Produce Pocket Guide inserts and maps and pre-assemble Pocket Guides for each Venue; and
- Support Venue in use of training system.

It is mandatory that all staff (paid and volunteer) attend the venue training

Each venue training session is generally conducted one-two weeks prior to venue opening.

## **6.9. Uniforms**

It is recommended that the Host Country provide uniforms for its volunteers and workers, with matching shirts as a minimum requirement. This helps participants identify those who are working on the competitions. The only colours that should not be used are those that will be worn by the IGF.

Approximately one month prior to the championships, the LOC will send necessary information to the volunteers regarding collection of uniforms and accreditations.



## 7. FINANCE

### 7.1. IGF Championship Entry Fees

The IGF will collect and retain all championship entry fees (in US\$). All entry fees must accompany entry forms, which must be received by the entry deadline.

### 7.2. Purchases

A tab may be used to pay for food and drinks for the IGF Staff and their Committee members. A list of eligible names will be provided for these purposes.

Creating tabs for each participant country has proven to be problematic and is therefore not recommended. Cash and credit card (or room charge if at a resort facility) are generally the safest way to proceed.

### 7.3. Championships Expenses

The expense of conducting the Championships shall be borne by the hosting Member Organisation. However, many costs will also be covered by the IGF; a list of such items may be found in Appendix 5.

The Host Country is also entitled to any resultant profits from many aspects of the Championships; more information on allowable profit may be found in the Championships Agreement.

### 7.4. Team Expenses

Each Member Organisation is responsible for the expenses of its Players, Captain, Coach/Manager and Delegation.

### 7.5. Admission and Parking

Fees for admission and parking may be charged to the general public, although it is not encouraged. The IGF believes that spectators should experience the Championships free of any such expense, as it is a way to educate the public about golf and it is always in the best interests of the Championships to have a large number of spectators. Often free admission can still provide financial benefit as spectators purchase refreshments, merchandise, etc., and continue to promote the course(s) after they leave the site.

### 7.6. Merchandise Sales

The sale of merchandise commemorating the Championships is permitted. All revenue from such merchandise may be retained by the Host Country. The approved Championships logo may be used; the IGF logo may not be used.

## 7.7. Money Exchange

It must be easy for traveling Teams to obtain the Host Country's currency. Generally, an ATM (Automated Teller Machine) is required in order to achieve this. If ATMs are not available at the course(s), they must be available within or extremely near the host hotels. Additionally, it is useful to have money exchange and banking systems with fair exchange rates within a reasonable vicinity.

## 7.8. LOC Accounting Department

The LOC Accounting Department is responsible for maintaining the General Ledger (GL), overseeing financial controls, managing cash, currency activities, and annual audits, as well as producing fiscal reports. The responsibilities of the LOC Accounting Department are typical to most Accounting Departments.

## 7.9. Reporting

The LOC must interact with the IGF to report on the budget and the delivery of the Host federation agreement. This coordination takes place throughout the life of the LOC, with scheduled reporting.

## 7.10. Post Competition Reports

The IGF requests that a detailed record of Championship income and expenditures be kept by the Host Country and submitted to the IGF following the Championships. This information is invaluable for other Member Organisations contemplating the staging of the Championships. A template is available (see Appendix 9). The LOC will also be required to produce a post championship report. A template will be provided by the IGF.



## 8. FOOD & BEVERAGE

Globally, there has been a shift in public awareness and rapid growth in expectations for more sustainable solutions/alternatives on issues related to food: the origins, content, transport and delivery of food, and its total 'footprint', both environmental and social/ethical.

The LOC food strategy should therefore integrate the following elements:

- **Health and nutrition:** The LOC has a responsibility/opportunity to consider its role in providing for and promoting a balanced diet, in particular the link between a nutritious diet and a healthy lifestyle.
- **Environmental Impact:** is another key consideration in the context of sustainable food – minimising the negative impacts of food production, consumption and disposal, in particular in light of growing concern over climate change.
- **Food safety and hygiene:** The LOC should focus on food safety and hygiene to ensure the avoidance of any food related health and safety issues that could jeopardise the WATC experience of any client group.

At the course(s), menus must be in English. They may also be in the native language of the Host Country if desired. All buffet items must be labelled in this fashion as well. A good English speaker needs to be available to answer questions regarding the ingredients of offered dishes. It is helpful if foods known to be avoided by certain groups are mentioned on the cards, if it is not obvious visually or from the name of the dish that these ingredients might be included (e.g., "contains meat," "contains nuts," "contains pork," "contain gluten", etc.).

Food service must be available from the first day of registration. All meal prices must be reasonable.

### Breakfast

At the golf course, breakfast needs to be available at least one and a half hours before the first tee time each day. A buffet is recommended as the most economical, reliable, and expeditious method of serving large numbers of people at one time. If the Host Hotel(s) provide breakfast early enough in the morning and as part of the room charge, a more limited version of breakfast may be served at the course. In any case, something should be available.

### Lunch

A lunch buffet at the courses is also the most effective way of serving all those in attendance.

### Snacks

The Host Country should provide snacks for the players at "the turn," i.e., between the players' 9th and 10th holes of play. (Note: this also could be between the 18th and 1st holes). It is a nice gesture to provide snacks for the players in the Locker Rooms.

Affordable concessions (tents or stands) must be available on the golf course. It is recommended that these stations be available in the middle of the nines and also in the clubhouse area to enable quick food service.

### Water

Bottled water should be available on course for players every three holes.

### Dinner

Although dinner does not necessarily have to be served at the golf course, food should be available for sale as long as play is still on the course (and for at least an hour afterward). At a resort facility, at least two restaurants must be open for dinner. As competition can go quite late each day, the restaurants may need to stay open later than usual.

The Host Country will also provide a list of area restaurants to the Teams at Registration and should be prepared to offer recommendations and answer questions.

### Hotel

Any hotels used should offer room service and restaurants serving three meals a day. These hotels should also offer laundry service.

### Media

See section 16.



## 9. LOGISTICS/SHIPPING

The IGF will ship multiple items to the Host Country in advance of the Championships. The Host Country is required to appoint a logistic company and a customs agent to ensure that these items clear Customs.

The Host Country will provide WATC stakeholders with guidelines for shipments. A secure logistics compound and desk should be designated by the Host Country for delivery of items and service enquiries. Crates, boxes, etc., shipped to the Host Country for the IGF should be held in this area until the IGF arrives on-site. At that point, the IGF may require some assistance in moving the items to the IGF Office.

At the conclusion of the Championships, the IGF will pack the crates again and prepare handbills for return shipping.

The logistic company's assistance might be required by IGF staff and other WATC stakeholders to complete export documentation and collection of goods. The logistic company will make sure the items are picked up by the courier.

The IGF will pay for its own shipping costs. Any customs costs incurred, however, are the Host Country's responsibility. Therefore, advance arrangements are advised (see *Championship Agreement*).







## 10. MEDICAL SERVICES

### 10.1. Doping Control

Athletes should be aware that the IGF will be undertaking pre-competition and in-competition testing.

It is recommended that each NFM conducts anti-doping testing with each player of its Team prior to attendance to the WATC. Each NFM will ensure that the team members at the WATC are aware of the Anti-Doping Rules in place during the WATC.

Prior to the Championships, along with the *Terms of the Competition* document and *Entry & Eligibility Conditions Forms*, the IGF will make available to the NFMs and players a series of documents related to the Anti-Doping Programme (IGF Anti-Doping policy, the IGF Player Guide, the Therapeutic Use Exemption Procedures, IGF Medical Check Authorities, IGF Prohibited List, IGF Testing Procedures and/or other relevant Anti-Doping related documents).

At registration team members will be required to sign the *Entry & Eligibility Conditions Forms*. By signing this document, participants agree to comply with the provisions of the IGF's Anti-Doping Policy in force at the time of the WATC.

The IGF will work with the LOC and with either the existing NADO, or an independent testing service agency to conduct the doping control.

#### 10.1.1. IGF Test Distribution Plan (TDP)

The IGF will develop the TDP, a document that details the number, types and analysis of tests that will be carried out during the WATC. The TDP guides other key aspects of planning for the Doping Control Programme including: volume of equipment, personnel, laboratory contract, etc.

#### 10.1.2. Required Spaces

The LOC must provide a space at each venue (Doping Control Area).

The Doping Control Area must include:

- a desk for registration,
- the desk should be equipped with a logbook where all movements of anyone entering or leaving the Doping Control Area (DCA) should be recorded,
- a waiting room (area where the selected athlete hydrates under supervision until ready to provide a Sample),
  - the waiting room should be equipped with enough chairs to welcome the players, the accompanied

person if any and the chaperone,

- the waiting room should be equipped with a refrigerator containing sealed beverages (water, juices or any others depending on the potential sponsor). In addition, the same beverages should be available sealed but not refrigerated.
- toilets (where the athlete urinates under direct observation of a same gender Doping Control Officer). Toilets should be equipped with mirrors of each 80- 100 cm by 50cm (on both lateral walls and on the other side of the pan so the person who accompanies the players in the toilets doesn't have to be facing them).
- a processing room (the athlete reports to when ready to provide a urine/blood Sample; where the urine/blood Sample is sealed, documents are completed; and sealed urine/blood Sample is stored in a locked fridge until the completion of the session.
- the processing room should be equipped with all the relevant equipment as:
  - disposable gloves
  - tissues
  - refractometer
  - all doping control forms and documents (sampling, chain of custody, transport)
  - one copy of the *IGF anti-Doping Policy*
  - enough kits (urine and blood)
  - one couch if needed for blood sampling if requested.

A booth for information/education related to Anti-Doping should also be set up in some venues.

The IGF will develop educational posters and material to be displayed within this area.

### **10.1.3. Doping Control Process**

The doping control process is clearly outlined in the International Standard for Testing. The Sample Collection Equipment to be used must meet the criteria outlined in the International Standards for Testing.

You will find below a basic summary outline of parts of the doping control process from the player selection stage until the collected sample is sealed and stored.

1. Player selection is made by IGF.

2. The player is notified of his / her selection for a doping control immediately post-competition or at an appropriate time if it is a pre-competition test. The player is accompanied by a Chaperone from this moment.
3. The athlete checks in to the Doping Control Area. Access to the Doping Control Area will be restricted to only accredited staff, officials and selected players.
4. The player re-hydrates until ready to provide a urine sample and/or is ready to provide a blood sample, if required. Sealed drinks are provided to assist the player.
5. The athlete provides a urine sample under the direct observation of a same gender Doping Control Officer and/or the athlete provides a blood sample.
6. Under the direction of a Doping Control Officer, the player seals the sample and completes the required documentation.
7. The player checks out of the Station.
8. The sample is stored securely until the completion of the sample collection session. Unless otherwise agreed, the IGF requires a lockable refrigerator for this storage.

#### **10.1.4. Transport of Samples and Documentation**

The principles of the transport process are outlined in the International Standards for Testing and associated Guidelines. The IGF is responsible for planning a transport system that ensures Samples and documentation will be transported in a manner that protects their integrity, identity and security.

The IGF is responsible for developing a system for documenting the Chain of Custody of the Samples, which includes confirming that both the Samples and Sample documentation have arrived at their intended destination.

The transport of the Samples may be carried out by a commercial courier company or by developing an internal courier system using a member of the doping control workforce (e.g. a Chaperone) to accompany a courier driver. It is recommended to have two people accompanying the samples from the venues to the laboratory to ensure the samples are never left unattended.

#### **10.1.5. Laboratory Requirements**

The Laboratory used must be accredited by WADA. The International Standard for Laboratories outlines the operational requirements of a WADA-accredited laboratory as well as the special requirements for Testing at major events such as the WATC.

It is recommended that a service agreement be established between the IGF and the chosen laboratory or the NADO if existing.

While the agreement is a commercial arrangement, it is important to establish an open and cooperative working partnership with the laboratory.

The International Standard for Testing and the International Standard for Laboratories both outline the requirements for the IGF and the laboratory to establish a system to manage the:

- Appropriate receipt of the samples and appropriate documents at the laboratory;
- Completion of documentation to record such receipt;
- Requirement to notify the IGF that the samples have been received; and
- Issues relating to the receipt and/or condition of the Samples.

The laboratory will be required to analyse Samples and provide results within the time frame agreed upon between the IGF/laboratory from receipt of the samples.

## **10.2. First Aid and Medical Care**

During the WATC period the LOC Medical Services are responsible for the medical care and health planning for all WATC stakeholders associated with the Championships. The LOC should provide a coordinated delivery of medical care at the WATC venues and ensure that appropriate medical care is available.

In providing the medical programme, it is important to clearly define the level of services to be provided, to identify which organisations will provide services and where such services will be offered and to communicate such information to all relevant groups.

### **10.2.6. Principle Obligations**

The Host Country shall provide a climate-controlled First Aid Station (including defibrillators), an ambulance, and a licensed medical doctor at each course, and a radio with which to contact them. Such services shall be available from the first day of Team Registration through the final Championship day, at all times during the day when play is being conducted (including an hour before and after the scheduled rounds).

Medical personnel involved with these services should speak English and need to be aware of anti-doping policies in effect. A designated cart and driver should be available in case someone has to leave the course for a medical condition. A “stretcher cart” should also be available.

Local emergency entities must be notified in advance of the schedule of the Championships.

During past Championships, physiotherapists (i.e., sports medicine personnel) provided by the Host Country have been on-site. These services have been appreciated by the players. It is acceptable to charge a reasonable fee for these services, if needed.

### **10.2.7. Insurance**

Medical insurance should be the responsibility of the players whilst the LOC should have professional liability insurance. The structure of the host country's public health programme and the liability of health care providers should be considered in the development of the LOC's insurance programme.

### **10.2.8. Right to practice**

The LOC should ensure the appropriate "right to practice" for the entire medical staff (including the physiotherapists) it recruits for its medical teams and provide certification of it to the IGF.





## II. PROTOCOL

### II.1. Opening and Closing Ceremony Protocol

#### II.1.1. National Anthems

The LOC should use NFM approved versions of the national anthems.

The Host country anthem will be played at the Opening Ceremonies. The winning team anthem will be played at the Closing Ceremonies of the WATC. It is the responsibility of the LOC to provide the National Anthems recordings.

When national anthems are playing, it is customary, while not obligatory, for people to stand as a sign of respect.

#### II.1.2. Flags

The IGF will provide one set of flags for each country in attendance.

To ensure that the samples of flags are correct, the IGF gets all the flags checked and obtains written confirmation of their accuracy from the respective NFMs during the entry process.

Several IGF flags will be sent, to be used for the following purposes:

- One to go with the country flags for the site of the Opening Ceremonies
- One for the standard flagpoles at each course being used
- One to be handed over to the next future site at the Closing Ceremonies

#### Flags at the Opening Ceremonies

During the WATC Opening Ceremony, all flags should be displayed in alphabetical order (in English) from left to right. The flag of the host country will appear in the centre (see below) and also again in order alphabetically. Flags should be lowered and will be raised during the ceremony.

The host city will also receive an IGF flag that should go with the country flags for the site of the Opening Ceremonies.





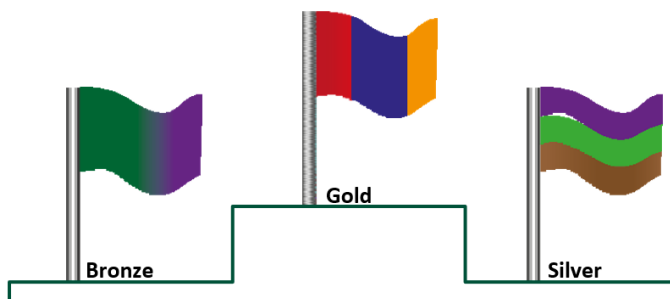
The Host Country will be responsible for erecting flagpoles (including ropes, fasteners, snap hooks, etc.) for the flags in a location to be determined by the IGF. The flagpoles should not be erected until the IGF arrives on-site for the Championships. These flagpoles will be at the location of the Opening Ceremonies. Typically, the country flags remain raised through the conclusion of that Championship. All flags must be returned to the IGF at the conclusion of the WATC.

Protocol dictates a certain etiquette when handling a flag, a nation's foremost symbol:

- Flags should be folded when carried to and from flagpoles;
- No flag should be in a position lower than another flag;
- All flags should be identical in size, to avoid some flags from standing out more than others ((3 ft by 5 ft – 91.4 cm by 152.4 cm) has been applied as the standard ratio for flags during the WATC);
- All flags should be evenly spaced and displayed at the same level;
- Flags should be securely fastened so as not to fall.

#### Flags at the Closing Ceremonies

All flags, at both indoor and outdoor locations, will be raised in the horizontal format. Flags will be raised in the following formation when viewed from the athletes' position (observer's left) on the medals podium. The host city will also receive an IGF flag which will be handed over to the next future site at the Closing Ceremonies.



### 11.1.3. Ties

If a tie occurs, two flags may be flown from the same pole during medals ceremonies. The flags will be hung in alphabetical order from top to bottom.

Two flags should not be flown from the same pole under any other circumstances.

## 11.2. Official events Protocol

In order to successfully deliver the following events, the LOC will work closely with the IGF on the planning. The planning will comprise running sheets, food and beverage, seating plans, resource allocation plan and transport/logistics plan for all the events and will be provided to the IGF for approval. A ceremony rehearsal should take place a few days prior to the ceremony, when the IGF staff is on-site.

### 11.2.1. Opening ceremonies

The team must ensure that the flags are displayed according to the protocol guidelines above.

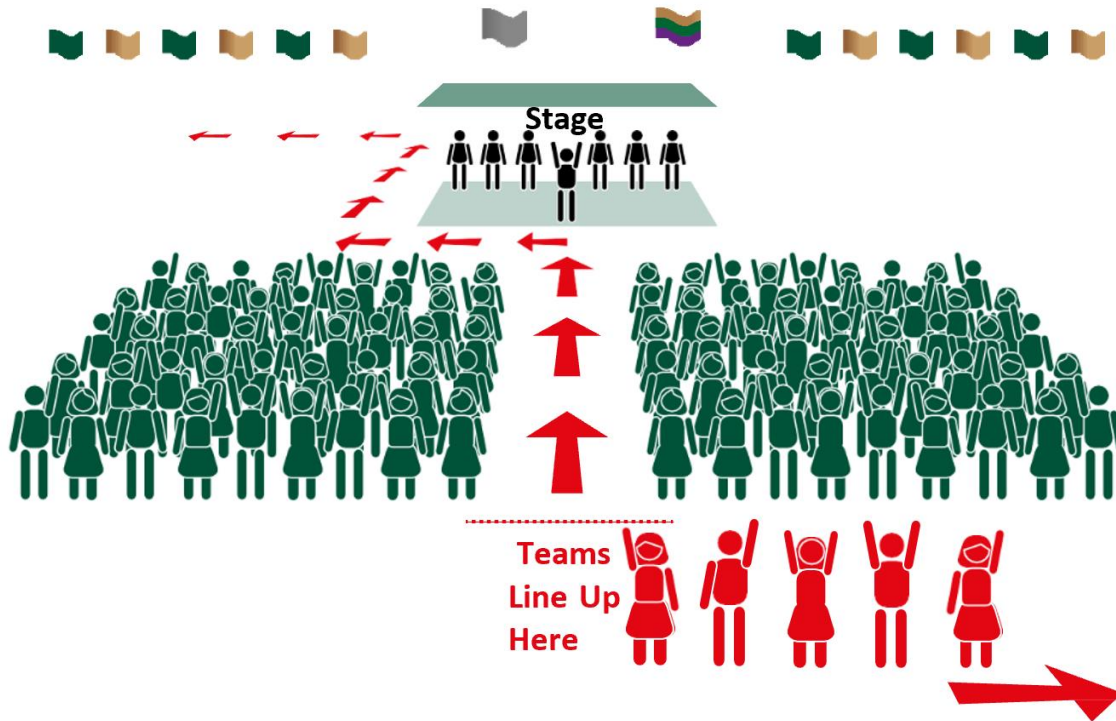
There will be an Opening Ceremony the day before each Championship begins to mark the official start of the competitions. The Opening Ceremony operations are also very important because this is the first big event of the WATC. It will give an indication and feeling about the level of organisation of the WATC. Protocol plays an important role. Training sessions are therefore necessary for the staff and volunteers to familiarise themselves with the planned operations.

The IGF will provide a programme for the ceremonies (see below) and Protocol guidelines (see example below) as well as seating charts for the Head Platform, etc.

For purposes of the Opening Ceremony (see below), flagpoles should be approximately 10 feet above the ground. Manufacturer's guidelines should be followed for installation (e.g., a 12 foot/360 cm flagpole would be placed approximately 2 feet/60 cm into the ground). Flagpoles should be positioned no less than 4.5 feet (one and a half metres) apart. If that is not possible, the flagpoles should be positioned no less than 3 feet (one metre) apart. If a second row is used, that row should be approximately 3 feet behind the first row, with flagpoles staggered equally between those in front.

The Ceremonies will consist of, among other things, the Teams marching to their flags where the Captain will raise his/her flag at the time, and in the order, indicated. Teams wear their formal uniforms. A band is normally provided by the LOC. If not, the LOC provides recorded music.

Example of left line up for Opening Ceremony:



Ceremonies are open to all spectators. An alternate indoor location must be prepared in case there is inclement weather.

Any additional expense associated with an indoor ceremony is the responsibility of the LOC.

SAMPLE OPENING CEREMONY	
On the day	Place poles and attach flags. Check flags are positioned properly, for example, not upside down, correct flag in correct place, etc. Set platform. Set 150 audience chairs with reserved chairs in front row for officials.
6.00pm	Test the PA system; ensure presence of trophy. Ceremony starts with IGF flag and host country flag in the centre already raised.
6.30pm	Live music. Teams (Players and Captains) to starting point. They will be organised alphabetically by country and given instructions for anything that needs to be carried. They will be advised as to how to proceed when they reach the stage.
6.55pm	Announcement that Ceremony will start shortly – please take seats. Corsages issued to each VIP, to be worn throughout the ceremony.

7.00pm	<p>Seating of officials at the front row</p> <ul style="list-style-type: none"> <li>A. USGA Representative</li> <li>B. R&amp;A Representative,</li> <li>C. Local dignitary</li> <li>D. IGF Women’s Chair</li> <li>E. IGF President</li> <li>F. President of Host Federation</li> <li>G. Course Representative</li> <li>H. IGF Executive Director</li> </ul>
7.02pm	MC starts ceremony, introduces individuals on the platform.
7.05pm	<p>MC welcomes in nations:</p> <ul style="list-style-type: none"> <li>- Teams walk in alphabetical order, country board carrier first followed by the captain, each country name announced as they approach the stage; host country team waits.</li> <li>- Teams walk through centre opening then line up, behind their country board carrier, in front of their flagpole, captain continues to hold country board upright throughout the ceremony; ‘A’s at the far left, middle of the alphabet at the head table, ‘Z’s at the far right. When the defending champion enters, they are announced as the past World Amateur Team Champion.</li> <li>- Band plays throughout.</li> </ul>
7.30pm	MC announces the host country team as they walk in. Once at their pole, the host country national anthem is played.
7.35pm	MC introduces the national federation President. Speech.
7.38pm	MC introduces the local dignitary. Speech.
7.41pm	MC introduces IGF Women’s Chair. Speech and declares competition open.
7.45pm	MC announces invitation to Reception. Band plays.

### 11.2.2. Closing Ceremonies

There will be a Closing Ceremony the last day of each Championship to mark the official close of the competitions. These ceremonies will take place at the beginning of the Gala and Farewell reception (see below). The IGF will provide a programme for the ceremonies as well as seating charts for the Head Platform, etc.

The Ceremonies will consist of, among other things, recognition of medal winners and the Host Country's efforts. Teams wear their formal uniforms. Anthems of winning countries are played and prizes are given. A band is often provided. If not, recorded music must be available.

As Teams will be very hungry by this time, dinner rolls should be available on the tables while the Closing Ceremonies take place. As the Closing Ceremonies will be held away from the courses, a brief trophy presentation will take place immediately following play at the course (once results are official), for the sake of general spectators, photographers, and media deadlines. A PA system will be needed for this purpose.

SAMPLE CLOSING CEREMONY	
5.00pm	Test the PA system; ensure presence of trophy, medals, scrolls, and folded IGF flag. The IGF flag and the flags of countries which will earn medals are raised on flagpoles or displayed in a similar fashion. Platform set with podium with IGF seal.
6.45pm	Teams which will earn a medal are seated in the front row. Mark H McCormack Medal Winners are also to be seated in the front row.
6.50pm	Music
6.55pm	MC announcement that ceremony will start shortly – please take seats
6.58pm	MC announces the arrival of local dignitaries and asks all present to stand.
7.00pm	Arrival of officials (to the front row) A. USGA Representative B. R&A Representative, C. Local dignitary D. IGF Women's Chair E. IGF President

	<p>F. President of Host Federation</p> <p>G. Course Representative</p> <p>H. IGF Executive Director</p>
7.02pm	MC starts ceremony, introduces individuals on the platform. Officials stand and bow as they are introduced.
7.05pm	MC introduces IGF President who remarks about WAGR and awards the Mark H McCormack Medals to the winner in attendance. (no speeches by MHM medal recipient).
7.08pm	IGF President asks the McCormack Medal winner to present the Team Scrolls to the host club and host federation on behalf of the players.
7.11pm	MC introduces IGF Women's Chair.
7.14pm	MC introduces the national federation President. Speech.
7.17pm	MC introduces IGF President who presents the Resolutions of Appreciation to the host club and the host national federation (reads scroll but no other speech).
7.20pm	IGF Official recognises the low individual,____, (i.e., no prize), with a score of____. Low individual scorer does not come to the platform but does stand in recognition
7.22pm	Unless there is a tie for second place, IGF Official. calls the third-place team to the platform,__, with a score of____. LOC helper will bring medals to platform on trays. Another IGF Official puts bronze medals over their heads. Team stands to side of front centre stage.
7.24pm	IGF Official calls the second-place team to the platform,____, with a score of____. Another IGF Official puts silver medals over their heads. Team stands to side of front centre stage.
7.26pm	IGF Official calls the first-place team to the platform. Another IGF Official puts gold medals over their heads and gives the Trophy to the Captain. Winning Team's Captain gives speech. Team then stands front centre of stage. Winning Team's anthem is played.

7.30pm	IGF Official asks the national federation President to hand an IGF flag to the representative from the next host federation of the WATC. Short speech from next host representative.
7.33pm	IGF President declares the competition closed. Invites teams to enjoy the reception which will start shortly. Ten minutes are allocated for pictures of the medal winners. Officials leave the stage. Once photograph session is complete the trophy is returned to its stand.
7.43pm	Music and reception commence.

### **11.2.3. Administrative Committee Meeting**

Approximately 25 participants + observers

The Administrative Committee Meeting shall be held prior to the Men's Championship at a time and place to be determined by the IGF. Requirements for the meeting room configuration shall be confirmed to the Host Committee by the IGF prior to the Championships, but generally a hollow square set-up is requested. A/V equipment may be required.

There should be a sign indicating the room's function placed outside the room. Tables should be equipped with paper, pens, bottled water, and water glasses; there should also be a coffee service with biscuits (cookies). The IGF will provide country nameplates for the meeting.

### **11.2.4. Biennial Meeting**

Up to 150 participants

The Biennial Meeting of the Federation shall be held prior to the Men's Championship at a time and place to be determined by the IGF. Requirements for the meeting room configuration shall be confirmed to the Host Committee by the IGF prior to the Championships, but generally a class-room style set-up is requested. A head table on risers for approximately 8 people will be needed. A/V equipment may be required, including stationary and cordless microphones for attendee statements.

### **11.2.5. IGF Delegates' Breakfast**

The IGF will host a breakfast reception preceding the Biennial Meeting, at the same or a nearby facility. Each Delegate to the Biennial Meeting plus one guest will be invited. Certain Host Country representatives will be invited as well, if not already included.

### **11.2.6. Team Captains' Meetings**

1-2 participants from each team + observers

There will be a Captains' Meeting before each Championship, held at a time and place to be determined by the IGF. Requirements for the meeting room configuration shall be confirmed to the Host Committee by the IGF prior to the Championships, but generally a class-room style set-up is requested. Theater style is also an option if there are space restrictions. A/V equipment may be required.

### **11.2.7. Referees' Meeting**

There will be a Referees' meeting prior to each Championship, to be held at a time and place to be determined by the IGF. Requirements for the meeting room configuration shall be confirmed to the Host Committee by the IGF prior to the Championships, but generally a class-room style set-up is requested. Theater style is also an option if there are space restrictions. A/V equipment may be required.

There should be a registration area and a sign indicating the room's function placed just outside the room. Tables should be equipped with paper and pens.

### **11.2.8. Referees' Dinner**

Approximately 75 guests

The IGF will host dinners for Referees each week and will look for the Host Country's assistance in recommending and securing a venue. Each WATC Referee plus one guest will be invited. Certain Host Country representatives will be invited as well, if not already included.

### **11.2.9. Opening Ceremonies Receptions**

The Host Country will provide a reception to follow each Opening Ceremony. Generally, this reception is open to all in attendance, but if there is a concern that there will be too many members of the General Public present to make this reasonable, then tickets may be created for all official participants and supporters.

Normally drinks and heavy hors d'oeuvres, and often limited entertainment, are provided. The receptions are held in the same general location as each Opening Ceremony and must be within walking distance.

### **11.2.10. Men's and Women's Teams' Gala Dinner**

On the night of the last day of the Women's Championship there may be a "Gala Dinner" provided by the Host Country. If hosted, the Gala Dinner will need to be held in a room large enough to accommodate up to 1,000 people. If it is to be held offsite, transportation must be provided.

The following parties are invited on a complimentary basis to the Gala Dinner:



- Players
- Captains
- Coaches/Managers
- Biennial Meeting attendees
- Administrative Committee
- IGF Staff and Officers
- Referees

Also, all international supporters who have travelled to the Championships are invited to the Gala Dinner. The Host Country may sell tickets to this group if it so wishes (e.g., at Team Registration or in the Host Country Office).

Finally, the following have been invited in the past to the Gala Dinner at the Host Country's discretion (and expense), if space is available:

- Host Country Organising Committee Members
- Host Club Officials
- Government Officials
- Key Sponsors
- Select Media
- Select Volunteers

The Gala Dinner often includes a brief cultural programme during the meal. Food service is buffet style; a plated, seated dinner should not be attempted. Seating is "general admission" and there need to be enough seats for everyone in attendance, and enough tables if possible for each Team to have their own. A few tables at the front will be reserved for medal winners and IGF and Host Country officials. Live music and dancing should follow the meal.

### **11.2.11. Farewell Reception**

There will be a Farewell Reception provided by the Host Country on the last day of the Men's Championship, following the Award Ceremony. Drinks and heavy hors d'oeuvres will be served.

The host country may provide entertainment if desired.

### **11.2.12. Delegates & Duffers**

This event is an optional event.

As a result of the suggestion made by USA President Dwight D. Eisenhower, upon the IGF's inauguration, to include players of all ability levels in the competition, Delegates & Duffers (D&D) offers the host country an opportunity to provide a day of social golf for the national officials in attendance.

The competitions are only for Biennial Meeting attendees. Also participating may be very limited key representatives of the IGF and the Host Country.

Should the Host Country decide to host this event, one course for the competition must be secured and approved by the IGF. It is recommended that the club hosting D&D be located within a one-hour drive of the host hotel(s) used for the Championships.

The Host Country will provide suitable transportation for all D&D participants from each host hotel; consideration for the number of transportation vehicles provided should be given to the size of the field and the requirement to transport a similar number of golf bags to the course. While the day is intended as a golf outing, the opportunity does present itself to visually incorporate exceptional historical and cultural sites enroute to and from the course.

The format is 18 holes of handicap play, in a Stableford competition. The field will use a shotgun start. The D&D course should be prepared to shuttle groups out onto the course (if players are not already in carts—see below). No other play may be on the course during the competition.

There are two divisions within the competition, one for men and one for women. Member Organisations will be polled in advance on forms provided by the IGF to determine their anticipated participation in the D&D competitions.

The administration of the event, which includes groupings and scoring, will be handled by the IGF staff. It is imperative that there is also a "D&D Chair" from the Host Country to assist with the overall D&D operation.

Final information for D&D participants will be available on-site at the Championships, during Delegate Registration. At that time, participants must submit a valid Handicap Index.

Provisions should be made for players to either employ caddies or take carts. In any case, a few carts should also

be available for those participants with medical conditions that necessitate automotive transportation. The player would be responsible for the fee and gratuity for use of a caddie; this will be made known in advance.

The golf shop should remain open while the participants are at the course, in order to allow them to purchase any golf balls, gloves or other equipment they may require. Additionally, sets of clubs (right and left-handed) should be made available for rent. The IGF will poll Delegates as to the need for rental sets prior to the WATC.

The day's play is followed by lunch, which is provided by the Host Country. During lunch, a representative of the Host Country and the D&D Host Club may wish to offer a short speech of greeting. Afterward, the winners of the competitions will be announced, and prizes will be presented.

Traditional silver prizes for the winners of each division are provided by the IGF. The remaining prizes (2nd and 3rd in both divisions) must be provided by the Host Country. If desired, the Host Country may also provide a prize for 1st place for both divisions, but this is not required. The Host Country should refrain from selecting prizes of golf equipment or related merchandise; it is preferable to give items that reflect upon the culture of the nation or region. The Host Country should consider that the winners must transport the prizes home.

Once the luncheon concludes, transportation back to the host hotels is the responsibility of the Host Country. On occasion, some participants may need to be transported directly to a meeting.

### **11.2.13. Sponsorship of Official Functions**

Official functions can provide some opportunities for sponsorship with the following notes:

- No sponsorship of the business meetings is permitted
- No sponsorship of the Ceremonies is permitted in title or listing, but signage may be at the site if it is tastefully placed; no signage may be placed on or near the main platform
- All receptions/dinners and Delegates & Duffers may be presented by a sponsor and signage may be present

In the case of the final point above, the name of the sponsor must come after the name of the event (e.g., Delegates & Duffers, presented by XYZ Bank).

Although the Delegates & Duffers outing may be presented by a sponsor, sponsors cannot play. Participation is strictly limited to attendees to the Biennial Meeting. A few sponsor representatives may partake in the lunch and awards.

Please direct any questions regarding sponsorship of official functions to the IGF Secretariat.

## 12. ACCOMMODATION

The Host Country is expected to hold a block of rooms at the host hotel(s) for Players, Captains, Coaches/Managers, Delegates, Supporters, Media, and IGF Officials and Staff during phase II of bid procedure, approximately 4 years prior to the Championships. The Host Country should add to that count the number of rooms it believes it will need for its own purposes. Prices must be reasonable and approved by the IGF in advance of their election as Host Federation via contract or enforceable letters of guarantee with accommodation facilities.

Approximately 300 rooms are needed for the women's Championship and 400 for the Biennial Meeting and men's Championship.

All IGF members must have an equal opportunity to book rooms; i.e., the hotel room blocks should all be released at the same time upon equal notice given to all members. Generally, this is when the IGF communicates about entry process timeline and sends Host country Information.

Rate structures must be per night (i.e., not part of a package), and the same rate must be available to all parties involved in the Championships. LOC are advised to be in touch with the IGF Secretariat during the process of arranging hotel contracts in order to avoid costly misunderstandings.

If a well-publicised hotel room block deadline closes with rooms still in the block, the Host Country is not required to find additional rooms for late inquiries. In fact, it is encouraged that the Host Country does not accommodate these requests (other than to refer them to the local travel bureau, etc.), as it defeats the purpose of asking Teams to book their rooms by a certain date and only receive transportation to/ from certain hotels (see below). If the hotel room block has not been sufficient in size prior to the accommodation's deadline, the Host Country is asked to help secure additional accommodations.

Host hotels must have a Notice Board in the lobby for WATC use for items such as transportation schedules, starting times, etc. It is helpful if these are lockable, so copies aren't removed.

In each official hotel, at least one staff member on duty should have good command of English.

### 12.1. Standard Contract

It is important that, to the highest degree possible, all accommodation facilities are secured under a single, standard form contract. This section reviews the essential items that must be included in this standard contract and addresses those items which the LOC is advised to include in their standard accommodation facility contract.

The WATC Hotel(s) contract is normally negotiated by an LOC after election as Host Federation. Following a Candidate's election to host the WATC, the LOC must create a more detailed standard accommodation facility contract with all accommodation facilities that entered into a preliminary accommodation facility guarantee during the bid process.

### **12.1.1. Allocation of rooms**

The contract should allow for rooms to be allocated to designated client groups and should clarify that such groups are responsible for their own incidental and master account charges during their stay.

### **12.1.2. Reservations**

The contract should identify the reservation process to be used and the deadline for submitting reservations to the accommodation facility.

### **12.1.3. Overbooking**

The contract should address what happens if a guest with a confirmed and paid reservation arrives at the accommodation facility to find the facility “overbooked” or “oversold.”

### **12.1.4. Parking**

The contract should reserve the right to parking for the designated WATC stakeholders allocated to the accommodation facility according to transportation plan needs.

### **12.1.5. Condition of Accommodation Facility**

The contract should address the LOC’s expectation that (throughout the WATC) the accommodation facility maintains its:

- Quality rating
- Physical condition
- Standards, services and amenities
- Compliance with fire, safety, health and building laws, regulations and codes.

### **12.1.6. Security**

The contract should state that the LOC expects guest security to exceed the accommodation facilities’ standard security efforts.

### **12.1.7. Additional Costs**

The contract must also address any additional costs guests may incur, such as service fees, resort fees, taxes, gratuities and other traditional or typical costs applied in the Host City or Host Country. This provision helps to ensure that guests do not encounter any surprise “hidden costs” during their stay.

## 12.2. Fact Sheet

The contract should include a fact sheet appendix that requests detailed specifications about the accommodation facility for the management of accommodation inventory and to support the allocation process. Specifications should include, but are not limited to:

- Number of guest rooms by room type (available and contracted)
- Number and size of function rooms spaces, including capacity according to various set-ups (available and contracted)
- Number of indoor and outdoor parking spaces (available and contracted)
- Quality of accommodation according to the Host Country's rating system [e.g. 5 stars, 4 stars, etc.]
- Services and amenities (inside and outside guest rooms)
- Date of most recent renovation
- Owner, manager and facility names, addresses, phone numbers, website, etc

## 12.3. Reservation Process

Following the allocation and payment process (which involves WATC stakeholders, the accommodation facility and the LOC), it is necessary to get specific reservations (name, arrival date, departure date, room type, etc.) from WATC stakeholders to the accommodation facility.

WATC stakeholders submit reservations to the LOC or their designee, who then submits them to the accommodation facility. Benefits of this process are:

- More support and service from the LOC
- LOC can anticipate and solve problems quickly
- Strong relationship between WATC stakeholders and LOC

LOC is advised to incorporate predominantly computer-based electronic processes and procedures wherever possible. Stakeholders must be able to use a credit card in the accommodations process. The volume of transactions is high and LOC is likely to be overwhelmed by these processes and procedures that are manual.



## 13. TRANSPORT

It is the responsibility of the Host Country to provide complimentary transportation between the golf course(s) and the host hotel(s) for all in attendance and their sport equipment. Typically, the heaviest use of the shuttles from the hotel(s) to the course(s) is at the beginning of each wave of play (e.g., morning, afternoon). The heaviest use of the shuttles from the course(s) back to the hotel(s) is at the end of the day when the practice facilities close, and the last two days of each Championship as attendees remain to watch the leaders finish.

Furthermore, the Host Country will need to provide transportation to any off-site functions, e.g., the Gala Dinner, if applicable.

To determine WATC's Transport Demand, the LOC needs to understand some key elements:

- WATC stakeholders transport requirements and numbers
- Accommodation locations
- Competition venue locations
- Key non-competition venue locations, including airport
- Competition Schedule and training and competition periods
- Non-sporting events and venue location and schedules such as Gala Dinner etc.

In previous WATC, some countries have provided large shuttle buses, while others have provided each Team with its own vehicle and a driver. In any case, this transport must be comfortable and with air conditioning if appropriate.

In the case of large shuttle buses, it is recommended that there be a circulating route with constant rides available, e.g., every half hour (but not less frequently than that). Pick-up/drop-off points, schedule and routes should be clearly established and validated by the IGF.

Any group choosing not to stay at a host hotel will not receive complimentary transportation, unless they travel to the host hotel(s) to receive a ride.

Teams should be advised as to the best means for non-competition related outings, such as taxis, rental cars, city buses, trains, tour buses, courtesy cars, etc. Transport information is very important for all WATC clients. Bus timetables shall be available in host hotels and competition venues.

LOC is required to provide a thorough training for the drivers on routes. All drivers must be vetted for security purposes.



Change will occur during WATC, sometimes at a rapid pace and in numerous locations. The need for change must be identified, decisions made on what or how to change and these decisions communicated throughout the organisation, so the process is completed and changes implemented effectively. It is important that Transport staff are proactive, well trained and service oriented.

Each vehicle should be equipped with a mobile phone/or radios to enable the driver to communicate with their WATC clients, LOC or IGF staff. They have proven to be very effective aids in the past. Such items can usually be provided by sponsors for the Championships. It is essential that drivers have a little knowledge of English.

### **13.1. Parking**

If there is concern that availability of parking will be an issue, areas should be reserved in advance for the Teams, IGF Personnel, the Host Country's Organising Committee, and the Media (see also Section 16.6).

The LOC should designate an area of the parking lot near the media centre for media only. They often have a lot of equipment to carry each day, so it is helpful to minimise the distance they must walk. In addition, some reporters cover more than one event each day, and may need to arrive later in the day when parking spaces may be at a premium.

The LOC should try in advance to estimate spectator attendance, as well as expected numbers of volunteers, employees, etc. Special parking and shuttle plans for these groups should be implemented if necessary.

It is advisable to reserve the space and vehicles for parking plans early and to determine whether "parking passes" will be needed. Additionally, the Host Country may be able to monitor the situation by simply asking certain groups (e.g. volunteers) to utilise specific parking areas. If parking passes are required for the Teams, it is a good idea to give them out during Registration.

## 14. ARRIVAL AND DEPARTURES

The LOC is responsible for providing appropriate arrival and departures services to the accredited people (Players, Captains, Coaches/Managers, Administrative Committee, Referees, Media and IGF Officials and Staff) and their accompanying baggage between the nominated port of arrival and departure and their accommodation. All other requests from Biennial Meeting Representatives, supporters, families etc., must be honoured as well, although the LOC may charge a reasonable fee for these parties if desired.

All reservations will be made by the WATC stakeholders themselves through information provided by the LOC. An airport transfer booking form should be available on the Host Country website when the IGF communicates about the entry process timeline and sends the Host Country Information guide.

The LOC may wish to employ the use of a travel agency in order to expedite the process; in any case, one central booking point should be utilised. The LOC or travel agency is advised to use a computer based electronic system to update the Arrivals and Departures information. Supporters must be able to use a credit card for airport transfer reservations. Arrivals and departures information is subject to change. The team involved in arrivals and departures should be ready to receive and flexible in order to deal with last-minute changes or unexpected arrivals and/ or departures. Arrivals and Departures services should aim to be efficient and effective and as expedient as possible for all WATC Clients.

Services provided on arrival include:

- Facilitation, welcome/“meet and greet”
- Help desk operations
- Transport
- Accommodation arrival and check-in



Staff also operate help/information desks. These are usually located in baggage reclaim areas as they form a reference point for arriving passengers as soon as they collect their baggage.

In addition, it is also convenient for the travel agent or reservations assistant to have a desk at the golf course(s) to aid travellers and answer questions. These agents have also helped in the past with arrangements for sightseeing, day trips, golf, event tickets, private parties, etc., all of which have proven very popular.

## 14.1. Baggage

The arrivals and departures process covers all the required procedures and processes from the point of arrival to accommodation and back again on departure, including the process for accompanied, mishandled, missing and damaged baggage. In the event of mishandled or damaged baggage, WATC stakeholders will follow the relevant airlines process for lodging paperwork. WATC staff may assist with the completion of this paperwork as required.

The LOC should develop an overall policy, process, roles and responsibilities in relation to accompanied, freight, unaccompanied, mishandled and damaged baggage.

Services provided on departure include:

- Two days' advance notice of individual pick-up time
- Accommodation check-out and pick-up
- Help desk operations (assistance to print boarding pass)
- Transport



## 15. COMMUNICATION

The IGF and the LOC will work together on the development of a communication plan which will provide an understanding of the major milestones, the possible needs, demands and opportunities within various client groups and determine the most appropriate audiences to which the LOC will need to communicate.

Several communication actions have already been done in the past and are detailed below. Further actions might be identified while the communication plan is in development and will be added at a later stage.

### 15.1. Record Book

The Record Book is a report that has been produced after each biennial championship since 1958. It includes information about the Officers, the Administrative Committee, the Delegates present at the most recent Biennial Meeting, the results and Team Photos of the most recent competitions, the Winners and Runners-Up of past players, Championship records, and a list of National Federation Members (NFM). It will be posted on the IGF website once produced.

### 15.2. Press Releases

These periodic updates to the media provide a steady flow of information about the Championships, leading up to the daily stories during play prepared by the IGF Media Officer.

The IGF will make available an international media list (name, publication or station, address, phone and e-mail address) for use by the Host Country. It is suggested that a current local/regional media list with personnel name, outlet, mailing address, e-mail address, and telephone number be developed by the Host Country and then used by both the Host Country Media Chair and the IGF Media Officer prior to and during the Championships.

The Host Country is encouraged to generate its own releases concerning work leading up to the Championships. All text for press releases must be submitted to and approved by the IGF Media Officer.

Each press release about the Championships may include the following paragraph (generally placed at the end of the release):

- The IGF is the international federation recognised by the International Olympic Committee (IOC) as the world governing body for golf. In addition to the World Amateur Team Championships, the IGF also organises the golf competitions at the Olympic Games and the Youth Olympic Games.

At the Championships, daily packages of results and statistics will be produced and distributed by e-mail by the IGF Media Officer. The international media contact list prepared by the IGF and the Host Country will be utilised for this purpose. Each Team's media contact list is solicited prior to and during registration along with biographical forms from all team players and team captains.

### **15.3. Newsletters**

In the past, some LOC have sent newsletters periodically (leading up to the Championships) by e-mail to IGF Member Organisations. These updates have been very well received. The IGF can assist with an e-mail distribution list for this purpose.

### **15.4. Websites**

The official website of the competitions, [www.igfgolf.org](http://www.igfgolf.org), is hosted and prepared by the IGF. It includes information on the competitions such as stories, photos, groupings, daily results, real-time scoring, and details of the host courses, as well as general information about the IGF, its Member Organisations, and past Championships.

Additionally, the IGF has reserved a URL for the host country to develop, [www.worldamateurXXXX.org](http://www.worldamateurXXXX.org), where the “XXXX” is the year number of the Championships. This site should contain information germane to the Host Country. Examples include information about transportation and accommodations, geography and local culture, tourism/attractions, the courses, etc. It is also an excellent outlet for recognising sponsors and luring volunteers.

The two sites will be linked together. The Host Country website must be in English but may also be translated into the local language if desired.

### **15.5. Clinics**

The Host Country is encouraged to conduct clinics during the Championships. Such clinics can be seen as an avenue to introduce new players to the game (especially juniors), to educate existing players further, to reach the disadvantaged, etc. If desired, the IGF can assist the Host Country with ideas in this regard.

The clinics should be held during practice rounds or similar times; that is, periods when they would not take the spotlight away from or distract the competitive play on the course.

## 16. MEDIA OPERATIONS

### 16.1. Media Structure

#### 16.1.1. IGF Media Officer

The LOC is responsible for the preparation and delivery of all facilities. The IGF will provide a Media Officer to oversee the media operation. He/she will arrange interviews, assist the media with inquiries, write daily stories and reports for the website and for international distribution, etc.

A pre-Championship fact sheet will also be created by the IGF Media Officer, which contains more detailed information regarding the competitions. This fact sheet will serve as the basis for a media kit, which the Host Country will supplement with media information, and then copy and bind for attending media.

#### 16.1.2. Media Chair

It will be critical to have an experienced Media Chair from the Host Country to work in tandem with the IGF Media Officer. Together they will assist print, radio, and television media, photographers, the teams themselves, and those that are looking for information from off-site.

#### 16.1.3. Media Centre Layout

The media room will be separated into sections as follows:

##### Registration Area

IGF Staff and volunteers work and register media representatives here; general questions are fielded.

##### Media Area

Credentialed media work area in a classroom style set up.

##### Radio Area

Booths with three plexiglass sides and tables and chairs for broadcasting.

##### Interview Area

Nicely appointed area for interviewing Teams. Teams sit on small, elevated stage with IGF Media Officer, and theater or classroom style seating is available. Back drop provided by Host Country upon IGF approval of design.

##### Media Dining

Beverages, continental breakfast, and lunch (can be available in clubhouse dining area). Large coolers for drinks. This food and beverage is provided by the Host Country on a complimentary basis to media.

Please see Appendix 11 for an example of a media room layout. The size of the facility will be directly related to the number of media expected by the Host Country. The IGF will assist with advance surveys sent around 7 months prior to the Championship (when entries open) with local work by the Media Chair to this effect.

If a suitable media room is not available in the clubhouse, the host country is required to provide a tent.

If the women's courses are different than the men's courses, the media offices will be transferred the day after the women's Championship concludes.

The media centre will need to be cleaned every morning or evening.

Location preference for the media centre is near parking with easy access to course and practice facilities.

## **16.2. Equipment**

The amount and type of equipment depends on a number of factors including number of media expected, course locations, location of media room, current technology, etc. Specific lists will be produced once all these entities are known

In summary, LOC should plan to provide: skirted tables, chairs, lighting, trash receptacles, several clocks set to different time zones, biz hubs, phones, phone lines, reliable high speed internet access with high capacity bandwidth, name placards, large screen televisions, computer monitors, bulletin boards for messages and posting stories, high calibre copy machines, quality copy paper, climate control, basic supplies (e.g., paper clips, pens, staplers, scissors, etc.), PA systems, filing cabinets (lockable), extension cords, power strips, transformers/converters, and adequate power supply (including for each media representative). Equipment should be tested well in advance. Service contact names and phone numbers of technicians are required for the machines, including how the technicians may be reached outside normal business hours.

## **16.3. Security/Access**

The media room is a restricted area. The IGF Media Officer will advise as to the personnel allowed to enter and signs should be made to this extent. A security officer or volunteer is required to monitor this area.

Additionally, due to the equipment that will be located within the room, 24-hour security is essential. The entry/exit areas should be well lit for this reason and also for the comfort of media representatives who work late into the night.

## **16.4. Schedule**

The media room should be operational one week prior to the first date of competition. On a daily basis, it should open approximately 30 minutes before the first starting time of the day's competition and remain open until the working media no longer require assistance after the competitions have finished for the day.

## 16.5. Registration and Accreditation

Media representatives will be able to register for the WATC online. Information will be sent around 7 months prior to the Championships (when entries open). Their accreditation will be received on site.

## 16.6. Accommodation and Transportation

The LOC will ensure there is enough suitable accommodation to meet the needs of all accredited media (see chapter 12- *Accommodation* for procedure).

The Host Country should designate an area of the parking lot near the media centre for media only. They often have a lot of equipment to carry each day, so it is helpful to minimise the distance they must walk. In addition, some reporters cover more than one event each day, and may need to arrive later in the day when parking spaces may be at a premium.

Another important consideration is that members of the media frequently leave the course after dark. Measures should be taken to make sure writers and photographers will not have trouble finding their vehicles due to poor lighting, or obtaining transportation from the course, late at night.

### 16.6.1. Carts

In almost all cases, media must walk. In the case of a rights-holding broadcast of the Championships, applicable cart scenarios will be determined. Because of a need to keep on-course carts to a minimum, individual television outlet will not be allowed to use a cart during play; however, it is possible that arrangements can be made to help them get on the course.

## 16.7. Programme Guidelines

The following important guidelines must be observed:

- The IGF prohibits firearms and tobacco advertisements of any kind, anywhere. There can be no wording that infers IGF endorsement of a product.
- The IGF will provide several pages of editorial copy to be utilised if at all possible. The following must be included if a programme is to be produced: information regarding the Joint Chairs, Women's Chair, Joint Secretaries, Executive Director, Administrative Committee, and National Federation Members.
- A story, provided by the IGF, about the organisation, its history, and its duties must be included.
- The words "Conducted by the International Golf Federation" must be included on the front cover, along with the year and name of the Championships and the IGF logo.
- There is significant limitation as to sponsor information that can appear on the front cover.



The Host Country may retain any revenue derived as a result of creating a Championships programme.

## 16.8. Media Day

Even though members of the media will be receiving periodic news releases from the IGF and Host Country regarding the competitions, conducting a media day is still an ideal opportunity to rally advance support and publicity for the Championships and to gain an idea of how many people will be covering the events.

It is a good idea to hold a media day anywhere from three to five weeks before the Opening Ceremony for the Espirito Santo. A media day serves a number of purposes:

- It gives the Media Chair and key volunteers an opportunity to meet many of the credentialed members of the media and to review accreditation requirements, information about the media room, parking, etc.
- It is an opportunity to hold a news conference and distribute late-breaking information, such as teams taking part in the Championships and well-known players expected to play
- It is an excellent way to give the Host Country Captains an opportunity to speak about their teams
- It is an avenue to introduce dignitaries from the host club(s) and officials from the Host Country
- It spurs the media to publish stories leading up to the Championships
- It gives the media an opportunity to see the Championship site in competition condition in advance

Generally, media representatives are invited to attend a news conference and then play one of the Championship courses. A following luncheon can be as elaborate or as simple as the Host Country wishes to make it.

Playing one of the courses only a few weeks before the best amateurs in the world will face the same test will give the media a perspective on the exceptional level of play they will view during the Championships – a point they will pass along to their readers, listeners, and viewers around the world.

## 16.9. Broadcasting

Please refer to the *Championship Agreement*. It is important to engage in the separate broadcast agreement process as early as possible in order to ensure desired coverage.

## 16.10. Commercial Photography

Commercial photography is defined as for-individual-profit picture taking. It is generally an undertaking of non-accredited media. An example is when a commercial photographer takes a picture of a team or player and then sells it (to that team or player), even if via the Host Country.

It is recognised that such photography is of some value to the competitors. However, the places and times where it is allowed to occur are strictly interpreted. They are limited to the following:

- During the team photo session, but only after the IGF Photographer has completed his/her work
- During social functions (does not include ceremonies)
- During practice rounds

Commercial photographers will not be allowed on the competition course or practice areas during the four-day periods of the Championship proper. At no time are they allowed a cart.

Commercial photography outside of this permitted scope infringes on the rights of the IGF and the accredited media. A photographer who is at once a commercial photographer and accredited media cannot be a commercial photographer during the Championship Proper.

The Host Country may hire a photographer to record the Championships, but he/ she must not sell pictures taken at any other time/place than as outlined above. As with any other photographer at the WATC, they may not take a cart.



## 17. SECURITY

The security requirements are determined by the LOC in conjunction with the relevant public safety and security agencies.

In addition, during the Championships:

- The Host Country must take steps to provide that all equipment and office spaces used during the Championships remain secure 24 hours a day. In this regard, it is advisable to notify local law enforcement authorities of the fact of the Championships and seek their advice and assistance.
- Security is required at the locker room entrances. Additionally, based on any admission policies developed regarding the Clubhouse, hospitality areas, etc., security may be needed at the entrances to these areas. Any such restrictive admittance policy must be pre-approved by the IGF.
- Publicity can make a Championship successful but on a rare occasion it also brings the facilities to the attention of vandals. Special care should be taken that access to the course is carefully monitored during hours of darkness.

Approximately 5 weeks prior to the Championships, staff members and volunteers involved in security should attend the venue specific training which will provide them with the skills required to perform their role (see 6.8 *Venue Specific Training*).



## 18. BRAND IDENTITY

### 18.1. LOC Emblem

The Championships may be identified by a single Championship Logo which shall be designed by the Host Country. The logo shall at a minimum reference the year of the Championships, the Host Country, and the name, "World Amateur Team Championships." No sponsor recognition is permitted.

In addition, the following principles also apply. The Host Country emblem:

- Shall reflect the national identity of the country, however the LOC must be careful in avoiding selecting an element which is not distinctive enough and may be considered to be in the public domain (otherwise the LOC may not be able to protect it and prevent its unauthorised use by third parties);
- Shall be original and shall not contain an image or expression with a well-known international or universal connotation/message;
- Shall not contain any component of the NFM emblem or a distorted version thereof or a design confusingly similar thereto;
- Shall be copyright protectable (without any possible discussion) and suitable for trademark registration; and
- Shall be susceptible to being reproduced in both colour and black & white version.

Early consideration must also be given to the different reproduction techniques that may be required such as backgrounds, printing, etching, embossing etc., and to the reproduction of the LOC emblem in a multitude of different sizes. Clarity and legibility in all formats is essential.

The logo must be submitted to the IGF for approval prior to use.

It is important that the LOC, in its process of selecting its logo, has alternatives of designs before coming to the IGF. Alternatives are necessary because the LOC and the IGF must ensure that the chosen emblem is not similar and/or does not infringe upon the rights of a third party around the world. Therefore, should the LOC only have one proposed design, and should such design infringe the rights of third parties, the LOC would have to restart the process of choosing an emblem from the beginning.

#### 18.1.1. Use of LOC Official Emblems

From the moment the LOC emblem is launched, the LOC shall provide clear direction on how the emblem can and cannot be used by its internal and external stakeholders so as to ensure consistency, ensure brand awareness and avoid the risk of diluting brand recognition and impact.

The LOC should produce a composite logo for its partners. See example below:



Partner's Emblem

LOC Designation

### 18.1.2. Use of IGF Logo

The IGF Logo may not appear other than in promotional items for the Championships and in the form of a composite logo (e.g., letterhead, magazine articles/advertisements, banners, etc.). The use of the IGF logo or IGF/LOC composite logo is not permitted on merchandise, on uniforms (except for IGF Staff), in sponsor posters, etc.

The composite logo refers to the visual association of the IGF with the WATC logo. It is a 2-part design (1 part belonging to the LOC, the other part belonging to the IGF).

The official composite logos will be available for non-commercial use by the LOC or the IGF NFM's within their communications materials as a means of identifying their partnership with the respective organisations and communicating their preparations for the WATC.

On the letterhead, the IGF/LOC composite logo may appear only on the first page of the letterhead at the bottom of the page. There must be no mention of any third parties, including third party marks, logos, products or services, whether commercial or non-commercial, on the letterhead page on which the IGF/LOC composite logo is used.

On the official publications, the IGF/LOC composite logo may be reproduced inside the official publication and on the front and back cover.

Examples of a composite logo:



Please note that LOC and NFM's must not create and/or use any other logos or designs than those provided by the IGF to refer to the WATC.

If there are any doubts as to appropriate use of the official IGF/LOC composite Logo, the IGF Staff will be pleased to help with any inquiries in this regard using the approval form (see Appendix 1).

## 18.2. Use of WATC Images

Images of the WATC (still and moving), and all associated intellectual property rights, are owned and carefully controlled by the IGF.

LOC or NFM's interested in using WATC images for non-commercial purposes in their communications materials (publications, websites, media guides, posters etc.) may do so provided the proposed image and use have been approved by IGF (and provided that the NFM has secured all necessary consents and permissions required both from any identifiable player(s) included in the images and any photographer and agency having rights to the image).

The image use guidelines found herein shall not supersede any parameters set out in the terms and conditions that might govern the source of the original image (i.e. image bank terms and conditions, terms and conditions of accreditation, etc.)

All proposed use(s) of WATC images by LOC or NFM's must be submitted to IGF for prior written approval using the approval form.

## 18.3. Colour Selection

The development of a colour palette is essential to creating strong, vibrant WATC branding. The colours selected should communicate and support the spirit of the LOC and the vision it has for its WATC through their tones e.g. energetic, passionate, youthful, vibrant, modern, etc. Colours can be used singularly and in combinations to build a visual language instantly recognisable and unique to the LOC and its WATC.

## 18.4. Typography

Typography is a vital element of the brand identity. It can be a custom design or a font or font family. The selected typeface(s) are selected for use on both headlines and body copy across all WATC applications. The selected fonts should be used for presentations, memos, publications, advertisements, and applications produced internally to ensure consistency. These fonts can also be used externally by sponsors, licensees and authorised parties.

It is important that the typeface selected is well aligned with the overall branding, presents well, and is easily legible in all font sizes and weights. Equally important is the choice and mix of typography colours e.g. good contrast is required for the partially sighted and combinations of colours close to red and green or yellow and blue will be difficult to distinguish for those with colour blindness.



All LOC graphics and designs are subject to the IGF prior approval.

## 18.5. Terminology and Marks

The following marks are owned by the IGF and should be used by the LOC and/or NFMs in their communications or other materials:

- International Golf Federation
- World Amateur Team Championship
- Women's World Amateur Team Championship
- World Amateur Team Championships
- Eisenhower Trophy
- Espirito Santo Trophy

The following abbreviations are acceptable:

- IGF            International Golf Federation
- WATC        World Amateur Team Championships

## 18.6. Guidelines for Equipment and Clothing

- The size of a third-party identification (LOC Sponsor / Partner) shall in general not exceed 20 cm<sup>2</sup> for Clothing and should as much as possible be placed on the chest or on the sleeve.
- Third party identifications may not appear close or adjacent to each other, in order to avoid a composite logo effect or a repetitive effect. This applies also in case of several layers of Items worn by the same person.
- Logos and Marks Guidelines for Team uniforms are addressed in the *Terms of the Competition* document.



## 19. ON COURSE REQUIREMENTS

### 19.1. Course Closure

All participating courses and their practice areas will be closed to outside play during the time of the Championships, which is to include the practice rounds and registration. It is additionally required that the courses be closed for a period of at least two days before the start of practice rounds on that course, for the sake of course conditioning, course work, operational work, etc.

### 19.2. Driving Range/Practice Areas

The driving ranges and practice areas must open at least one hour prior to the first starting time each day. They should be kept open as late as possible. The actual time of closing is left to the Host Country's discretion; however, an hour after the last group of the day has finished play is a good gauge.

The driving ranges should be set up with defined hitting stations, bag racks (if available), and club cleaning supplies (buckets of water with towels). The ranges should be staffed at all times by attendants who assist players by replenishing range balls at each station as needed.

Privileges of practice facilities will be complimentary. High quality range balls must be provided by the Host Country.

Approximately two hours after the last group starts on the last day of the Women's Championship the practice areas will become available to the men's teams, if the men and women are using the same courses.

If the size of a driving range necessitates that practice should be determined by a schedule, such schedule will be prepared and supplied by the IGF.

It should be determined well in advance whether any distance restrictions (e.g., "irons only") will be necessary on the driving ranges. Discussions should ensue as to whether protective nets may help or whether alternate practice areas may be available nearby.

The Host Country is asked to monitor the driving range and other similar areas for those persons unauthorised to be practicing there.

### 19.3. Course Marking

The IGF will mark the courses upon arrival. The Host Country is asked not to paint any penalty areas, out of bounds, or ground under repair for one month prior to the Championships.

It is requested that the Host Country supply the marking paint and paint guns. It is also requested that the Host Country supply stakes for course marking. The required quantities and colours of stakes, paint, and paint guns will be advised by the IGF upon visiting the courses. To ensure suitability, the IGF will review the type of

equipment the clubs have available at a site visit.

The IGF may request some assistance from the superintendent(s) in terms of trimming, clearing, etc.

### **19.4. Course Rating**

Please have the course rated for men and women under the country's normal course rating system. Please use the Championship tees for this purpose. Details to be provided to the IGF ahead of the Championships.

### **19.5. Starting and Scoring (Recording) Tents**

Tents will be erected near the 1st tee and the 18th green (as well as the 10th tee and the 9th green if necessary) on all courses for starting and scoring purposes. The IGF may provide IGF emblem seals for the tents. Each tent should have three sides that can be left down for protection from the elements or rolled up for ventilation.

If existing Starter's Houses are already in place and adequately located, they may be used instead of tents for starting.

The approximate locations for these tents can be found in reports prepared by the IGF following course visits. However, it is asked that these tents not be erected until an IGF staff member is on-site at the time of the Championships to approve their exact positions. All tents should be in place two days before the start of the Championships.

If the same courses are being used for the Men's and Women's Championships, the starting tents will in most cases need to be relocated between the competitions since the tent sits directly next to the tee being used.

The following are needed at each tent: one 1.5 m or 2 m skirted table with tablecloth, chairs (2 for the starting tents, 5 for the scoring tents), bottled water, and a trash container. At the Starting Tents, there also must be starter's boxes, which are compartmentalised trays with room for golf pencils, permanent marking pens for golf balls, tees, ball-markers, etc., all of which must be provided by the Host Country with the exception of pencils and tees. All written materials that are provided to players when they begin their rounds will be provided by the IGF.

PA (Public Announcement) Systems must also be available at all starting tees; unless it is determined that too much volume will be a distraction to nearby play.

### **19.6. Starters**

The Host Country will be asked to appoint an appropriate person to coordinate Starters from the 1st tee (and the 10th tee, if necessary) at all courses in use during the practice and Championship rounds. This person will be responsible for producing a rota for the Starters and will work with the IGF Officials. See Sample Guidelines and Script for Starters at the end of this Section. It is not necessary to announce players' names during the practice rounds, but a Starter's presence is required to maintain the order of play on the draw sheet.

During the practice rounds, the starters are often course staff. During the Championship rounds, the starters are usually Federation officials. All starters need to be able to speak very good English.

### 19.6.1. Sample Guidelines for Starter – Championship Rounds

Please wear an Association/Federation blazer unless warm weather prohibits it after the first group has started. Starters may work in teams of two if desired.

- Approximately forty-five minutes before the first starting time, please check in at the IGF Office for any necessary materials and a radio. Obtain the official time from the designated IGF Official.
- Approximately thirty minutes before the first starting time, arrive at the starting area.
- Give the players the Local Rules and any other necessary bulletins and ask if they have any questions. Any Rules queries must be referred to an IGF Rules official.
- If a player has not arrived at the tee five minutes before his or her group's starting time, please notify the designated IGF Official. They will try to locate the player and ensure that a Rules official goes to the starting tee to administer any penalty situation.
- Introduce yourself and anyone accompanying the group (e.g., Standard Bearers) to the players.
- Give each competitor his/her own score card. Remind the players that it is their responsibility to exchange cards.
- Recommend that each player count his/her clubs. Players should also place identifying marks on their golf balls and show each other what brand they are playing.
- When announcing the players, speak slowly, clearly, and loudly enough for the players and spectators to hear. However, be careful not to disturb nearby players.
- Start the first player of the group at the group's exact starting time.
- Do not get ahead of time. If you get behind, don't worry – but it is imperative to call the designated IGF Official if this happens.

### 19.6.2. Sample Script for Starters – Championship Rounds

Before the first group each day (women):

“Welcome to the *(number)* Women's World Amateur Team Championship for the Espirito Santo Trophy, conducted by the International Golf Federation and hosted by the *(Host Country Federation)* .”

Before the first group each day (men):

“Welcome to the *(number)* World Amateur Team Championship for the Eisenhower Trophy, conducted by the International Golf Federation and hosted by the *(Host Country Federation)* .”

For first group and all following groups:

“Playing in the *(time)* group,

\_\_(player) , from\_(country) ,

\_\_(player) , from\_(country) , and

\_\_(player) , from\_(country) ,

\_\_(*First player’s country*) has the honour, play away please. [First player plays.]

\_\_(*Second player’s country*). [Second player plays.]

\_\_(*Third player’s country*). [Third player plays.]”

## 19.7. Clocks

Clocks shall be placed around the clubhouse, and at the practice areas and starting tees. One person should be placed in charge of checking the time on these clocks each morning; that person should check with the IGF to establish an official time each day. The easiest and surest way to meet this obligation is to use atomic clocks.

## 19.8. Roping and Staking

The official scoreboard, the areas surrounding the 9th and 18th putting greens, and the areas of the 1st and 10th tees (including any tents) will need to be roped and staked to help guide spectators. In other parts of the course, this procedure will be implemented only on an as-needed basis, for example, at the practice areas. If necessary, please have enough additional rope available for walking marshals.

Roping and staking should be discussed in advance by the IGF and the Host Country. Stakes must be easily movable.

## 19.9. Hole Signs and Tee-Markers

The Host Country is to provide hole signs and tee-markers, with the IGF on them. Hole signs and tee-markers may also have logos of the Host Country’s Golf Association, of the Host Course(s), and of the Championships, but none of these should be bigger or more prominently placed than the IGF logo.

Hole signs must be two-sided and have measurements of the hole in both yards and metres. A diagram of a hole sign is included in Appendix 11. All sign construction measurements are in inches and feet.

Plain tee markers should be built big enough to display the IGF logo on two opposite sides.

No sponsor materials may be placed on hole signs and tee-markers. Hole signs should be placed on the tee being used, at least two paces from the edge of the teeing ground, on the side opposite where the players would approach the tee. Upon their arrival at the Championships, the IGF will work with the Host Country to place these signs.

If the same signs are being used for the Women's and Men's competitions, separate or adjustable faces must be built for the signs.

Hole signs should be in place two days before the first practice round, and the tee-markers should be used for all practice and Championship rounds. If the same courses are being used for the Women's and Men's competitions, the hole signs must be moved on the day of the first practice round of the men's event.

All artwork relating to hole signs and tee markers must be shared with the IGF ahead of production.

## **19.10. Flagsticks and Flags**

The IGF prefers flagsticks that are 7 feet in height, which are to be provided by the Host Country. The flagsticks should not have a diameter greater than 3/4 of an inch. The IGF will send multiple 18-hole sets of Championship hole flags. Each flag will have the host country's name, the IGF logo, and a hole number screen-printed on it. Discussions will take place during site visits as to the preferred colours of flagsticks and flags.

The flags should be carefully collected each evening, so they do not become souvenirs. Many flags will be left with the Host Country following the Championships for mementos if desired.

## **19.11. Yardage Books**

Bespoke Championship designed yardage books produced by the LOC working with the Host Course(s) should be provided to the Teams in their registration packets on a complimentary basis. These should be provided to the players at no cost, and in place of a club's generic book. See Appendix 10 for an example of the style and minimum level of detail required within the books.

The preparation of yardage books should be in close concert with IGF staff so as to not create conflicting measurements of the courses. The IGF must approve any yardage book artwork and course painting plan in advance. If the Men's and Women's Teams are using the same courses, a lot of thought will need to be put into the paint used on the ground so that any markings are compatible with both Championships.

Whether yards or metres are used in the books is determined by the normal markings on the course but generally yards are to be produced in the first instance.

## **19.12. Inclement Weather**

The Host Country may be required to provide on-site meteorological equipment (including sophisticated lightning detection devices such as radar and Thorguard), and a professional forecaster to interpret the readings, for all practice and competition rounds. This equipment should be tested prior to the first practice rounds. The forecaster should be in close communication with the IGF staff at all times.

Only the IGF can declare a suspension of play due to inclement weather, and it is required that any permanent weather detection system that the club(s) may already have installed (e.g., an automatic siren) is deactivated for the time of the Championships. The Host Country must provide approximately twelve airhorns that will be used by IGF Officials to signal suspensions of play.

Appropriate weather warning signs, written both in English and in the native language of the Host Country, shall be prepared. At the direction of the IGF, these signs may be placed on the course leaderboards and the main scoreboard to warn spectators to take cover from approaching storms (see sample at the end of Appendix 11).

## **19.13. Course Evacuation**

In light of the possibility of dangerous, life-threatening weather anywhere in the world, the exposed nature of golf courses, the severe weather difficulties experienced at recent Championships, and the tight nature of the schedule for the Championships, the IGF requires that a course evacuation plan be in effect throughout the weeks of the Championships, including practice rounds.

The IGF will define a plan to be reviewed with the LOC and Host Course(s) that will accommodate Players, Captains, Coaches/Managers, standard bearers, and Referees.

A number of large evacuation vehicles will need to be stationed at various points on both courses for the 16-day period of practice and Championship days (enclosed permanent shelters may also be considered.) In addition, drivers will be needed for the evacuation vehicles. Such vehicles and drivers must be dedicated to the task of course evacuation and not scheduled otherwise. This extensive set-up is required so that players may be kept safely on the course during a minor suspension; otherwise, the time and effort required to bring everyone to the clubhouse can easily result in a lost day of competition.

It is required that a test run of the evacuation plan, including the returning of the players to the course, be completed prior to the Championships. Drivers must be advised not to take their vehicles off the course unless signalled to do so by the IGF. Again, this is crucial to spending as little time as possible on a suspension of play.

The approved plan will be available at the starting tees during practice and competition rounds. See Appendix 11 for a sample of a Course Evacuation Plan.



## 19.14. Carts (“Buggies”)

Standard electric golf carts (“buggies”) need to be supplied in the following quantities:

Sign*	Number per course
Rules	15
Media	2
Scoring	2
IGF	2

\* The Host Country will need to provide signs for these carts.

“People mover” carts are also required for media purposes (one per course). These can alternate in purpose as shuttle carts for individuals with disabilities (see Section 19.15). The carts must be available at least one week before each Championship and will be staged at a mutually agreed place near the IGF Office(s).

No other automotive transportation will be allowed on the golf course during the weeks of the Championships, except as otherwise permitted by the IGF (e.g., Host Country Association’s President, vehicles used by the grounds crew, etc.). Spectator carts are not permitted.

The carts listed above are for IGF use only. Any carts the Host Country requires for its functions must come from another pool. The IGF and the Host Country will determine an authorized cart list with individual names prior to the Championships.

### 19.14.1. Carts for Medical Exemptions

Where Teams are concerned, the IGF will permit automotive transportation for properly documented medical conditions only. The IGF will administer all decisions in this regard and will provide strict guidelines for vehicle use.

The first preference is for the Host Country to obtain “scooters,” i.e., single rider vehicles similar to those often seen in medical supply stores, grocery stores, or shopping malls.

The second option is to use a regular (electric) golf cart.

The Host Country will be asked to provide a sign with the country name on it in either case. There will be no expense assessed to an individual from a Team utilising automotive transportation.

### **19.15. Non-Ambulatory Spectators**

LOC are encouraged to explore ways for individuals who are unable to walk to better enjoy the competitions.

It is requested that the Host Country have scooters available (for rent or otherwise), as mentioned above, for spectators. All scooter styles must be first approved by the IGF, e.g., scooters should have four wheels instead of three for better stability, etc. It is often possible to make arrangements where such scooters can be donated by a medical supply company. A routing plan should be established to show where it is safe to drive the scooters.

These scooters are permissible only for the elderly, people with disabilities, recent surgeries or injuries, etc. If someone can reasonably walk, they are not eligible to take a scooter.

No spectator is allowed to be driven around the course(s). If there are spectators that are unable to operate scooters, a designated driver in a “people mover” cart may take those persons to ideal viewing points located around the courses (e.g., 3-4 different spots per course). This cart and driver can circulate these areas, for example, every hour.

The Host Country should also give special consideration for accessibility – particularly where disabilities are concerned – to clubhouse(s), media room(s), functions, popular spectator viewing areas, course restrooms (temporary and permanent), etc.

### **19.16. Pull Carts (“Trolleys”)**

Sufficient supplies of high-quality pull carts (“trolleys”) must be available. Electric trollies are not permitted through the Terms of Competition.

### **19.17. Club Repair**

It is helpful if equipment repair facilities are available on-site. Due to amateur status restrictions, please check with the IGF prior to hiring/contracting outside vendors for this service.

### **19.18. Drinking Water**

The Host Country is to place “still” (i.e., not carbonated) drinking water on every third hole throughout the golf course for each day of the practice and Championship rounds. Given the fragility of immune systems where foreign travel is concerned, the water must be commercially bottled. Drinking water should be replenished with careful attention. Drinking water should also be available at the practice areas, starting tents, and scoring tents.

### **19.19. Restrooms**

The Host Country is required to place portable restrooms around the course, if permanent ones are not already present in sufficient quantity. As the layout of each course varies, it is difficult to establish a definite number, but generally there should be restroom facilities available in the vicinities of the practice areas, the starting tees, “the

turns,” the middles of each nine, and the finishing holes.

Restrooms should be serviced at the end of each day. Players, Officials, Captains and Coaches/Managers should have use of restrooms that are separate from those for spectators so that they may return to their activities quickly. Caution should be taken so that the doors to these restrooms do not slam shut loudly.

### **19.20. Litter**

The Host Country is required to supply an adequate number of trash containers around the course and to ensure that they are emptied on a daily basis. Depending on the size of the containers and the number of spectators, the containers may have to be emptied more than once a day.

The need for more trash receptacles than usual should be anticipated due to the high number of players and spectators (and the fact that players will not have carts for trash). Care should be taken that they are not of the type to be blown away easily on a windy day.

The Host Country should also utilise a general cleaning crew to check the courses, work offices, media centre, etc., daily.

### **19.21. Recycling**

The IGF strongly encourages recycling at the WATC. Receptacles should be in place throughout the course, next to every litter container, for plastic bottles and aluminium cans. Throughout the clubhouse, including the IGF and Host Country offices, there should be recycling receptacles for bottles, cans, and paper. The offices should also have access to cardboard recycling bins. For further recommendations, see section 28 – *Sustainability Guidelines*.



## 20. INFORMATION FOR PREPARATION OF CHAMPIONSHIP COURSES

The following information supplements that which will be prepared by the IGF staff upon visits to a site.

### 20.1. General Considerations

Hosting the World Amateur Team Championships is an especially challenging task for the golf course maintenance staff. This is due to the length of time that Championship conditioning must be provided as well as the large number of competitors involved.

The number of players competing can require very early morning 1st and 10th tee starts each day. With this factor, additional staff and equipment is usually required for accomplishment of daily course preparations in advance of the early morning starting times. It is recommended that all additional equipment is brought on-site well in advance so that any needed adjustments can be made. Furthermore, a week or two prior to the first practice round, training or practice sessions should be conducted so that all regular staff plus volunteers or temporary contract laborers are familiar with their duties.

It is desired that similar conditions (putting green speeds, tee, fairway, rough height of cut, etc.) be maintained on the courses for all practice and competition rounds. It is also desired that firm and dry conditions be maintained through the courses. A course that is firm requires more shot-making skills, as well as good course management. When the same courses are used for both the Espirito Santo and Eisenhower Trophies, adjustments in course conditions can be necessary to provide a more challenging setup for the men's competition. To produce the level of course conditioning that meets these specifications, some changes in routine maintenance programmes may be required.

### 20.2. Timelines

Please keep the following timelines in mind:

Major reconstruction/renovation projects should be completed a minimum of at least two years prior to the Championships.

Drainage, tee levelling, irrigation system changes, etc. should be completed one year prior to the Championships.

New bunker sand, if needed, should be installed a minimum of 90 days prior to the Championships. The IGF Agronomist can provide information on techniques for settling and firming of new bunker sand.

New turf (sod) – If any area is to be covered with new turf, this work should be completed two months prior to the competition.

### 20.3. Putting Greens

Firm and fast putting greens add an important dimension to the game. The firmness of the putting greens should be such that they “hold” a crisply hit iron shot from the fairway, but not a poorly played shot. In making a judgment to that end, please remember that this firmness may need to differ slightly between the Men’s and Women’s Championships, if possible.

Excessive organic matter/thatch accumulation in the upper rootzone of putting greens can be detrimental to providing a firm, smooth surface condition and turf- grass health in general.

Cultural management practices such as core aeration, sand topdressing and verticutting are the primary tools for the management of thatch and grain and specific programmes can be reviewed during preliminary site visits. It is requested that core aeration of putting greens not be conducted less than eight weeks prior to the beginning of the Championships so that adequate time for recovery and reestablishment of a smooth and firm surface condition is possible.

Fast putting green speeds are desirable because they require a player to have a delicate touch as well as good nerves to handle pitch and chip shots around the putting greens. Achieving the desired speeds for a competition typically requires advanced preparations (see above). A USGA stimpmeter reading of between 10.0 - 12.0 feet shall be specified for the play of the Championships. The Championship speeds will be based on factors such as surface contours, turf species and condition, and weather. The putting green speed should be achieved by the day of the first practice round so that the speed of the putting greens does not change between the practice rounds and the competition rounds.

Beginning two weeks prior to the first official practice round, the putting greens should be mowed every morning. Hand-mowing of putting greens is preferable because this provides the best quality of cut while exerting less stress and wear on the turf, and also minimises the potential for damage from hydraulic leaks. If hand mowers aren’t available, borrowing them from nearby facilities is encouraged.

Double cutting and/or rolling of putting greens are commonly employed practices for producing consistently smooth and firm surface conditions along with the desired speeds. The IGF staff will consult with the course superintendents with regard to the need for double cutting or rolling. Along with the necessary equipment, additional trained staff may be needed to conduct these practices in a timely and efficient manner.

During the month prior to the Championships, it is requested that every effort be made to use hole locations that are unlikely to be used during the competitions. This minimises problems of old hole plugs interfering with prime hole locations. Extra care should be practiced in changing of holes to prevent raised, scalped or sunken plugs. Throughout both the practice and competition rounds, the selected hole locations will be utilised for two days in a row. This further emphasises the importance of having a dense healthy turf cover and minimum thatch accumulation in order to maintain a good edge to the holes.

The IGF will set hole locations for all practice and competition rounds. At each course, two experienced staff are

needed for cutting of hole locations – one for the front nine and the other for the back nine. The hole cutters will need the appropriate materials to paint the inside of the holes white above the liners, every day that the holes are changed.

Host courses are required to have at least six squeegees per course on-site to combat the effects of possible inclement weather. If more are needed, they can often be borrowed from neighbouring clubs.

## 20.4. Putting Green Collars

Between the putting green and intermediate rough there should be a collar (also known as an “apron” or “fringe”). If aprons are not already established, then a width of 30-inches (0.75 metres) is a good guide. Aprons are maintained at the same height of cut as the fairways and are mowed daily.

## 20.5. Approaches

If not already present, approaches leading from the fairway to the front of the putting greens should be established. Daily mowing of the approach areas should be performed throughout the practice and competition rounds.

## 20.6. Teeing Grounds

A smooth and firm surface condition is desired on the teeing grounds. Also, a level and consistent surface condition extending 10 yards in front of and behind the centre point of the Championship tees is needed to allow for rotation of the tee-markers.

The tees, including the practice range tee, should be cut daily prior to the start of play. In some cases, daily mowing of only the Championship tees is performed to conserve time (i.e., the tees not being used are mowed as time allows).

If dew reoccurs on the tees after mowing, removal by whipping may be necessary. Divots on the tees should be filled in the evenings, prior to the tee-markers being moved the following day (but not when the tee-markers are to remain in the same place the following day). Care should be exercised not to have them filled above ground level.

It is also requested that a walkway from each Championship tee to the beginning of the fairway be present and mowed daily. The height of cut of the walkways should be the same as the tees, fairways or intermediate rough. This needs to be developed well in advance in order to avoid turf scalping.

Please have all non-Championship tee-markers removed from the course. The IGF staff will place the tee-markers for all practice and Championship rounds.

The par 3 tees (and any tees where it is likely that players will hit irons) should be covered with protective netting during the practice rounds. The actual area for use by players will be determined by IGF Staff upon their arrival.

## 20.7. Fairways

The fairways should be maintained so as to provide a smooth, firm and tight turf. Fluffiness in fairway turf is undesirable because it results in flyers, i.e., shots without backspin due to the existence of grass between the ball and the face of the club at impact. Depending on turf species, the height of cut of the fairways between 0.375-inch (9.5 mm) to 0.5-inch (12.7 mm) will be specified.

The fairways should be mowed daily, weather permitting, for all practice and competition rounds. Due to time considerations, mowing of the fairways after play is an option, as long as the units stay far enough behind the final groups so as not to disturb them. The IGF staff will coordinate the initiation of afternoon maintenance practices with the golf course superintendent.

If there is heavy morning dew and fairway mowing is being conducted in the afternoon, it is necessary that dragging be performed. Usually, it is only necessary to drag the first three to six fairways of each nine for dew removal.

Beginning approximately one month prior to the Championships, it is requested that filling of divots through the primary landing areas be performed. Commencing with the first practice round, it is requested that divots be filled on a daily basis after play and before mowing of the fairways. It is very important that divots are only filled to just below surface level and then smoothed by mowers in order to minimise the effect of over-filled divots on play.

## 20.8. Intermediate Rough

The purpose of the intermediate cut of rough is to provide a lesser penalty for a player who misses a fairway or putting green by a yard (metre) or so. An intermediate cut of rough on each side of every fairway is desired, and at a consistent width. When possible, this intermediate rough should be extended around each putting green; however, this will depend on the design of the course and the nature of the putting green surrounds.

The intermediate rough is ideally cut every day or at least every other day. Depending on the turf species, a typical height of cut is 0.75-inch (19.05 mm) to 1.25-inch (31.75 mm); a typical width is one triplex mower width (3 yards/metres) along fairway edges, and a walk-behind mower width of 18-26 inches (450-650 cm) along putting green collars.

If an intermediate rough is not routinely maintained, it should be established six months prior to the Championships so that the turf has an opportunity to fully acclimate.

## 20.9. Primary Rough

The primary rough should be beyond the intermediate rough along the fairways and around the putting greens, depending on the nature of the surrounds. The IGF will review the primary rough upon arrival to determine if the height of cut is appropriate and if/when it will need to be mowed during the Championships.

The rough should be of sufficient height to provide a significant obstacle, but not so penal that a player in the rough will always have to take a wedge and hack the ball sideways back into the fairway. It is desired that the penalty for straying off the fairway should be about half a stroke. The desired height of cut of the rough depends on the type of turfgrass and its overall density.

## 20.10. Bunkers

The settled depth of sand in bunkers should be 4-6-inches, except that sand in the faces of bunkers must be shallow enough and firm enough to prevent balls from constantly plugging and becoming lost.

To ensure that the margins of the bunkers are clearly determined for rules purposes, a clean, neat edge must be maintained. It is undesirable for players to be able to putt out of greenside bunkers.

Rakes must be placed at each bunker for use by players. The rakes should be placed lying down outside the bunkers in locations where they will least likely affect play. Daily maintenance raking practices for the bunkers will also be reviewed by the IGF staff.

In regions where frequent and/or heavy rainfall events are common and the persistence of puddles in bunkers is a problem, it is advised to have a few gasoline powered mud pumps available to facilitate rapid removal of water from bunkers.

## 20.11. Practice Facilities

The practice putting green should be of the same character and putting quality as the putting greens on the course and should be managed in the same way.

The practice range tee should be mowed daily at the same height of cut as the fairways. During practice rounds and Championship days, the hitting areas or stations should be defined by ropes and/or markers and will need to be reset each day. A front to back or back to front rotation of the hitting line can be used and it is recommended that the hitting line be moved one yard/metre each day.

It is requested that the area of the driving range that will be used for the Championships be taken out of use at least one month prior (depending on growing conditions) to the start of the practice rounds.



## 20.12. Nursery Areas

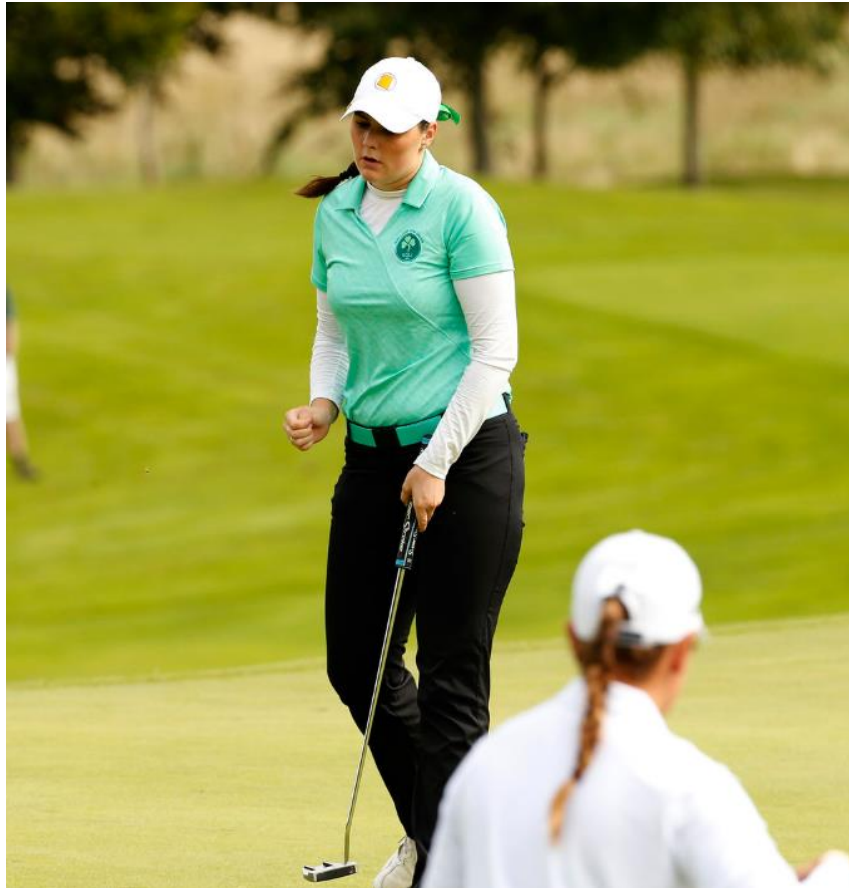
The availability of turf nurseries for putting greens, tees and fairways is desirable. Such nurseries should be maintained in a similar condition to these areas on the golf course. A putting green nursery should be at least as large as the largest putting green on the golf course, and preferably two to three times larger than the average putting green.

## 20.13. Miscellaneous

Please do not place mulch and/or wood chips on the course. It is understood that they are a convenient aesthetic device, but they may present rules problems.

To the extent possible, please move all benches, trash receptacles, ball washers, etc. to the tee that will be used during each Championship.

To avoid rules problems, tree basins should be filled if possible, and support wires and tree wrappings should be removed. Pruning of tree branches and other landscape plant material may be requested in a case where they present an unfair situation in the playing of a stroke.



## 21. COURSE SET UP NOTES

**PUTTING GREENS:** Desired Speed - \_\_\_\_\_

1. Mowing
  - a) Height of Cut
  - b) Equipment & Manpower
2. Surface Grooming
3. Fertilisation
4. Irrigation
5. Pest Control
6. Miscellaneous

**INTERMEDIATE ROUGH:** Height of Cut - \_\_\_\_\_

1. Mowing
- 

**PRIMARY ROUGH:** Height of Cut - \_\_\_\_\_

1. Mowing

**TEES:** Height of Cut - \_\_\_\_\_

1. Level & Firm
2. Mowing
3. Protection
4. Divot Repair

**BUNKERS:**

1. Firm, Not Fluffy
- 

**DRIVING RANGE TEE:**

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**FAIRWAYS:** Height of Cut - \_\_\_\_\_

1. Firm and Tight Turf
2. Mowing
3. Width
4. Fill Divots Daily

**OTHER CONSIDERATIONS:**

1. Rules
2. Ground Under Repair

TASK	AM	PM
Dew removal		
Greens Mowing		
Greens Collar Mowing		
Greens Rolling		
Tee Mowing		
Fairway Mowing		
Approach Mowing		
Intermediate Rough Mowing		
Primary Rough Mowing		
Walk Path Mowing		
Practice Tee Mowing		
Bunker Raking		
Divot Repair		

## 22. MARSHALS / SPOTTERS

Marshals will be supplied by the Host Country. They are vital to the smooth running of the Championships as their ball-spotting abilities can greatly assist with the speed of play.

Beneficial locations will be jointly determined by the Host Country and the IGF, although the most ideal situation is to have a spotter at every tee shot landing area on par 4 and par 5 holes, and at every green. Spotters at greens can also serve as scorers. Guidelines for Spotters are included at the end of this section.

In actuality, marshals will be needed more for their ability to find balls than for crowd control. However, if necessary, some walking marshals should be prepared to accompany groups of players with large amounts of spectators such as Host Country Teams, other leaders, etc. They should carry with them lengths of rope that can be held behind the Players if necessary, to provide them with adequate space as they play.

Walking marshals should be aware of any photographers accompanying matches. Photographers are important to the promotion and history of the Championships and have been instructed on how to proceed. They will be appropriately credentialed. It is very helpful to these photographers if the ropes mentioned above can be placed on the ground before the players hit, in order to avoid lines appearing in pictures.

### 22.1. Guidelines for Spotters

The Host Country should be aware of the length of each spotter shift, the availability of food and beverages and restrooms, and the transportation needs for shuttling spotters to and from their assigned locations. Spotters will require small, colourful electrical flags to indicate the position of golf balls. They will also require larger green and red flags to signal various messages as detailed below. Spotters should practice caution on the course and attempt to keep spectators from stepping on and/or kicking golf balls.

#### GREEN/RED FLAG SIGNALS

On arrival at the tee:

- Red means it is not clear to hit yet (spotters should stand in the middle of the fairway if possible).
- Green means it is clear to play (spotters stand to the side of the fairway).

After playing a stroke:

- Green means the ball is in bounds and its location is known or it is in a penalty area.



## 23. SCORING

### 23.1. Overview

This Section will provide an overview of the scoring operation. In many cases, it is impossible to supply the exact number of volunteers needed, as each Championship has a slightly different set-up regarding number of courses, type of equipment, etc. Therefore, prior to each Championship, the IGF will provide the Host Country with a more specific schematic.

It is ideal if the Host Country can provide the resources for hole-by-hole scoring, i.e., the scores of each group will be reported after they complete each hole. This allows the most current scoring information possible for viewing by players, spectators, and visitors to the IGF website.

### 23.2. Chairperson

The IGF recommends that the Host Country select a Chairperson to oversee the scoring operation. The Chair may then wish to establish sub-Chairs (e.g., for Walking Scorers, Hole Reporters, etc.).

### 23.3. Official Scorer

The IGF will hire an Official Scorer. The results, groupings, etc., of this Scorer shall be the on-site authority. No other scoring arrangements may be made by the Host Country.

### 23.4. Recorders

The LOC will provide the recorders who receive score cards at the 18th green scoring area (and 9th green if applicable) upon completion of the players' rounds. Please assign two individuals for each scoring area who are very familiar with golf and speak excellent English.

### 23.5. Internet Scoring

The IGF will provide live internet scoring through its web site: [www.igfgolf.org](http://www.igfgolf.org)

### 23.6. Equipment

The Host Country is required to provide scoring equipment found throughout this section and Section 24, including but not limited to: radios, web wireless cell phones or PDAs, printers, computer terminals, fax machines, high speed internet access, a main scoreboard, leaderboards, and standards. Where applicable, all supplemental equipment such as country name plaques for leaderboards and standards, aprons for standards, etc., must also be provided by the Host Country.

## 23.7. Scoring Central

A working office for Scoring Central must be set up at each course. This must be an indoor facility with phone lines, power, high speed internet access, lighting, tables, chairs, etc. It should be conveniently located to the course. It must be climate controlled if the temperature might warrant such. The size and requirements of these working spaces will vary according to each Championship's set-up and will be coordinated with each Host Country.

Scoring Central is where volunteers monitor scoring transmissions from the course. Computerised scoring records will be maintained here. The IGF Official Scorer will run Scoring Central.

Due to the equipment that will be located within this room, security after hours is required.

## 23.8. Scoreboards

There may be a public scoreboard provided by the Host Country for each Championship. The scoreboard should reflect nine-hole and eighteen-hole scores for each player, cumulative scores for each player, the teams' total score for each day and total cumulative score each day.

Score sheets should be placed alphabetically by country, with each player's name listed alphabetically by last name (surname) within the country's section of the scoreboard. The country's flag is also displayed.

Summary sheets should also be provided each day, reflecting the leading teams for the Championships, as well as the leading individuals. The Host Country is responsible for providing all information sheets. The scoreboards provided must be large enough to contain all requested information. The title of the competitions ("Year World Amateur Team Championships") should appear over the scoreboard.

Scores may be written in by hand (e.g., by a calligrapher) or posted with pre-made stencils, stickers, or magnetics. Players' 9-hole scores (e.g., "38") should be placed on their square once it is known. Then, when an 18-hole score is returned, the 9-hole score is removed or covered with it. See examples of scoreboard sheets at the end of this section.

Scoreboard preparations must be complete with each country's score sheet, players' names, etc., the day before each Championship starts.

The scoreboards must have plastic covering for night and rain if vulnerable materials (like paper and ink) are used. The area around the scoreboards should be roped off. There should be a large umbrella table with a tablecloth and several chairs for the workers' convenience, located so that it does not interfere with the spectators' view of the scoreboard. Please make provisions for the stability of such items in windy conditions.

The Scoreboard Operators may need step-stools or small ladders to be able to reach the top of the board. Generally, 2-3 volunteers are needed at each scoreboard at a time.

Please ensure that the foliage and other conditions in the surrounding area allow enough room for spectator viewing. Spectators viewing scoreboards should not be looking into the setting sun. It is also a good idea to make sure the scoreboard area is well lit should daylight wane.

In lieu of a main scoreboard, a large monitor or TV may be used to scroll scores.

### **23.9. Leaderboards (Manual or Electronic)**

The locations of the leaderboards will be mutually determined by the IGF staff and the Host Country prior to the Championships. Generally, there are four (4) leaderboards located at each course.

Leaderboard operation should take place all four days of both Championships, all day long. They should be checked well before the Championships start to make sure all materials are in order.

Step-stools or small ladders may be needed to help volunteers reach the top of the leaderboards. Panels should have the country's name, or the country's three letter code and may be created as one strip, or with individual letters put together. The country's flag may appear in addition to the country's name if desired.

For more information on Leaderboards, see the Guidelines at the end of this section.

### **23.10. Starting Times**

All groupings and starting times will be prepared by the IGF Official Scorer. For the first two days of each competition, groupings and starting times will be known and available in advance. For the last two days of each competition, the groupings and starting times will be created upon conclusion of the previous day's play. Starting times will be available on the IGF website.

### **23.11. Daily Grouping Sheets**

The Official Scorer and the IGF will prepare the starting times and groupings for the Championships. The Host Country will be responsible for making all necessary copies and for distribution of those copies.

A distribution plan should be made for each course and official hotel. Such points might include the main spectator entrance, the driving range, the locker room(s), the starting tees, pro shop, scoreboards/leaderboards, restaurants, hotel lobbies, etc. (see also Section 24.6.) On the course, it is ideal if display boxes can be created, so that the paper doesn't litter the course and so that spectators become accustomed to seeing these housings for information purposes. Careful attention to these distribution points will be necessary as supplies tend to vanish quickly.

Some LOCs at their option have prepared a daily newsletter to accompany this information. It is generally one sheet the size of two standard pieces of paper (approximately 11 inches x 17 inches – 28 to 43 cm), which is folded in half after copying. This size of paper will fit in a standard, high capacity, multiple use copy machine. Items which have been included in this newsletter:



- Starting times and groupings
- Scoring results (if applicable)
- Inclement weather plan for spectators
- Course map(s)
- Course yardages (metres)
- Stories of the day (the IGF Media Officer can assist with this aspect)
- Photographs
- IGF message of the day
- Explanation of “thru” hole with team play
- Procedure in the event of a tie for 1st place
- Sponsor logos

All the necessary information for groupings and results will be provided to the Host Country by the IGF Official Scorer.

### **23.12. Score Cards**

The IGF will arrange the production of scorecards.

### **23.13. Training**

The Host Country should schedule training for the various groups below prior to the Championships (see section 6). “Trial Runs” are also recommended. It is strongly recommended that all personnel and volunteers involved with the scoring operation have a basic understanding of golf.

The IGF Official Scorer can also assist with any training that occurs once they are on-site.

### **23.14. Personnel**

The following is a summary of the scoring personnel provided by the Host Country. Each section below is an ideal assignment for scoring sub-chairmen:

### Walking Scorers

It is recommended that one Walking Scorer accompany each group of players. They walk with the Players and count their strokes. If Walking Scorers are not used, Players can report their scores at the end of each hole to a Hole Reporter.

### Scoring Central

Scoring Central monitors the entries of scores from the Walking Scorers or Hole Reporters. Scoring Central also ensures scoring updates to the Leaderboard and Scoreboard Operators.

### Leaderboard Operators

Leaderboard Operators receive updates of leading teams and post them to the Leaderboards placed around the courses. See Guidelines at the end of this Section.

### Scoreboard Operators

Scoreboard Operators prepare and update the main scoreboard. See Sample Score Sheets at the end of this Section.

### Score Card Runners

Score Card Runners help collect score cards as groups complete their 18th hole of play (i.e., it could be the 9th hole in some cases). The score cards are taken to the Official Scorer.

### Standard Bearers (“Mobile Scoreboard Carriers”)

For the last two days of each Championship only, Standard Bearers will accompany the nine leading teams (i.e., the last nine groups). Their job will be to reflect how each player in that group stands to par for the day. See Guidelines at the end of this Section for further information.

### 23.15. Scoreboard Sheet Examples

Team sheets:

<b>GERMANY</b> ( <i>German Flag</i> )	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>TOT</b>
COURSE:	OC	RC	RC		
Brown, Susan	73	74	38		
Jones, Mary	73	74	40		
Smith, Jane	71	74	35		
TEAM TOTALS:	144	148			
		292			

(Note: shows play through first nine holes of round 3 – i.e., this team is currently on their “back” or “second” nine)

<b>GERMANY</b> ( <i>German Flag</i> )	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>TOT</b>
COURSE:	OC	RC	RC	RC	
Brown, Susan	73	74	73	74	294
Jones, Mary	73	74	74	75	296
Smith, Jane	71	74	70	76	291
TEAM TOTALS:	144	148	143	149	
		292	435	<b>584</b>	

(Note: course designations cannot be made ahead of time.)

**Team summary** (to be created at the end of each day):

POS	1. COUNTRY	COURSE	SCORE
1	NETHERLANDS	OC	138
2	AUSTRALIA	RC	139
3	CHINESE TAIPEI	RC	140
4	JAPAN	RC	142
5	FINLAND	OC	143
6	SWEDEN	OC	145
7	UNITED STATES OF AMERICA	RC	146
T8	GERMANY	OC	148
T8	SPAIN	OC	148
10	SOUTH AFRICA	RC	150

**Individual summary** (to be created at the end of each day):

POS	2. PLAYER	COUNTRY	COURSE	SCORE
1	Luke Donald	ENG	OC	138
2	Kim Felton	AUS	RC	139
3	Yih-Shin Chan	TPE	RC	140
4	Tomohiro Kondo	JPN	RC	142
5	Mikko Ilonen	FIN	OC	143
6	Henrik Stenson	SWE	OC	145
7	Matt Kuchar	USA	RC	146
T8	Marcel Siem	GER	OC	148
T8	Sergio Garcia	ESP	OC	148
10	Jean Hugo	RSA	RC	150

### 23.16. Leaderboard Operation

The purpose of the leaderboards is to keep spectators, players, captains, coaches/managers and officials informed of the countries that are leading the Championship. It is suggested that two volunteers be stationed at each leaderboard – one to read and organise updates, the other to change the panels on the board. Depending on the method being used to convey scoring information, one volunteer may suffice.

Scoring Central will provide the order in which the countries should be listed at the beginning of each day. When changes occur, the country panels should not be rearranged if “slotted” strips are used, but rather the numbers indicating the scores and the holes played should be changed. If magnetic strips are used, then the country panels can be rearranged during the day if desired.

Numbers are also needed to show holes played and standing to par. Bright red numbers may be used to show under par, and black for all others, or plusses (+) and minuses (-) may be used.

To avoid the panels being taken for souvenirs, all leaderboard materials should be removed and stored securely at the end of each day.

### 23.17. Example of a Leaderboard

COUNTRY	TODAY	THRU	COURSE	TOTAL
GER	+2	5	RC	+2
CHI	-1	8	OC	+2
PHI	E	12	OC	+5
FRA	+3	17	RC	+8
etc...				

OC = OCEAN; RC= RIVER  
The “TODAY” column is optional.

There should be room for ten countries to be listed on each leaderboard. Each sign should have a space where weather warning signs can be attached (see section 23.19).

The number in the “THRU” column represents the last hole on the course that the team’s last scheduled player has finished. For example, if the German players are on holes 8, 7, and 6, they are THRU 5.

The score represents the team’s standing to par for the Championship. Such information is created by the Official Scorer by discarding the highest player’s score at the time of the report. For example, if the German players are Even (thru hole 7), +2 (thru hole 6), and +4 (thru hole 5), the +4 score is not counted in the total and the team will be reflected as +2 thru 5 holes. Due to changes that may occur to any player’s score during the round, which may result in a different player’s score being dropped, team scores cannot be official until the end of a round.

### **23.18. Guidelines for standard bearers (“Scoreboard carriers”)**

The purpose of the scoring-standard (“mobile leaderboards”) operation is to keep spectators posted on how each player stands to par for the day.

On the last two days of each Championship, a scoring standard, which is a portable status board, will accompany the leading nine teams (the last 9 groups). The Host Country may supply Standard Bearers for more groups than this minimum if they wish, provided they have enough equipment and volunteers.

The Host Country is required to provide all Standard Bearer equipment, including double-sided standards, numbers and letters, and an apron to carry the reserve numbers and letters. Generally red numbers are used to represent figures under par, while black numbers represent a standing over par. Alternatively, plusses (+) and minuses (-) may be used. An “E” usually represents a total that is even par.

The aprons also usually have a place to insert the bottom of the standard pole so that it may be carried more easily, or a separate holster may be used for this purpose.

The standards should provide the names of the countries of the players who are competing in that group in pairing order. Again, the three-letter Olympic codes (see Appendix 2), and country flags if desired, may be used.

At the tees, the standard should be positioned so that all spectators in the area may see it.

It is recommended that there be a tall metal stake at each green where the standards may be placed for better visibility, which will also give the Standard Bearers a chance to rest (e.g., the bottom of the standard poles would be hollow and fit over the stakes.) This stake should be positioned near the exit from the green to the next tee; it would be kind to provide a chair for the Standard Bearer at this position, as well.

Volunteers should pick up their standards and accompanying equipment 45 minutes before the group to which they are assigned starts. Standards may be carried by one volunteer, or teams of two may be helpful if it is windy, hot, etc.

The Standard Bearer should walk with the group on the side of the fairway that causes the least disturbance to the players, trailing the group by about five yards. The standard should be carried in an upright position, with an attempt made to have the information face toward spectators. As the player prepares to hit, the Standard Bearer should stand even with the ball until after it has been played, and then move up even with the next ball to be played.

The Standard Bearer should not be positioned behind a player as he or she swings, whether on the tee, fairway, or green. If a Standard Bearer is ever unsure about where to stand or walk, they should ask the Walking Scorer with their group, or the Referees who will be located around the course. Standard Bearers and Walking Scorers may wish to generally walk together.

Standard Bearers should be especially quiet around tees and greens. Scoring changes should be made as quickly as possible at a convenient time to keep pace with the players, but never at a time which would disturb their play. An ideal opportunity is when walking from green to tee.

If Standard Bearers are unsure about a score for a certain hole, they should not ask the player involved. They should ask the Walking Scorer accompanying the group, or the Hole Reporter, or a Referee (if it appears that a penalty was involved). The players should only be asked as a last resort.

When the group is finished, Standard Bearers should return their equipment to a designated location. It is helpful to the next Standard Bearer if the numbers in the apron are in order when they are returned.

<b>COUNTRY</b>	<b>THRU</b>	<b>TODAY</b>
CHI	5	+2
GER	5	+3
PHI	5	-1

Standards reflect how each player in the group stands to par for the day. Players are listed in the order found on the grouping sheets.

It is ideal if an explanation of this scoring system for standards can be included on any public draw sheets produced.





### **23.19. Weather Warning**

It is the IGF's intention to safeguard all Players, Captains, Coaches/Managers, Referees, Standard Bearers, and Walking Scorers whenever possible from dangerous weather. An evacuation plan will be published and implemented for this purpose.

The IGF also recommends that the Host Country notify spectators and other volunteers on the course in advance, if possible, of approaching inclement weather. Since providing shelter for these groups is not practical in most cases, the IGF recommends that "Weather Warning" signs be hung at all leaderboards and scoreboards when inclement weather is detected within a potentially dangerous range.

The Host Country should work with the IGF Rules Staff to determine when the signs should be displayed. The idea is to post them early enough so that spectators have adequate time to walk off the course before the dangerous weather arrives.

When "Weather Warning" signs go up, volunteers should "spread the word" on their hole that dangerous weather is in the area. Volunteers must clear bleachers whenever the "Weather Warning" signs appear. Spectators should be told to avoid other dangerous areas such as wire fences, hill tops and single trees.

Volunteers are advised to use their best judgment about when to take cover. The IGF does not expect any volunteer to take undue risks.

An explanation of this warning system must be included on any public draw sheets produced.

## 24. OFF COURSE REQUIREMENTS

### 24.1. Signage

There are numerous signage requirements which will need to be addressed by the Host Country. See Appendix 7 for a list of Suggested Signage.

The best way to determine if signage coverage is adequate and helpful is to bring people unfamiliar with the facility or Championships to the site and ask them to comment on the ease of posted directions.

The IGF Staff can work with the LOC on suitable signage requirements and locations throughout the planning and build process of the Championships.

### 24.2. Locker Rooms

Clubhouse locker rooms will be utilised for the Championships. If necessary, the Women's Championship will utilise the men's locker rooms if the women's locker rooms have an insufficient number of lockers. It is ideal if each country can have four lockers. If there are still not enough lockers for every player, players can share a locker.

Alphabetical assignment of lockers by country usually works best. The Host Country labels the lockers using the country names. If the men's and women's teams will be using the same locker room, it is easier to combine the entry lists and only label the lockers once.

It is up to the Host Country to determine how the players' possessions will be kept secure. Locks with keys are the most common method, with master keys available in case one is lost. The locker rooms must be fully functional by the first day of Team Registration.

Locker room attendants should be stationed in the area of the locker rooms at all times in order to help the players if they have any questions or requests. It is often appreciated if shoe cleaning services are available. Please equip the locker rooms/restrooms/showers with any needed toiletries.

Access to both locker rooms must be restricted to Teams and Championship Officials.

If there are enough lockers, Referees would appreciate one each as well. Captains who are opposite gender to their teams, will receive lockers in the other locker room. Individual locker signs are not usually necessary in these cases.

Club members must be sure to clean out their lockers prior to the Championships and are thanked in advance for their help with these Championships.

### 24.3. Notice Boards

A large Notice Board will be required during the Championships. The Notice Board should be located close to the locker rooms and will be used by the Host Country and the IGF to post Notices and General Information.

It is convenient if additional, notice boards are available for use in the clubhouse and hotel foyers. This is an ideal place to post transportation schedules, daily notices, etc.

### 24.4. Clubhouse Restrooms

With the closure of the locker rooms to the general public, there are usually not enough clubhouse restroom facilities remaining for all of the spectators and officials in attendance. In these circumstances, a block of restrooms (“crowd pleasers”) are needed at each course near the clubhouse.

### 24.5. Club Storage

If possible, club storage should be available for players at the clubhouse(s). Club members may need to take their clubs home during the time of the Championships to make enough space.

### 24.6. Information Distribution

The Host Country will be required to post all new information in a timely manner on Notice Boards at all courses and hotels. This material will be delivered or forwarded to the Host Country Office by an IGF representative and may include things like groupings and starting times, results, notices, etc.

Once sufficient copies have been made, common distribution points include:

- Host Country Office
- Media room(s)
- Course
- All official hotels

The IGF will be responsible for placing materials on the main Notice Boards near the Locker Rooms.

It cannot be overstated how critical this operation is to hosting successful Championships.

## 24.7. Radios and Cellular Phones

The IGF will require the Host Country to provide approximately 40 radios per Championship for the use of the IGF staff and Referees. Please check any other radio systems that will be in use for possible frequency interference. Earpieces must be provided with these radios.

At least some of these Rules and IGF radios should have the availability to switch to channels that can contact other groups at the Championships, e.g., Host Country Operations, Medical, Scoring, etc. Separate radio channels for each course (even if at the same facility) will be requested for Rules Officials' use.

The IGF will request approximately 25 local cellular phones to be provided by the Host Country for their use during the Championships – these should be the same type of phone used for scoring purposes.

## 24.8. Team Photographs

The official Team Pictures printed in the IGF Record Book are taken by an IGF Photographer. These photo sessions occur on the day of the Opening Ceremonies. Due to the ever-changing light conditions and the possibility of rain outdoors, the space designated for the team photos must be an inside location and should be in close proximity to the area of the Opening Ceremony. It should be at least 20 feet by 30 feet (6 to 9 metres) and must have sufficient electrical power for lights and other equipment. A room with two doors is preferred – one for entrance and one for exit. All doors/entrances to the room must be able to be locked at the request of the photographer.

The IGF Photographer will assemble a studio within the room and will bring all necessary equipment to do so. The LOC must ensure that the electrical codes and capacities of the room being used can accommodate, and are compatible with, the required photography equipment.

A sign-up table should be located just outside the photography room where Teams will check in and confirm their names. A large mirror should be located in this area.

The IGF will produce a schedule for Team Photographs that will be coordinated with the Teams' practice rounds that day.

Head shots for scoring purposes and IGF website will be taken at the same occasion.

The Host Country may make arrangements for additional team photographs with a commercial photographer. However, due to the tight schedule followed in taking Team Photos (less than five minutes per Team), any additional photography must be done outside of the room used by the IGF Photographer. In all cases, the IGF Team Pictures take precedence over other portraits, including photos taken by Team Supporters, or those taken with Delegates, Alternates, etc.

IGF Team Photographs will not be available for sale, but copies will be provided to the Teams following the Championships.

## 24.9. IGF Office Space

The Host Country is required to provide office space for the IGF. Within this space should be a separate office for the IGF President and a meeting room. This space should be conveniently located to the course(s) and have convenient cart parking available. The IGF office may be located in an existing room or a trailer.

## 24.10. IGF Office Equipment

The IGF Office(s) must be equipped with items such as:

- high speed internet access for computers with sufficient bandwidth
- phone lines and phones
- skirted tables (for use as desks) and chairs
- copy paper and a high capacity colour copying machine (capable of collating, stapling, and making copies on large paper, e.g., 11" x 17")
- colour printers with drivers (i.e., installation software), including A/B switch boxes or wireless internet capable printing
- trash containers
- notice/message board
- adequate lighting
- bottled water
- tea/coffee making facilities
- converters and adapters for electricity
- power strips (with surge protectors) and extension cords

The IGF will request to know the phone numbers of the IGF Office on-site as soon as they are determined (which is usually well in advance of the Championships).

A meteorologist may be located in this area as well and will have requirements additional to those listed above.

The exact space and equipment needed for offices will depend on the nature of the facilities at the courses and the number of facilities used and will be further discussed on site visits.

The Host Country should ensure that the operating instructions (in English) for the above equipment are included and that there are ample supplies of items such as toner. The Host Country should also have available names and phone numbers (including weekends and after hours) of the appropriate service technicians that may be called for assistance.

The Host Country should check existing electrical circuits in the IGF Office to avoid power loss. The radios and copy machines will require large amounts of electricity.

### **24.11. Office Supplies**

The LOC will be responsible to provide office supplies for the IGF. The IGF will provide the list. These items will be billed to the IGF.

### **24.12. Referees Area**

If possible, a separate area for Referees should be available near the IGF Office. This area should contain chairs and tables for Rules materials and radios.

### **24.13. Host Country Office**

The Host Country must have an office at each course in order to make themselves available for questions from the Teams. The Host Country will also find this an opportune space for organising equipment, volunteer needs, etc.

The Host Country Office must be open an hour and a half before play starts each day and must stay open until at least one hour after play has concluded.

### **24.14. Future Sites Desks**

An area will be determined where bidding and confirmed future sites can establish desks for promotional purposes. The location of this desk will be finalised once the IGF staff is on-site. Each representative will require a table for brochures and other materials and a chair or stool. Each country's desk should be located in the same area, which should provide high visibility and be protected from the elements. All promotional activities will be restricted to this area. No receptions or other activities will be permitted, whether before or after a Biennial Meeting vote. Distribution of gifts is not permitted.

### **24.15. Meeting and Resting Area for Volunteers**

It is customary to have a meeting and resting area for all of the volunteers and workers involved in the Championships. Generally, this area will be sheltered and provide refreshments, tables and chairs, check-in areas, etc.

Often a Host Country will provide a reward of sorts for its volunteers, e.g., a party, round of golf, etc.

## 24.16. Computer and Internet Requirements

The World Amateur Team Championships requires internet access and some computer installation.

High bandwidth internet access will be needed in the following areas:

- IGF Offices (main, media centre, scoring central, meteorologist)
- Team Registration

Computers may be needed in the following areas:

- Media Centre
- Scoring Central

It is desired to have the starting times and scores scrolling on large TV screens in several areas, e.g.: dining areas, hospitality areas. It is also desired to have the starting times and scores scrolling on the host hotel's closed-circuit TV system. These requirements will be evaluated at each site, at which time further specifications will be provided.

The assistance of someone with computer/internet access expertise will be required to set up these networks.





## 25. ADVERTISING/SPONSORS

Staging the World Amateur Team Championships in an appropriate fashion is not inexpensive. The LOC should consider ways to help defray costs in the form of sponsors and advertisers. Past LOC are an excellent source of ideas in this regard.

The LOC should also remember that in addition to, or as part of, a sponsorship package, many items needed for the Championships may be donated or “traded out” (e.g., cell phones, drinking water, etc.). The LOC will be required to provide a marketing plan to the IGF. This plan will set out the LOC’s strategy. A typical outline of a LOC Marketing plan will look similar to the following:

- Vision and objectives;
- Revenue targets;
- Description of the Partnership Programme;
- Proposed sponsors and number of sponsors;
- Proposed Rights Package;
- Non-Commercial Partners.

All advertising resulting from sponsorship must be tasteful in presentation. When such advertising is located on the course, the IGF must be consulted prior to any placement to make sure that there is no interference with play.

Under no circumstances may there be a title sponsor added to the name of the Championships. Sponsors may not appear on the Championships Logo (see 18 - *Brand Identity*). The IGF prohibits firearms and tobacco advertisements of any kind, anywhere.

Many past sites have found that using a tiered sponsorship allocation has been beneficial.

Some examples of places where sponsor recognition may be present or utilised:

- Championship programme (there are significant limitations, however, as to what may appear on the front cover)
- Sponsor signs placed around the course, usually at tees or greens or in practice areas
- Sponsor summary board
- Volunteer uniforms

- Trash receptacles
- Hospitality tents
- Scoreboards and leaderboards, although care should be taken not to over-power the competition information contained there
- Score cards
- Groupings sheets
- Host Country's Championship website
- Transportation vehicles
- Golf carts (except for those used by IGF representatives and Referees)
- Containers holding drinks
- Yardage books
- Interview backdrop (there are also limitations as to what may appear on the backdrop)

Past LOCs have held sponsor appreciation tournaments after the Championships fortnight. Sponsors have also been invited to Opening and Closing Ceremonies, which may actually be an unnecessary formality (since the Ceremonies are open to the public), but a nice gesture.

It is conceivable that sponsors may be invited to the Receptions and Dinners during the time of the Championships, but never at the expense of excluding international traveling parties, which have first priority (see Section 11.2.13).

Sponsor recognition is not permitted on hole signs, tee-markers, and hole flags.

If a sponsor is a professional player agent group or has any role in such, though it may also offer other services, then representation of this sponsor is not appropriate in all locations at an amateur Championship (an example of this is the interview backdrop). If golf equipment companies serve as sponsors, there are limitations as to their presence, donations, and services. Please consult the IGF staff.

Please consult the IGF if there are any questions regarding appropriate sponsorship avenues.

The Host Country may wish to pursue a sponsorship agreement with an airline which could then offer discounted rates to Championship participants. Any discounted rates in this regard should be independent of hotel room packages, etc.

## 26. HOSPITALITY / PATRON AREAS

The Host Country may establish hospitality areas for club members, competition sponsors, patrons, and VIPs. These areas offer refreshments and reprieve from the elements.

Access to the hospitality area is allowed only to guests having an accreditation displaying the appropriate designation. Team Captains and Delegates are sometimes invited to these areas (in that case invitation passes can be handled) or to a separate area dedicated just to this group.

Closing time for the Hospitality areas is likely to vary every day and will depend on when the last competition is scheduled to finish.

All hospitality areas should be at a convenient location and within easy access to the golf course. The location must be approved in advance by the IGF.





## 27. RISK MANAGEMENT

In today's rapidly advancing yet increasingly uncertain world, there is now more than ever a greater array of risks, threats and issues that could adversely impact the success of an event and potentially tarnish the image and reputation of the sport of Golf. The impact of any such incident or crisis will be amplified and further complicated by the speed at which it is reported globally and opened up to universal scrutiny. Therefore, the LOC should develop a Risk Management Plan and Risk mitigation strategies for each identified risk. The plan shall be submitted to the IGF for approval. The aim of the Risk management plan is the following:

- prevent known risks, threats and issues from becoming incidents and crises,
- if issues or incidents do occur, prevent them from becoming crises, and
- if crises occur, prevent them from descending into worst case outcomes to minimise the impact on the LOC, the IGF and the sport of Golf

Integration and coordination between the LOC and IGF will be essential. They will work jointly in the development and maintenance of a Risk Register.

The IGF requests that a detailed record of Risk Management be kept by the LOC and submitted to the IGF in the form of a post-event report following the Championships.

### 27.1. Insurance

The IGF does not provide any insurance to LOC, which must therefore make all necessary arrangements. More information may be found in the *Championship Agreement*. The LOC should consider personal accident insurance for all team members, officials and volunteers.

Copies of the insurance policies must be submitted to the IGF.



## 28. SUSTAINABILITY GUIDELINES

### What we mean by sustainability

Simply put, sustainability is about making positive and lasting changes in the way we use natural and human resources to improve quality of life for all; now and in the future. In terms of events this means ensuring they:

- provide an accessible and inclusive setting for all;
- provide a safe and secure atmosphere;
- have minimal negative impacts on the environment;
- encourage healthy living;
- promote responsible sourcing;
- leave a positive legacy;
- deliver excellent customer experience; and
- encourage more sustainable behaviour.

The guidelines follow a three-stage process:

#### Before the event:

- Identify stakeholders;
- Identify potential impacts and issues;
- Define targets, develop action plan; and
- Deliver actions and record progress.

#### During the event:

- Measure outcomes; and
- Communicate achievements.

#### After the event:

- Document outcomes; and
- Feedback for continual improvement.



### Steps towards hosting a more sustainable event

It is important to familiarise yourself with the whole document before applying the process outlined above. Due to the very nature of sustainability and events, there are a lot of interdependencies between the sections.

## **28.1. Before the Event**

Early planning is essential to hosting a more sustainable event. It is important to identify the main sustainability aspects of the event from the very outset.

As a starting point we expect the organisations we work with to have evidence of relevant policies relating to environment and/or sustainability, accessibility, health and safety and security.

### Stakeholder engagement

Liaison with all parties involved in putting on the event (including the venue, suppliers, sponsors and so on) and those potentially affected by the event (such as local communities) will help identify the most important sustainability impacts and issues. Stakeholders will provide vital local knowledge, understand community sensitivities and help avoid potential timing, location or cultural clashes with other events being planned in the area.

Stakeholders typically include sponsors/partners, venue owners or managers, suppliers, local residents, potential workforce, customers/spectators and/or participants, statutory bodies, the emergency services, security services and relevant non-governmental organisations. It is always worth mapping out a list of relevant stakeholders for any given event to ensure you have identified as far as possible all the key parties that need to be engaged.

### Identifying potential impacts and issues

We have selected ten key topic areas which we consider most relevant to the types of events we will be organising in the lead-up to the WATC. The following guidance points for each of these topics provide a good starting point for delivering positive change.

### Venue and accommodation selection

Choosing the right venue is probably the most important part of the process to hosting a more sustainable event, as this can determine transport and travel arrangements, purchasing, catering decisions and so on. It is worth taking the time to ensure you get this part right.

Equally, we recognise that there will be times when there is no, or limited, choice of venue. The crucial part is ensuring that the venue and its suppliers will work with the guidelines and aim to achieve the selection criteria for venues and accommodation.

Where there is a choice in venue and accommodation for the event, key selection criteria include:

- evidence of a sustainability policy in place and in use (for example, facilities for recycling, water efficient systems, induction loops available);
- appreciation of any potential impact on environmentally and culturally sensitive features within or near the venue;
- evidence of a health and safety policy in place and in use (for example, current fire risk assessment, adequate security provisions, access to first aid room/ location). See *Health, Safety and Security* below for more details;
- accessible by all (including bedroom and shower facilities if applicable); many venues and organisations have different levels of understanding and definitions so it's best to visit the venue and check for yourself;
- located near an accessible public transport station/stop;
- located on/near walking and cycling routes;
- provision of secure parking facilities for bicycles;
- provision for different people – for example, safe play areas, seating, induction loops for people with hearing aids, changing areas and a quiet room available for people of different faiths and who need time away from crowds where appropriate;
- well located, obvious and clear signage to the venue; and
- sufficient public liability insurance.

#### Impacts on venue and local area

Some events, especially large-scale and outdoor events, can cause localised impacts on the environment and communities (including along routes to and from the venue). These may relate to noise and litter, as well as physical impacts on natural habitats and other features. Key issues and measures to consider include:

- consultation and cooperation with stakeholders, for example neighbouring landowners, public authorities, emergency services;
- safeguards for features of ecological, landscape, cultural or archaeological importance, using hard-standing surfaces where possible (for example, the location of public access routes, fencing, signage, stewarding);
- location of haulage routes and storage compounds for materials;
- measures to prevent spillages of hazardous substances;

- monitoring and managing noise;
- minimising light spill from event and security lighting;
- implementing contingencies to 'make good' any damage caused by the event; and
- ensuring appropriate measures are in place to address waste (see *Waste and Cleaning*).

### Transport and travel

Transport emissions and local congestion are potentially the most significant environmental impacts of hosting an event.

Key considerations for guests, crew and/or transportation of goods include:

- encouraging public transport, cycling and walking as the best way to get to the venue, for example, in invitations;
- highlighting accessible transport routes;
- thinking about the timing of the event to enable disabled and older people to travel at off-peak times;
- maximising use of shared transport, rather than individual vehicles;
- utilising accessible vehicles where appropriate;
- utilising low-emission vehicles where public transport is not an option;
- reducing the distance, travel time and number of journeys required;
- if the event will end at night, identifying safe journeys for night-time travel; and
- if alcohol is provided at the event, identifying appropriate taxi or minicab services to contact if required.

### Sourcing products and services

For all event purchases, the starting point should be to consider if the product or service is essential to delivering the customer experience. In many cases it will be possible to deliver the same or better experience using less material. Where items are essential, can they be hired in or reused from previous events, rather than buying new?

The following five basic criteria for assessing products should be applied:

Where does it come from?

- Seek to source locally wherever possible.
- Where local sourcing is not possible, ensure you understand where items are originating from and how they are transported.

Who made it?

- Ensure labour is subject to fair employment practices.

What is it made of?

- Recycled or recyclable material is preferable.
- Avoid restricted substances listed in the Code, such as PVC (often found in bags, stage dressing and look materials).
- Items to be wary of: timber and timber products (for example, timber should be Forest Stewardship Council certified; paper should, at a minimum, contain 75 per cent recycled content from post-consumer waste).

What is it wrapped in?

- Minimise packaging. Where it is essential, ensure it is made of recycled materials or is recyclable

What will happen to it after the event?

- Could it be used again for future events? – If not, how will you dispose of it afterwards?

Health, safety and security

Ensuring the well-being and enjoyment of staff, contractors and guests is a key factor to a successful event. Measures to maximise this include:

- Ensuring a risk assessment has been carried out and appropriate control measures are in place – for example, use of signs to indicate trip, slip and fall hazards; use of equipment, for example, at crowd pinch points; need for personal protective equipment, such as hi-vis jackets and safety boots.
- Ensuring contractors are selected with a health and safety review, as the set- up and dismantling of the event may introduce many hazards.
- Ensuring contractors, exhibitors and vendors submit appropriate risk assessments and method statements in accordance with statutory obligations.



- Ensuring contractors, exhibitors and vendors have enough relevant product, public and employer liability insurance.
- Conducting a site walk-through to identify any hazards prior to and at the event and ensuring appropriate corrective actions have been set in place.
- Identifying and communicating the provisions of first aid and/or emergency services for all guests, staff and volunteers, including disabled and Deaf people.
- Where children or young people are involved in an event, ensuring that sufficient child protection measures are in place. Seek advice from your child protection officer where necessary.
- Ensuring good sightlines throughout for all.
- Ensuring the lectern (if provided) is adjustable in height. Alternatively ensure everyone speaks from a panel.
- Ensuring flash photography does not disturb people involved in staging the event, or the audience. It's always a good idea to ask those attending before taking any pictures or ask the photographer not to use flash photography.
- Ensuring sufficient breaks of appropriate length are scheduled throughout the event programme.
- Providing the appropriate measures and resources to ensure a secure environment.

#### Energy consumption

Staging events can place high demands on energy, especially for lighting and audio-visual equipment, IT, Heating Ventilation and Air Conditioning (HVAC) and broadcasting. Advance planning can help reduce energy demand.

Key considerations include:

- energy supply
- opportunities for utilising low-carbon fuels and renewable energy;
- energy efficiency of equipment and appliances; and
- ensuring appliances, equipment and lighting are switched off when not in use.

#### Catering provision

Sustainable food is a topic of strong public interest. There is increasing focus on the event catering industry to provide responsibly sourced food and cater for a diverse range of people.

Key considerations include:

- food safety and hygiene regulations;
- provision of free drinking water;
- sufficient options to cater for diverse dietary, ethnic, cultural and practical needs;
- providing healthy and nutritious options;
- sourcing local and seasonal produce;
- sourcing from environmentally responsible and fairly traded sources;
- provision of cups, glasses, plates, cutlery and food packaging that are reusable or recyclable; cups, straws and cutlery
- appropriate labelling of food; for example, vegetarian, organic, halal, gluten-free, dairy-free, kosher, contains nuts;
- ensuring everyone can see and reach food on buffets independently;
- provision of at least some tables and chairs for those who need them.

#### Waste and cleaning

Events generally produce large quantities of waste. Given careful planning there is considerable scope for much of this to be avoided.

Event and venue managers should consider the potential for increasing revenue and reducing costs by treating waste as a resource. By specifying and controlling the types of materials being used for the event, it will be easier to manage waste streams and achieve higher recovery rates. The waste that does arise should be channelled into reuse, recycling or composting streams.

Key considerations include:

- providing bins appropriate for the quantity and type of waste produced from the event, including build-up and breakdown phases;
- providing for separation of waste streams in public and back-of-house areas with clear labelling and information: for example, reusable items, recyclables, composting and general waste;
- maintaining waste stream separation at all stages of cleaning and waste transfer; and

- clearly labelling bins with icons and text.

You may also find that by communicating what will happen to the waste afterwards, you will increase the willingness of the audience to use the 'right' bins.

Cleaning has health, safety and environmental implications. Impacts may be minimised by:

- using microfibre cloths instead of detergents, chemicals or polishes where possible;
- using environmentally friendly cleaning products where such products are necessary;
- establishing appropriate measures to comply with Control of Substances Hazardous to Health legislation;
- cleaning with the amount of cleaning product necessary; and
- taking measures to prevent spillages of hazardous substances.

#### Communications

Good communications are an essential part of a sustainable event. It is important to ensure all participants can receive and relay information before, during and after the event. Good practice measures for communications include:

- prioritising communications by electronic mail and other new media applications;
- ensuring invitations and advertisements are accessible to a wide range of people;
- asking delegates to specify any accessibility requirements or whether they'll be bringing personal assistants/support workers/assistance dogs with them;
- providing an overview of the access provision that you are already planning to provide, for example, step-free access, interpreters, speech to text, large print versions of text, audio versions, Braille, easy read (where possible provide audio, large print and easy read in electronic format in advance); and
- using clear language.

Where it is necessary to print, good practice measures include:

- double-sided printing;
- printing in black ink on a light background;
- using colour only for essential messaging;



- maximising the contrast between text and background;
- avoiding printing text on top of images;
- providing information on posters rather than individual handouts, for example, agendas;
- maximising the recycled content of the material to be printed on;
- using inks with minimal environmental impacts, such as vegetable-based inks; and
- stating accurate details of material and printing processes on all products; for example, printed on 100 per cent recycled paper from post-consumer waste using vegetable-based inks.

#### Give-aways

Events typically involve the production of large quantities of give-aways, such as gifts, delegate packs, leaflets and assorted 'freebies'. This presents us with an opportunity to consider a more sustainable approach to defining the need and specifying quantities, type and associated packaging of such materials.

If a give-away is essential and adds to the customer experience, key considerations should include:

- ensuring give-aways are useful and re-usable, or have desirable souvenir value;
- providing give-aways made of recycled and recyclable materials;
- minimising packaging – is it needed at all?;
- ensuring packaging is made of reusable, recycled or recyclable materials; and
- avoiding date marking items which could be used again for future events. We are also keen to encourage the practice of 'placemaking' the use of icons/backdrops to create an opportunity for people to take photographs and thus create their own memories.

### Defining targets and developing an action plan

Identifying the key impacts and issues will make it clear where the greatest sustainability gains can be made. Setting targets and prescribing key actions in these areas make it easier to focus efforts to deliver an event more sustainably.

Targets should be specific, easily measurable, achievable and realistic within timing, budget and resourcing constraints. Choose absolute measurements where resources to measure are scarce. They should be communicated and agreed with all parties involved in hosting the event.

An action plan should be developed to ensure tasks to achieve the targets are allocated to a responsible person or people. It is usually best to integrate the actions into the overall planning for the event.

### Delivering actions and recording progress

The opportunity to make the biggest difference is in the planning phase. This is when key requirements can be built into specifications for materials, supplies and services. Immediately before the event the critical tasks will be to ensure all staff, contractors and volunteers are briefed on their roles, the sustainability measures undertaken for the event (in particular the waste management and access provisions) and how to raise issues if they arise.

Regular site checks should be undertaken by relevant personnel on accessibility, signage, hazards, bin placements, regular bin changes, cross-contamination of recyclable and general waste, environmental protection measures and information materials. Making regular checks throughout the event is particularly important for large-scale events and small events which span more than one day.

Progress recording should be undertaken throughout the build period and during the event to help the event team ensure that the targets are on track for delivery. This information will also be extremely useful in developing sustainability communication and marketing material to promote achievements.

## **28.2. During the Event**

### Measuring outcomes

Progress recording also extends throughout the event phase, to help the event team ensure that the targets are being delivered or are on track for delivery. For example, how much waste has been recycled, reporting any accidents or near misses, or checking sightlines are suitable for the audience during the event.

Taking accurate measurements is essential to understanding that the actions taken in the pre-event phase have delivered results and identifying what delivered the most significant results. It will also enable you to decide where best to focus resources for your next event and enable continual improvement.

### Communicating achievements

Take the opportunity to be proud of what you have achieved through implementing these guidelines. Good ways to spread the word about the lessons you have learned include:

- providing sustainability facts and figures in speeches, presentations, briefings or as rolling text on screens – for example, resources saved, sourcing of materials, what will happen with the set afterwards;
- encourage others to ‘spread the word’;
- displaying signage detailing the measures undertaken;
- displaying signage to promote more sustainable ways of working, such as switching off electrical appliances when not in use;
- publishing press releases or case studies about sustainability;
- integrating sustainability messaging into press releases;
- labelling the source (location) of food;
- providing clearly visible and labelled bins; and
- ensuring printed documents and materials such as tickets and brochures carry information about recycled content and printing processes.

## **28.3. After the Event**

### Document outcomes

It is important to detail performance against targets and the lessons learned in the post-event documentation for each event. This information should be fed into the event debrief.

### Feedback

We welcome feedback on these guidelines and on our events from all interested parties. We are also very interested in understanding the successes and lessons from your events. All feedback and comments from stakeholders should be sent by email to [info@igfmail.org](mailto:info@igfmail.org)



## 29. PROJECT PLANNING

The IGF will provide a Master Schedule for the project to the LOC for review and agreement on dates.

The IGF and the LOC are responsible to jointly monitor the Master Schedule throughout the project and to administer issues tracker register.



## 30. MISCELLANEOUS

### 30.1. Footwear

The IGF will generally respect the policies of the Host Courses in this regard. The policy determined by the IGF will be the same for all courses. However, if the courses request that “spikeless” shoes be worn, and this is agreed, they should be prepared to change spikes on shoes for the players, and Teams should be informed well in advance. A small fee may be charged for this if necessary.



31. APPENDICES



## APPENDIX I- WATC Marks Usage Request Form

Please attach all necessary artwork or other application examples.

Date submitted: \_\_\_\_\_

### 1. Organisation name

Contact Name: \_\_\_\_\_

Contact Address: \_\_\_\_\_

Telephone(s): \_\_\_\_\_

Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

### 2. IGF Elements Requested for Use

a) Official Emblem:

Composite IGF/LOC logo

b) Official Trademark(s):

International Golf Federation

World Amateur Team Championship

Women's World Amateur Team Championship

World Amateur Team Championships

Eisenhower Trophy

Espirito Santo Trophy

### 3. Proposed Use/Application Information (please indicate all uses)

Objectives of use (i.e. concept, target audience etc.): \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_



Description of use (i.e. on cover of brochure, as part of website, within a press release etc.):

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Description of users (if other than the organisation mentioned above) and third parties receiving the materials:

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Dates of Exposure: From: \_\_\_\_\_ To: \_\_\_\_\_

Quantities (if applicable): \_\_\_\_\_

Additional Comments: \_\_\_\_\_

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**Please submit this form (with all necessary artwork attached) to:**

**International Golf Federation  
Maison du Sport International  
Av. de Rhodanie 54  
1007 Lausanne, Switzerland  
Email: [info@igfmail.org](mailto:info@igfmail.org)**

**4. Approval** (to be completed by IGF)

Date Received: \_\_\_\_\_

Reference Number: \_\_\_\_\_

Approved

Not Approved

Signed \_\_\_\_\_

Signed \_\_\_\_\_

Date \_\_\_\_\_

Date \_\_\_\_\_

If declined - reason:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Please resubmit after making the following changes:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_ hereby covenants and agrees that if it uses the WATC/IGF Brand elements in any manner different from this signed and approved form, or in any manner which creates an unauthorised association with a third party, the IGF approval granted by the form will be immediately revoked and the \_\_\_\_\_ will take all reasonable steps to discontinue the use of the WATC/IGF Brand elements by itself or other unauthorised third parties.

Signature of applicant: \_\_\_\_\_

Title of Applicant within organisation: \_\_\_\_\_

Date: \_\_\_\_\_

## APPENDIX 2 – IGF National Federation Members

AFRICA	
Algeria	ALG
Benin	BEN
Botswana	BOT
Côte d'Ivoire	CIV
Democratic Republic of the Congo	COD
Egypt	EGY
Gabon	GAB
Gambia	GAM
Ghana	GHA
Kenya	KEN
Libyan Arab Jamahiriya	LBA
Madagascar	MAD
Malawi	MAW
Mauritius	MRI
Morocco	MAR
Namibia	NAM
Nigeria	NGR
Senegal	SEN
Seychelles	SEY
South Africa	RSA
Swaziland	SWZ
Tunisia	TUN
United Republic of Tanzania	TAN
Uganda	UGA
Zambia	ZAM
Zimbabwe	ZIM

AMERICA	
Argentina	ARG
Bahamas	BAH
Barbados	BAR
Bermuda	BER
Bolivia	BOL
Brazil	BRA
Canada	CAN
Cayman Islands	CAY
Chile	CHI
Colombia	COL
Costa Rica	CRC
Dominican Republic	DOM
Ecuador	ECU
El Salvador	ESA
Guatemala	GUA
Haiti	HAI
Honduras	HON
Jamaica	JAM

AMERICA	
Mexico	MEX
Nicaragua	NCA
Panama	PAN
Paraguay	PAR
Peru	PER
Puerto Rico	PUR
Saint Lucia	LCA
Trinidad and Tobago	TRI
United States of America	USA
Uruguay	URU
Venezuela	VEN
Virgin Islands, US	ISV
ASIA	
Afghanistan	AFG
Bahrain	BRN
Bangladesh	BAN
Cambodia	CAM
Hong Kong, China	HKG
India	IND
Indonesia	INA
Islamic Republic of Iran	IRI
Iraq	IRQ
Japan	JPN
Jordan	JOR
Kazakhstan	KAZ
Kuwait	KUW
Kyrgyzstan	KGZ
Lebanon	LIB
Malaysia	MAS
Mongolia	MGL
Myanmar	MYA
Oman	OMA
Pakistan	PAK
People's Republic of China	CHN
Philippines	PHI
Qatar	QAT
Republic of Korea	KOR
Saudi Arabia	KSA
Singapore	SIN
Sri Lanka	SRI
Chinese Taipei	TPE
Thailand	THA
Turkmenistan	TKM
United Arab Emirates	UAE
Uzbekistan	UZB
Vietnam	VIE

EUROPE	
Andorra	AND
Armenia	ARM
Austria	AUT
Azerbaijan	AZE
Belgium	BEL
Belarus	BLR
Bosnia & Herzegovina	BIH
Bulgaria	BUL
Croatia	CRO
Cyprus	CYP
Czech Republic	CZE
Denmark	DEN
Estonia	EST
Finland	FIN
The Former Yugoslav Republic of Macedonia	MKD
France	FRA
Germany	GER
Greece	GRE
Hungary	HUN
Iceland	ISL
Ireland	IRL
Israel	ISR
Italy	ITA
Latvia	LAT
Liechtenstein	LIE
Lithuania	LTU
Luxembourg	LUX
Malta	MLT

Entities not listed with the IOC	
<b>AMERICA</b>	
Turks and Caicos Islands	TAC
<b>EUROPE</b>	
British Golf Association:	
England	ENG
Scotland	SCO
Wales	WAL
The R&A	--

Total Number of Member Countries by IOC Continent		
Africa	26	
America	30	(TAC → 31)
Asia	33	
Europe	45	(ENG, SCO, WAL → 48)
Oceania	9	
<b>TOTAL</b>	<b>(143)</b>	<b>147</b>

EUROPE	
Monaco	MON
Netherlands	NED
Norway	NOR
Poland	POL
Portugal	POR
Republic of Moldova	MDA
Romania	ROU
Russian Federation	RUS
San Marino	SMR
Serbia	SRB
Slovakia	SVK
Slovenia	SLO
Spain	ESP
Sweden	SWE
Switzerland	SUI
Turkey	TUR
Ukraine	UKR
<b>OCEANIA</b>	
Australia	AUS
Cook Islands	COK
Fiji	FIJ
Guam	GUM
New Zealand	NZL
Papua New Guinea	PNG
Samoa	SAM
Solomon Islands	SOL
Vanuatu	VAN
<b>Total Number of Member Countries</b>	<b>146</b>

## APPENDIX 3 – Sample Schedule of Events

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	August 14	August 15	August 16	August 17	August 18	August 19	August 20
WEEK 1							Courses Closed
	August 21	August 22	August 23	August 24	August 25	August 26	August 27
WEEK 2	Courses Closed, Teams can walk Courses, Practice Facilities Open	Women's Practice Round	Women's Practice Round	1 <sup>st</sup> Round Espirito Santo Trophy	2 <sup>nd</sup> Round Espirito Santo Trophy	3 <sup>rd</sup> Round Espirito Santo Trophy	4 <sup>th</sup> Round Espirito Santo Trophy
	Women's Registration 9am-6pm	Women's Registration 7am-2pm Captains' Meeting 4pm	Referees' Meeting 11am Women's Team Photos				
	Women's Teams' Arrivals		Women's Opening Ceremony/ Reception Following		Referees' Dinner		Women's Awards Ceremony/ Reception Following
August 28	August 29	August 30	August 31	Sept 1	Sept 2	Sept 3	
WEEK 3	Courses Closed, Teams can walk Courses, Practice Facilities Open	Men's Practice Round	Men's Practice Round	1 <sup>st</sup> Round Eisenhower Trophy	2 <sup>nd</sup> Round Eisenhower Trophy	3 <sup>rd</sup> Round Eisenhower Trophy	4 <sup>th</sup> Round Eisenhower Trophy
	Men's Registration 9am-6pm	Men's Registration 7am-2pm	Referees' Meeting 11am				

	Administrative Committee Meeting 2pm	Biennial B/fast and Meeting 8am/9am	Men's Team Photos				
	Women's Teams' Departures	Delegates & Duffers 4pm					
	Men's Teams' Arrivals	Captains' Meeting 4pm	Men's Opening Ceremony/ Reception Following		Referees' Dinner		Men's Awards Ceremony/ Reception Following
	Sept 4	Sept 5	Sept 6	Sept 7	Sept 8	Sept 9	Sept 10
WEEK 4	Men's Teams' Departures						

## APPENDIX 4 – Sample WATC General Site Map Form

Manual Section	Description	Location	Comments
19	Cart Storage	Tent – front right of clubhouse	
19	Club Storage	Existing	
19	Club Repair	Existing	May bring trailers for both
24	Locker	Men's LR	
24	Male Captains	Women's LR	
24	Locker Room - Men	Men's LR	
24	Female Captains	Women's LR	
24	Rules Officials' Lockers	Front of Women's LR	Turn first bank around
24	Captains' Boxes	Men's LR Landing	Screen needed Men's LR entry
24	Notice Board	Men's LR Landing	
13	Parking – Team		
13	Parking – Media		
13	Parking – Host Committee		
13	Parking – Volunteer		
13	Parking – IGF		
13	Parking – Club Staff		
13	Parking – Spectator		
13	Parking – Club Members		
7	IGF Office	Director's Office	
7	Meteorologist	Second floor, blue room	
24	IGF Office – Cart Parking	Back left of CH	
24	Referees Area	Front part of Women's LR	Build partition
24	Referees – Cart Parking	Back lawn	
24	Host Country Office	Members' Lounge	
24	Future Sites Desk	Living room or patio corridor	
10	Medical	Poolhouse	
10	Physio	Men's Locker Room	
24	Extra Restrooms	Back lawn	Portable units
5	Team Registration	Living room	
23	Scoring Central	Cabin on back lawn	
23	Scoreboard	Back left of Clubhouse	
16	Media Centre	Elizalde room	
16	Media Centre – Cart Parking	Outside Media Room	
16	TV Broadcast HQ		TBD
10	Anti-Doping Testing	Anti-Doping Station	
6	Volunteer HQ	Poolhouse	
Other	Additional (Public) F&B		

## Not Necessarily Course Specific:

Manual Section	Description	Location	Comments
11	Administrative Committee Meeting	Sheraton Hotel	
11	Federation Biennial Meeting	Sheraton Hotel	
11	Team Captains' Meeting - Women	Sheraton Hotel	
11	Team Captains' Meeting - Men	Sheraton Hotel	
11	Rules Officials' Meeting - Women	Tennis House	
11	Rules Officials' Meeting - Men	Sheraton Hotel	
11	Opening Ceremonies	Olivos Golf Club lawn	
11	Opening Ceremonies – Rainout Location	Olivos Golf Club	Indoor venue
11	Opening Ceremony Reception – Women	Olivos Golf Club	
11	Opening Ceremony Reception – Men	Olivos Golf Club	
11	Awards Ceremony – Women	Olivos Golf Club	
11	Awards Ceremony – Men	Olivos Golf Club	
11	Women's Closing Ceremony/Gala Dinner	La Rural	Optional
11	Farewell Receptions	Sheraton Hotel	
11	Delegates & Duffers	Pilar Golf Club	Optional
11	Team Photographs	Poolhouse	
13	Shuttle from Airport	Met outside customs	
13	Travel Desk	Course/hotel lobbies	
16	Media Day		
7	ATM	Course, downtown	



## APPENDIX 5 – Provided by the IGF

Section Number	
2	Terms of the Competition, Local Rules
2	Championship trophies and medals for place winners
3	Referees
5	Official entry forms, processing of entries and related information
5	Team Scrolls
5	Scrolls of Appreciation
5	Rules of Golf books
5	Bag tags
11	Placards and name tags for official meetings
11	Agendas for all meetings and ceremonies
11	IGF Delegates' Reception
11	WATC Referees' Dinner
11	International flags for ceremonies and display
11	Traditional first place prizes for Delegates and Duffers
11	Photographer for Team Pictures
15	URL for Host Country Championship website
15	IGF Record Book
15	Daily press releases during Championships
16	Media kits
16	Photographs for media use during and following Championships
19	Pencils and tees for starter boxes
19	Five sets of hole flags
19	Course marking
19	Expert agronomical evaluations and reports
23	Official scorer
23	Internet scoring
23	Groupings and results
23	Score cards (if the Host Country does not wish to provide them)
23	Score cards labels and processing

When relevant, the IGF covers container, shipping and insurance expenses and arrangements for the above items. The Host Country is responsible for customs fees and the quick movement of IGF shipments through Customs.

## APPENDIX 6 – Suggested Committees

Traditionally, an Organising Committee has been assembled as the main decision-making group for the Championships. The representatives of the Organising Committee oversee sub-committees, such as the following (some responsibilities are often grouped together such as 'operations'; others – e.g., scoring, media – require further sub-committees):

Section Number	
2	Trophies
3	Referees
19	Driving Range/Practice Areas
19	Tents
19	Starters
19	Roping and Staking
19	Hole Signs
19	Course Evacuation
19	Carts & Pull Carts
19	Drinking Water
19	Temporary Restrooms
19	Litter
24	Recycling
24	Locker Rooms
24	Notice Boards
24	Club Storage
8	Food & Beverage
5	Credentials/Accreditations
26	Hospitality
13	Parking
24	Signage
24	Offices

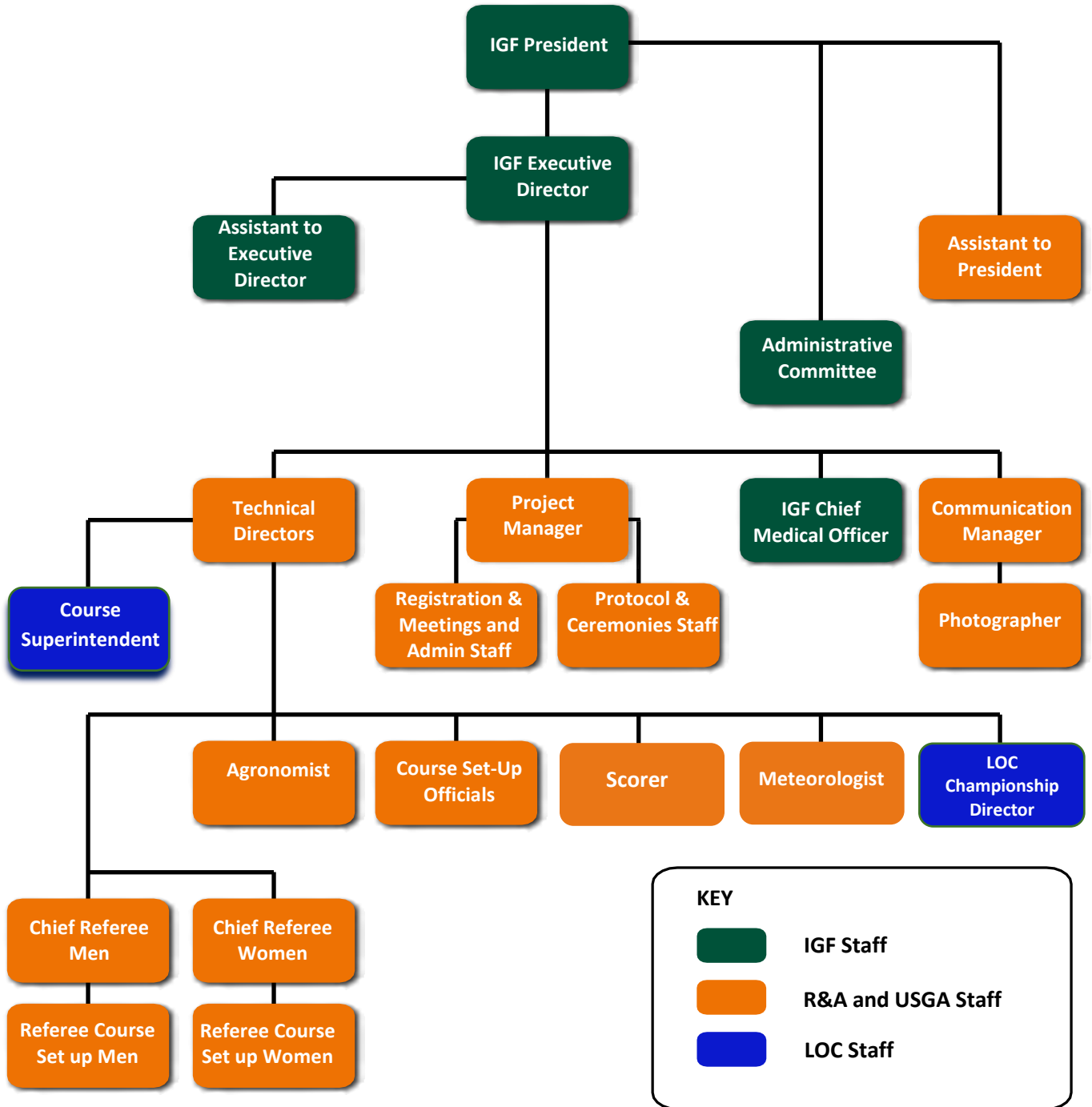
Section Number	
24	Information Distribution
24	Communications (radios, cell phones, PDAs etc.)
9	Shipping/Receiving Distribution
10	Medical
11	Meetings
11	Ceremonies
11	Receptions/dinners
11	Delegates & Duffers
24	Team Photographs
5	Registration
12	Accommodation
13	Transportation
22	Marshals
23	Scoring
23	Technology & Equipment
16	Media
7	Finance
25	Advertising/Sponsors
7	Merchandise
27	Insurance
17	Security
6	Volunteers

## APPENDIX 7 – Suggested Signage

Listed below are examples of some of the signage that might be needed for the Championships. A good way to determine signage needs is to take a ‘walk-through’ as a player, official, spectator, etc.

Section Number	
5	Directional sign to registration area
5	Signs as needed in the registration process
8	Directional signs to food and beverage areas
8	Label cards for buffet food items
10	Medical/First Aid
10	Physio
11	Location signs for meetings, ceremonies, receptions/dinners, and team photographs
11	Sign with each country name for ceremonies
12	‘SCORING CENTRAL’
12	Sign for top of scoreboard
12	‘RESULTS AND STARTING TIMES’ (distribution sites around courses)
13	Welcome banners (airport, courses, hotels)
13	Indicate direction to reception desk at airport
14	Sponsor signs/banners
15	‘VOLUNTEER HEADQUARTERS’
15	Various signs for volunteer check-in areas (Standard Bearers, Marshals, etc.)
19	‘TO 9 <sup>TH</sup> GREEN’
19	‘TO 19 <sup>TH</sup> GREEN’
19	‘TO PRACTICE AREAS’ (if needed)
19	Evacuation points
19	Cart signs
19	‘PLAYER RESTROOM’
19	Hole signs
19	‘TO 1 <sup>ST</sup> TEE’
19	‘TO 10 <sup>TH</sup> TEE’
24	‘WOMEN’S/MEN’S) LOCKER ROOMS – TEAMS ONLY’
24	Country names for lockers
24	‘CLUB STORAGE’
24	Various parking signs
24	‘IGF OFFICE’
24	Host Country office
24	Directional signs to public restrooms
13	‘MEDIA CENTRE’
13	Various signs within Media Centre
13	‘JUNIOR CLINIC’ (if applicable)
13	Designated pick-up/drop-off areas at courses, hotels, and airports etc.)

## APPENDIX 8 – Organisation Chart



## APPENDIX 9 - Budget

REVENUE	Budget (1)	Actual (2)	In-Kind (3)
Volunteer Fees			XXXXXX
Championship Merchandise			XXXXXX
Food & Beverage (incl. all B/fast, Lunch, Dinner & Specials)			XXXXXX
Total Individual Financial Contributions			XXXXXX
Total Corporate Financial Contributions			XXXXXX
Advertising Revenue (Programme & Slicks)			XXXXXX
Value in-Kind donations	XXXXXX	XXXXXX	
<b>Revenue – Grand Total</b>	-	-	-
EXPENSES	Budget (1)	Actual (2)	In-Kind (3)
TRANSPORTATION			
Van Rentals (incl. Evac)			
Transport Service			
Fuel			
Courtesy Cars			
(Other – rename)			
(Other – rename)			
<b>Total</b>	-	-	-
VOLUNTEERS			
Food & Bev			
Uniforms			
Training			
Credentials			
Key Staff/Volunteer Gifts			
(Other – rename)			
(Other – rename)			
<b>Total</b>	-	-	-

EXPENSES	Budget (1)	Actual (2)	In-Kind (3)
<b>FACILITIES</b>			
Miscellaneous Rentals			
Scoreboard (incl. Header)			
Signage			
Tents			
Trash Cans			
Portable Storage			
Port-o-Lets			
Carts			
IGF Office Equip			
Phone Lines			
Plumbing & Electric			
Sound & Lighting			
IGF Office Trailers			
Site Prep			
Staff Housing			
(Other – rename)			
(Other – rename)			
<b>Total</b>	-	-	-
<b>HOSPITALITY</b>			
Opening Ceremonies & Reception			
Gala Dinner (if applicable)			
Other Championship Dinner Function			
Entertainment			
Food & Beverage Subsidy – players			
Coolers			
On Course Bev & Snacks			
Delegates & Duffers (if applicable)			
Flowers			
(Other – rename)			
<b>Total</b>	-	-	-

EXPENSES	Budget (1)	Actual (2)	In-Kind (3)
<b>PLAYER AMENTIES</b>			
Gift			
(Other – rename)			
(Other – rename)			
<b>Total</b>	-	-	-
<b>PRINTING, PUBLICATIONS, COMMUNICATIONS</b>			
Advertising			
Miscellaneous Printing / Letterhead			
Championship Programme			
Grouping and Starting Time 'Slicks'			
Yardage Books			
Banners & Posters			
Photographer			
Website			
Logo Design			
Communications			
Postage			
Players Guide			
<b>Total</b>	-	-	-
<b>ADMINISTRATION</b>			
Registration			
Committee Meetings			
Radios			
Friends of Championship Board			
Committee Travel – Previous Championships			
Medical			
Security			
Committee Meals & Entertainment			
Championships Director			
<b>Total</b>	-	-	-

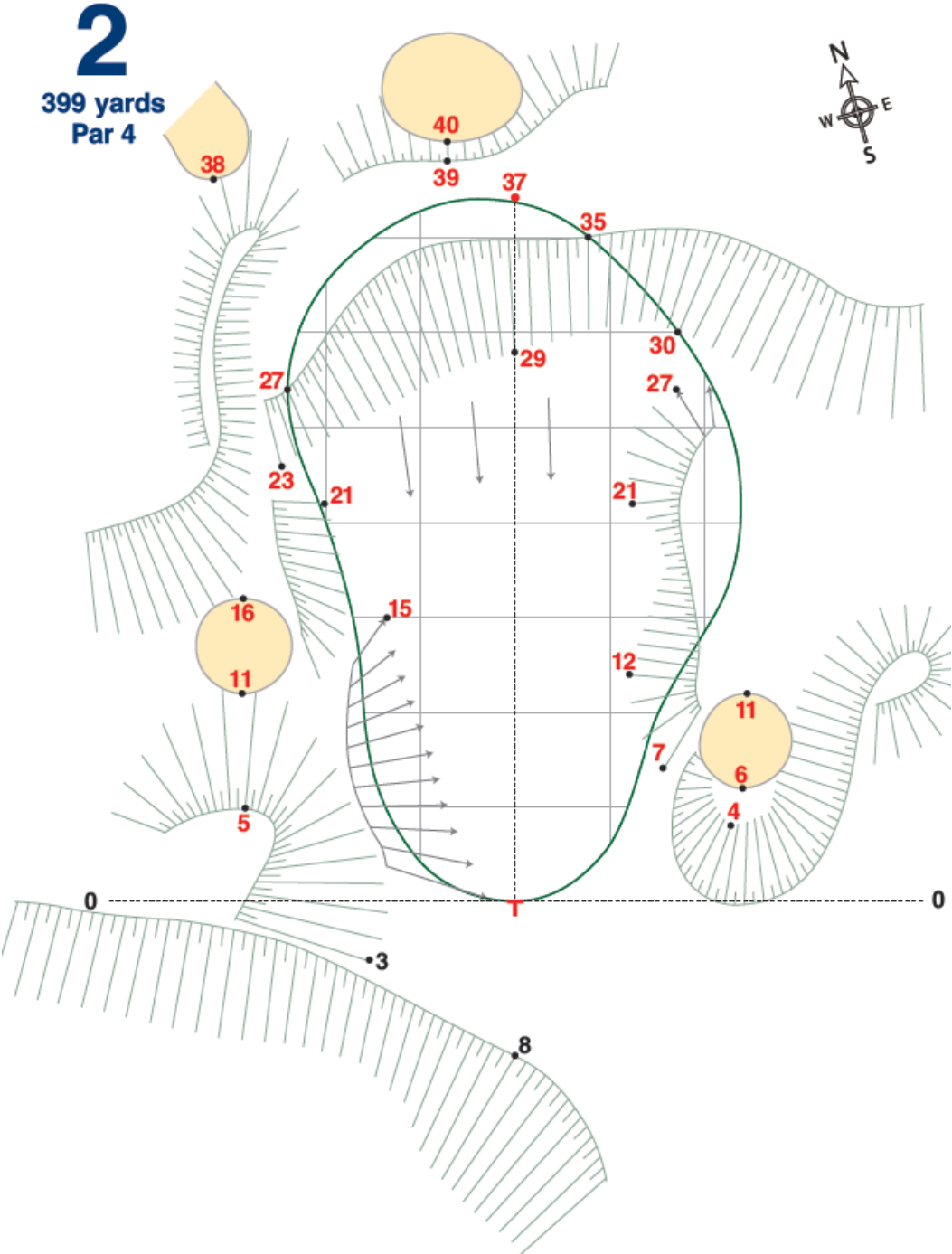
EXPENSES	Budget (1)	Actual (2)	In-Kind (3)
<b>FUNDRAISING</b>			
Promotional Material			
Fundraising Dinners			
Friends of Championship Gifts			
Friends of Championship Outing			
Other (rename)			
Other (rename)			
<b>Total</b>	-	-	-
<b>ON-COURSE/MAINTENANCE</b>			
Equipment			
Penalty Aare and O.B. Stakes			
Pull Cart Rentals			
Ropes & Stakes			
Tee Covers			
Tee Signs			
Range Lights			
Miscellaneous			
Other (rename)			
Other (rename)			
<b>Total</b>	-	-	-
<b>ADDITIONAL LABOR</b>			
Course Maintenance			
Clubhouse			
Other (rename)			
Other (rename)			
<b>Total</b>	-	-	-

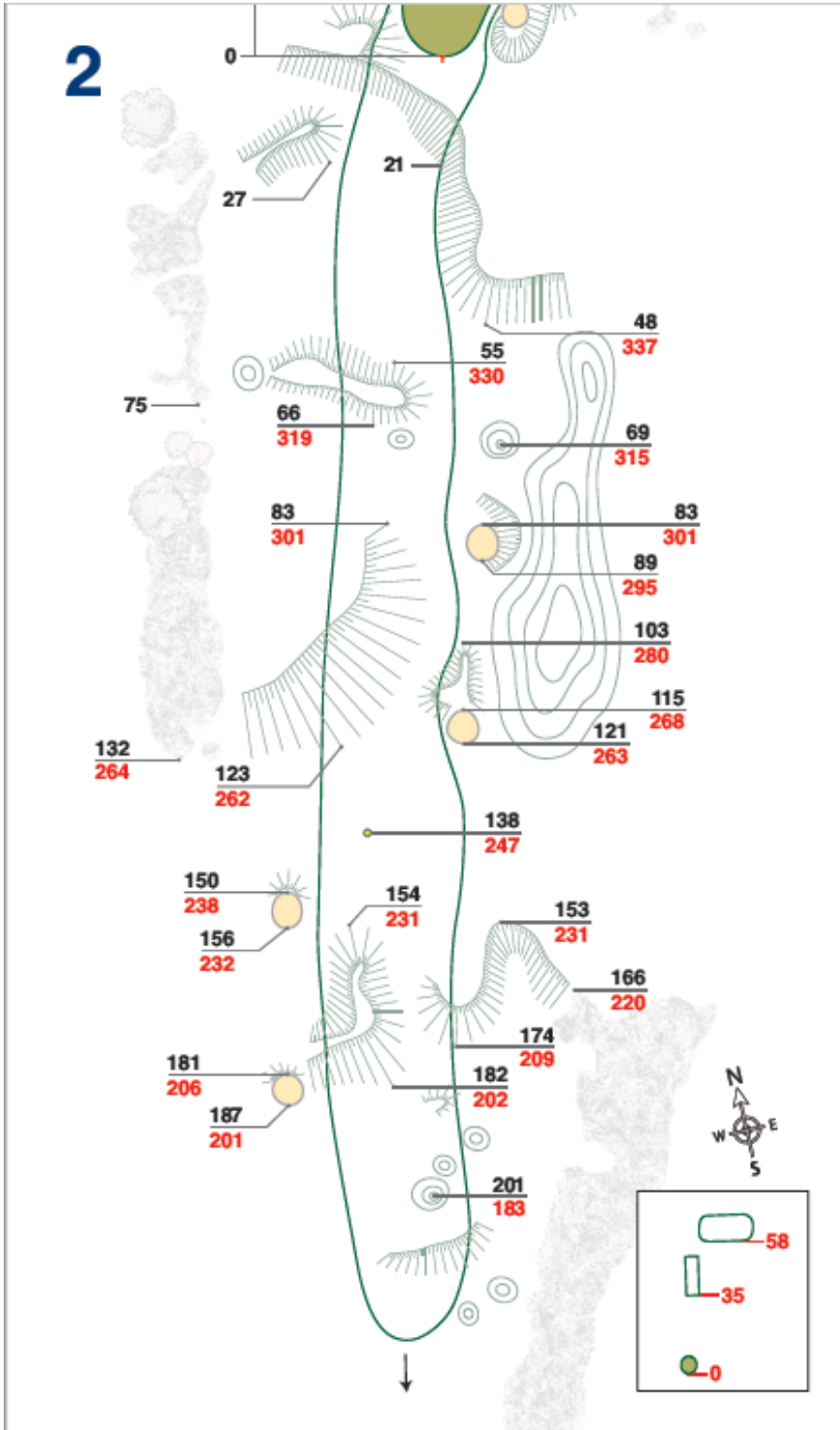


EXPENSES	Budget (1)	Actual (2)	In-Kind (3)
<b>MEDIA RELATIONS</b>			
Media Kits			
Media Day			
Other (rename)			
Other (rename)			
<b>Total</b>	-	-	-
<b>EXPENSES – GRAND TOTAL</b>	-	-	-
<b>NET INCOME/(EXPENSES)</b>	-	-	-

- (1) Approved budget amounts
- (2) Money actually paid out or received
- (3) Value of donated goods and / or services

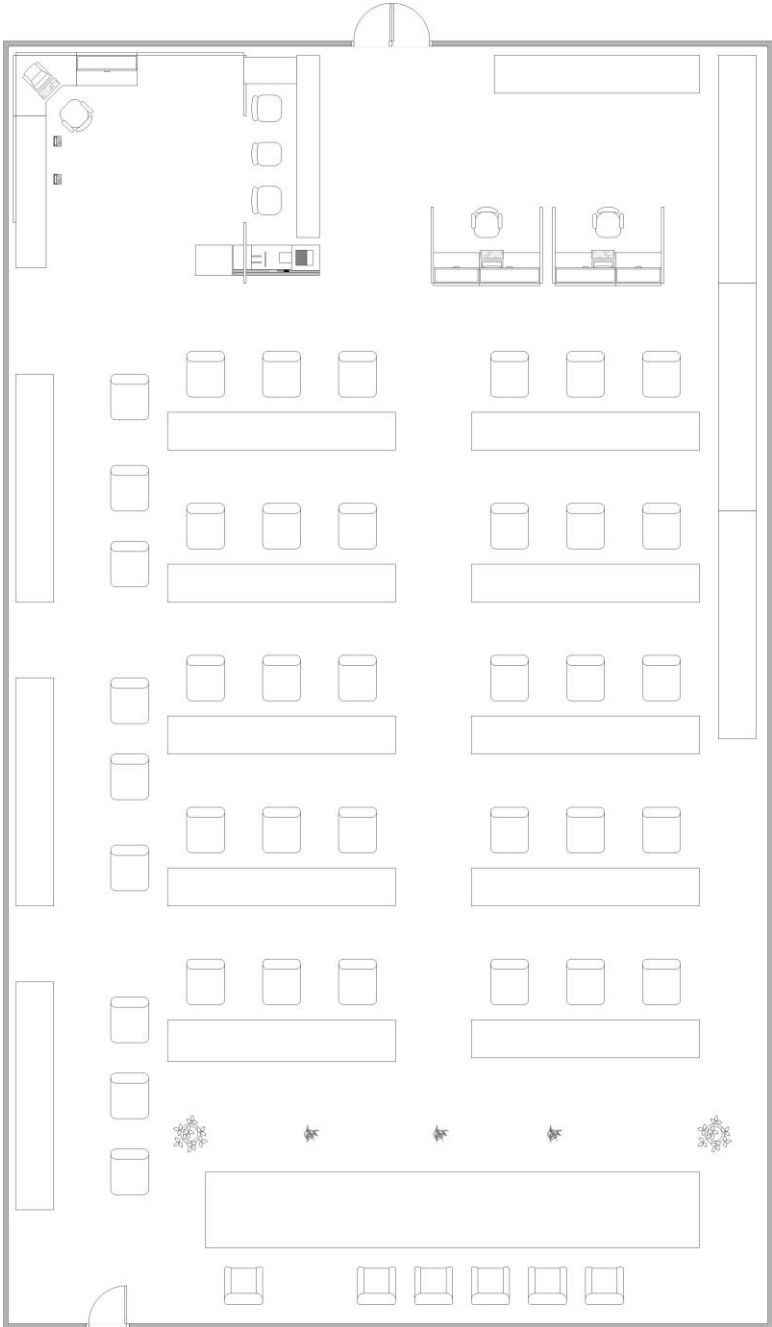
# APPENDIX 10 - Yardage Book Example



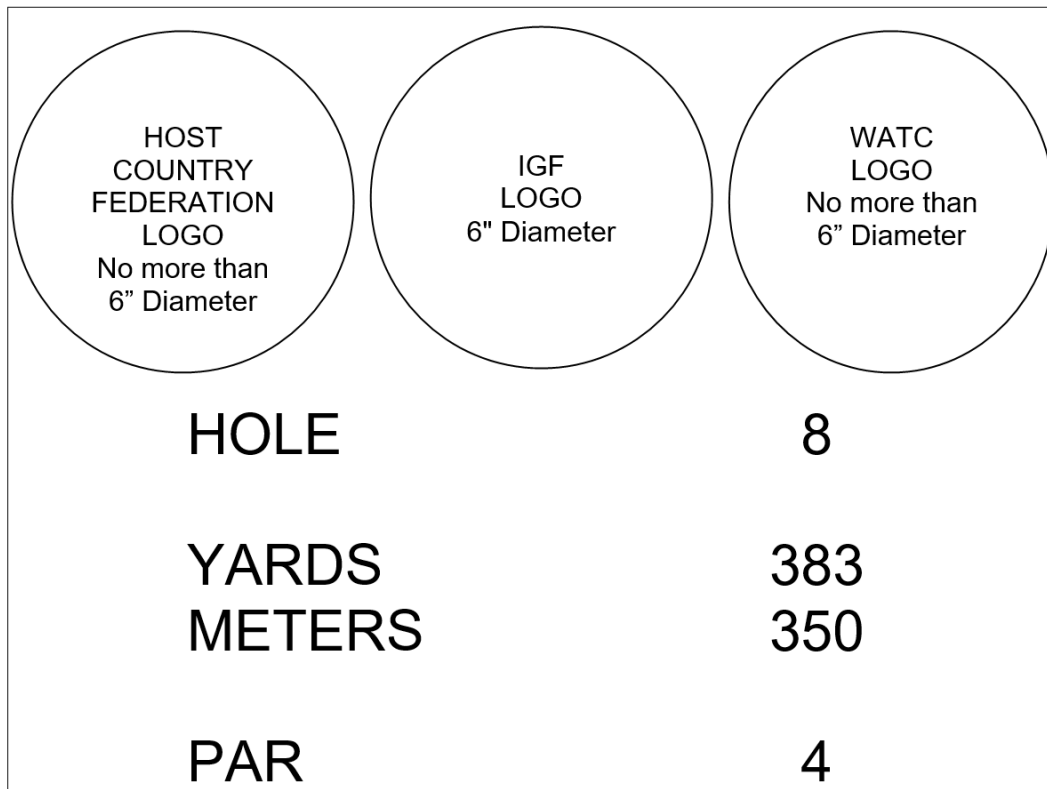


# APPENDIX II – Miscellaneous

## SAMPLE MEDIA ROOM LAYOUT



## HOLE SIGNS



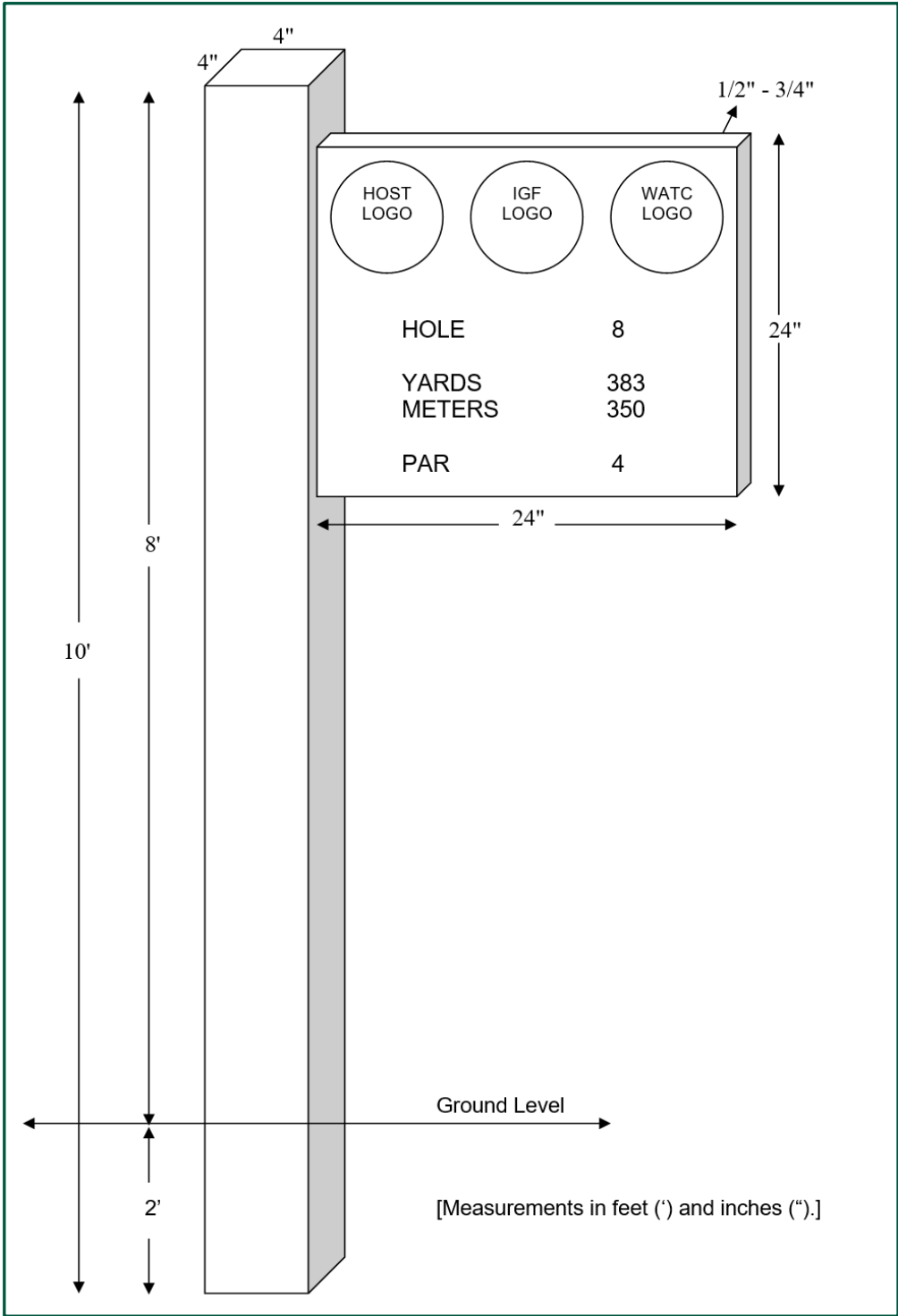
Height: 24 inches

Length: 24 inches

The sign should be all white, with green posts. Many materials may be used, but wooden signs generally work the best. Letters and numbers should be dark green. Do not use water-based paint. Adhesive IGF logos will be provided to use on all the signs. The Host Country must provide the other adhesives, if they are desired.

Hole, Yardage, Metre, and Par numbers must correspond to the information provided by the IGF.

Each sign must provide the above information on both sides of the sign. The sign should be  $\frac{1}{2}$  inch to  $\frac{3}{4}$  inch in thickness. It should be attached to a 10-foot long 4 inch x 4 inch post (either centred or set on the side, as shown on the next page), and put into the ground approximately two feet so that the top of the sign is 8 feet from the ground. See attached diagram.



# WEATHER WARNING



## COURSE EVACUATION PLAN

### OCEAN COURSE

#### SHELTER/EVACUATION POINTS IN THE EVENT OF A SUSPENSION OF PLAY

- CH = Clubhouse (players to remain in locker room until further notice)
- A = Vehicles at 5<sup>th</sup> green (4 x 6 seater)
- B = Vehicles road side of 15<sup>th</sup> fairway (school bus and hotel shuttle)
- C = Vehicles at 7<sup>th</sup> green (16 seater and 6 seater)
- D = Vehicles between 11<sup>th</sup> fairway and 12<sup>th</sup> green (5 x 6 seater)

NOTE: VEHICLES ARE FOR SHELTER ONLY AND WILL ONLY COMMENCE TRANSPORTATION WHEN ADVISED BY THE CHAMPIONSHIP COMMITTEE

#### WHERE TO GO WHEN PLAY IS SUSPENDED

Hole	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
<b>Tee</b>	CH	CH	A	B	B	A	C	C	CH	CH	CH	D	D	B	B	B	D	CH
<b>Fairway</b>	CH	CH	A	-	B	A	C	-	CH	CH	CH	D	D	-	B	-	CH	CH
<b>Green</b>	CH	A	B	B	A	C	C	C	CH	CH	D	D	B	B	B	B	CH	CH

### RIVER COURSE

#### SHELTER/EVACUATION POINTS IN THE EVENT OF A SUSPENSION OF PLAY

- CH = Clubhouse (players to remain in locker room until further notice)
- A = Vehicles at bridge near 3<sup>rd</sup> green (school bus and 16 seater)
- B = Vehicle at Shark Bar at 10<sup>th</sup> tee (hotel shuttle bus and 2 x 6 seater)
- C = Vehicles right of 13<sup>th</sup> fairway (4 x 6 seater)
- D = Vehicle at 16<sup>th</sup> green near leader board (4 x 6 seater)



NOTE: VEHICLES ARE FOR SHELTER ONLY AND WILL ONLY COMMENCE TRANSPORTATION WHEN ADVISED BY THE CHAMPIONSHIP COMMITTEE

WHERE TO GO WHEN PLAY IS SUSPENDED

Hole	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Tee	CH	CH	A	A	A	A	A	B	CH	B	B	CH	C	C	C	D	D	CH
Fairway	CH	A	-	A	A	A	-	B	B	-	D	C	C	-	D	D	D	CH
Green	CH	A	A	A	A	A	B	CH	B	B	CH	C	C	C	D	D	CH	CH



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