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# A Proposal to Strengthen the Commonwealth Games

## A Firmer Foundation -- A Brighter Future

Presented by  
The Secretary of State for External Affairs

September 1989

Canada

A Proposal to Strengthen the Commonwealth Games

A Firmer Foundation -- A Brighter Future

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September 1989

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STATEMENT BY THE RT. HON. JOE CLARK  
SECRETARY OF STATE FOR EXTERNAL AFFAIRS

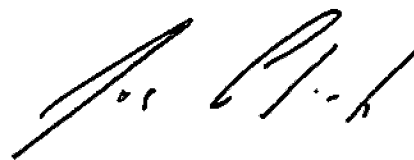
For many years, the Commonwealth Games have symbolized the bond of friendship that joins the peoples of the Commonwealth. We believe that symbol is now in jeopardy. All member countries do not share equally in the benefits and competition of the Games. Only a few member countries possess the resources needed to stage the Games. Indeed, some find it difficult even to finance the sending of a team. If we are to keep the ideal of the Games alive, then full participation by member nations--as hosts or competitors--must become a reality.

I believe that it is incumbent upon the Commonwealth to take effective action quickly to clearly demonstrate our collective will to support and strengthen this vital institution. We must join with the governing authorities of the Commonwealth Games to achieve the success their founders envisaged some 50 years ago.

Last month, I made a series of proposals aimed at strengthening the Commonwealth Games and intensifying sporting contacts among the members of the Commonwealth. These proposals were welcomed at the Canberra meeting of the Commonwealth Committee of Foreign Ministers on Southern Africa.

I am grateful that representatives of Commonwealth countries, the Commonwealth Games Federation and the Commonwealth Secretariat have agreed to assemble in London to seek a comprehensive set of proposals by which the Games may achieve a firmer footing for the future. We intend that, through the ideas and suggestions of the officials in London as well as in Commonwealth capitals, the proposal can be improved and presented to the Commonwealth Heads of Government Meeting in Kuala Lumpur in October. The follow-up to any consensus reached at Kuala Lumpur would see the proposals presented to the General Assembly of the Commonwealth Games Federation in Auckland in January 1990.

Canada cannot and will not proceed alone. The active participation and guidance of all Commonwealth members and institutions--above all, the Commonwealth Games Federation--is required if our collective endeavour is to be successful. I wish you every success in your deliberations.

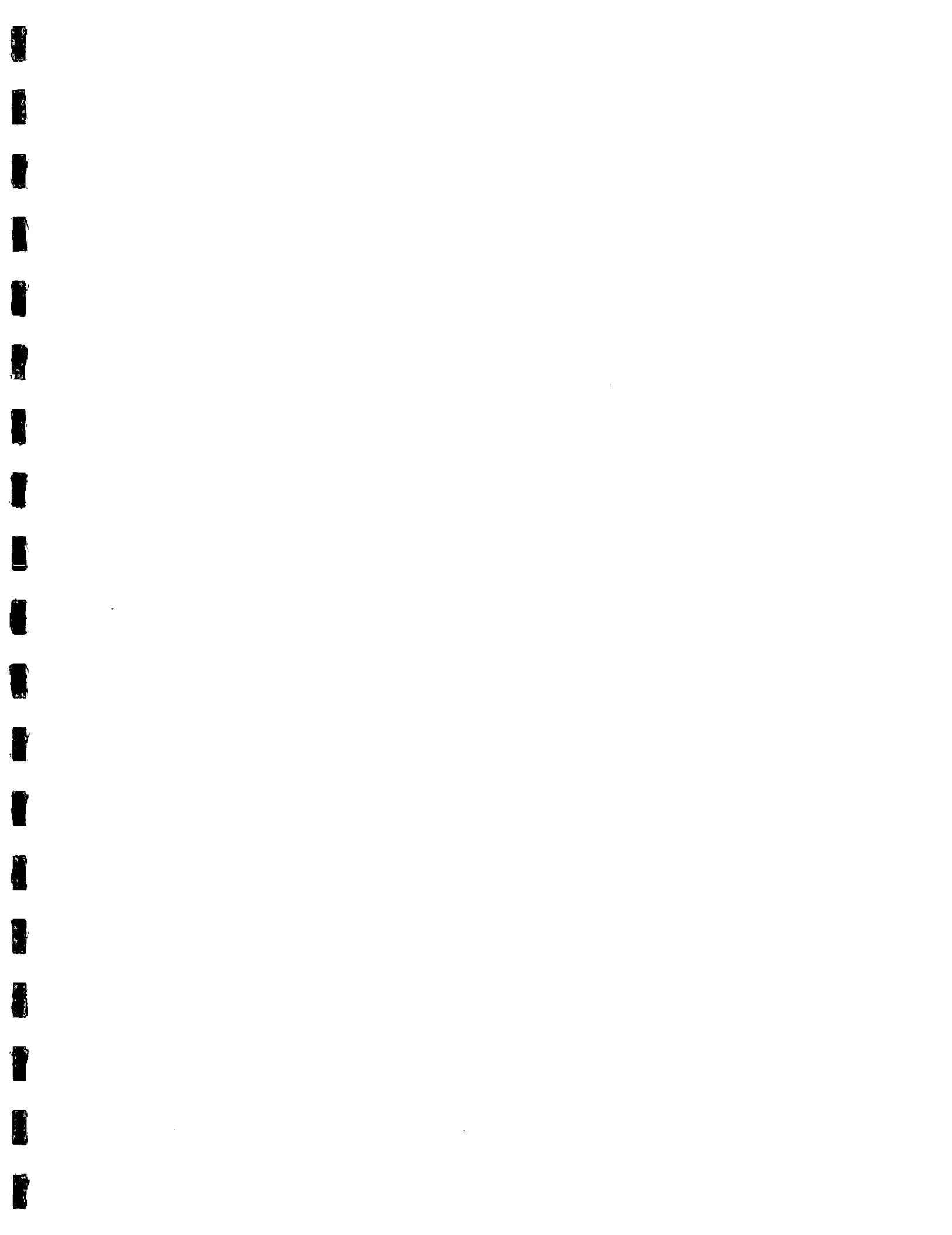


September 1989

## AGENDA

1. WELCOME BY THE CANADIAN HIGH COMMISSIONER
2. INTRODUCTORY COMMENTS BY THE CHAIRMAN
3. COMMONWEALTH SPORT TRUST
4. THE COMMONWEALTH GAMES FEDERATION
5. HOSTING ASSISTANCE
6. TRAVEL STABILIZATION FUND
7. SPORT DEVELOPMENT ASSISTANCE
8. OTHER PROPOSALS
9. FINANCING AND SERVICES

COMMONWEALTH SPORT TRUST



## COMMONWEALTH SPORT TRUST

Funding and support in services from Commonwealth Governments must be effectively managed and wisely allocated. Neither a purely political body nor a purely sport body is ideal to carry out this function, since Governments will wish to have some say in the manner in which their resources are allocated, and sport organizations will feel that it is imperative that expertise in sport issues and priorities is essential if the funds are to be used wisely.

Canada proposes that an organization or mechanism be created which will be responsible for the accumulation, dispersal and management of funds under the umbrella of the initiative. This body, which might be called the "Commonwealth Sport Trust", would be run by a Board of Directors and would establish direction and guidelines for expenditures, set budgets, give programme and project approval and manage corporate sponsorship and marketing, sport development and accounting programmes. The Trust would also be responsible for allocating funds to the Commonwealth Games Federation to strengthen its operations and management. The Trust would produce an annual report consisting of a detailed statement of its activities, expenditures and funds on hand and every two years would report in similar fashion to the Commonwealth Heads of Government Meeting (CHOGM). Reporting to CHOGM would help to ensure that Commonwealth sport activities are highlighted and that sport is recognized as an important and unifying force within the Commonwealth.

Membership would be made up of financial contributors to the initiative, the Commonwealth Games Federation and the Commonwealth Secretariat, plus designated regional representatives of Africa, Asia and the Caribbean. The size of the Board might range from 10 to 15 individuals, depending upon the formula of representation which is ultimately adopted. It would meet at least once a year, and the location of these annual meetings would rotate among interested countries.

Governments would provide the Commonwealth Sport Trust with "seed" money to undertake the responsibilities outlined above. An initial fund of between \$5 and \$10 million is envisaged. These monies should be managed and invested to

generate further capital and marketing revenues. A new marketing logo for the Commonwealth Sport Trust might be developed to generate revenue. A portion of all funds generated under the initiative would be allocated to the Trust.

Developed countries (to be identified or defined in some way) would not be eligible for funding from Trust monies. A tier system might be adopted to distinguish between Commonwealth members according to the level of need.



# COMMONWEALTH SPORT TRUST

## BACKGROUND NOTE

The relationship of the Commonwealth Sport Trust to both the Commonwealth Heads of Government Meetings (CHOGM) and to the Commonwealth Games Federation (CGF) is crucial to the operation of the proposed new structure. A key function of the Trust would be to support and strengthen the CGF and national Commonwealth Games Associations by, among other things, raising money for the Federation to carry out its mandate as governing body of the Games.

The mandate of the Trust is another important question. As now proposed, the principal role of the Trust is to direct funding to ensure good Games management and continued strengthening of Commonwealth sport relations. In the initial four-to-five-year period, it is envisaged that to fund some of the initiatives, the capital accumulated would not be touched, but rather used to generate revenues. At the same time, efforts would be undertaken to increase, through other than government sources, the capital base of the Trust.

For purposes of discussion, the following assumptions have been made in developing the proposal. Revenues earned by the Trust would be devoted to such programmes as Hosting Assistance, Travel Stabilization and Sport Development Assistance. The Trust would also be mandated to manage these programmes directly, at least for an initial period of four to five years. The Trust would not be a profit-making body. Indeed, if contributions to the Trust could be designated as "charitable" donations, this would be an added incentive to solicit contributions from the private sector.

The Trust would report to CHOGM, but it would not be primarily an agency of Governments. It is proposed that Governments would provide seed funding and, given their funding role, have a say in the management of their contributions. They would, however, not be the only contributors. As the role of governments diminish, it will be vital that the Trust take steps to

secure private sector funding. For example, companies operating in Commonwealth countries could play an important role in funding the Games and related sport activities in exchange for publicity derived from being official Games sponsors. Furthermore, it is proposed that Governments would not be the primary source of funding indefinitely. As the proportion of Government funding decreases, so would the authority of Governments in the affairs of the Trust.

It is proposed that Trust revenues be derived from four sources:

- Government contributions;
- investment revenues;
- licensing and rights; and
- donations and other contributions.

This inevitably involves the question of how the value of the rights to the Games might best be exploited. Should a new logo be designed for the purposes of the Trust? The maximization of the marketing opportunities associated with such rights might be an important element in financing future Games.

The Trust would need a governing Board to manage revenues, regulate disbursements, and otherwise exercise the mandate of the Trust. On this Board, there would be an equitable mix of Government and sporting institutions, of donor and recipient countries, and of all regions of the Commonwealth. An executive or secretariat body might be established by the Board to facilitate ongoing management of the Board's affairs.

## COMMONWEALTH SPORT TRUST

1. Who would create the Trust and establish its authority? To what organization(s) would it report?
2. What types of activities would the Trust undertake and be involved in?
3. How would the directing body of the Trust be constituted? What entities would be represented on it and how would they be chosen?
4. Should the Trust Board have an executive or secretariat responsible for ongoing management of the Trust's Affairs?
5. Which governments should contribute to the Trust? Should every Commonwealth member become a "stakeholder" by contributing to the Trust, even a modest amount?
6. What fundraising mechanisms would be placed in the hands of the Trust? How would private-sector funding be managed: through donations, through marketing, or both?
7. Should a financial institution play a role in the management of the Trust funds?

THE COMMONWEALTH GAMES FEDERATION

## THE COMMONWEALTH GAMES FEDERATION

The mandate of the Commonwealth Games Federation (CGF), which currently administers the Games, is to:

- promote at four-yearly intervals the Commonwealth Games which shall be open to amateur competitors representing the Commonwealth Games Associations of the countries affiliated to the Federation;
- establish rules and regulations for the conduct of the Commonwealth Games in conformity with the technical rules of the international federations governing the sports concerned;
- encourage amateur sport throughout the Commonwealth by efficient organization of the Commonwealth Games competitions.

The Commonwealth Games Federation relies upon Games' organizing committees for its revenues, but the Edinburgh Games, for instance, ran a substantial deficit. In fact, the CGF is run more on good-will than financial resources. The lack of funding and facilities available to the CGF makes the "efficient organization of the Commonwealth Games competitions" extremely difficult. It restricts innovation and progress within the organization. The Federation is operated on an extremely modest budget, with minimal flexibility to respond to changing circumstances or Federation emergencies.

Canada proposes that the Commonwealth Sport Trust allocate funds to the Commonwealth Games Federation to establish a Secretariat with a strengthened personnel complement, expanded facilities and upgraded equipment. The Secretariat will be responsible for continuing to administer the Games, as well as public relations and promotional activities. An "outreach" programme would be set up to establish and maintain communications linkages with member associations and encourage regional sport development.

Commonwealth Governments may also want to recommend that the CGF be relocated in a developing country, such as Jamaica, which has excellent air transportation connections, hosting facilities and experience, communication links and an advanced sport infrastructure.

# COMMONWEALTH GAMES FEDERATION

## BACKGROUND NOTE

In 1930 the first British Empire Games were held in Hamilton, Ontario. The success of this inaugural event led to the decision to continue the celebration of the Games each four years in the mid-year between Olympic Games. To govern the movement, the British Empire Games Federation was formed in 1932. Under a series of names the Federation has guided the Games ever since.

Much of the historic strength of the Commonwealth Games and the Games movement has resulted from the stability of the Commonwealth Games Federation's (CGF) leadership. However, over the past 20 years, the rapid commercialization and politicization of sport at all levels and the accompanying professionalization of sport administration have left the Federation inadequately armed to deal with future challenges. Where once the Games were among the very few international events on the calendar, now they are one of many. The Commonwealth Games must fight for recognition.

Organization of the Commonwealth Games is far more complex today than it was just 20 years ago. The Federation used to be able to exercise control over almost all aspects of the Games, and provide advice and counsel to the Organizing Committee. Now it confronts the complexities of negotiations for television and marketing agreements, the sophistication of sport and scoring equipment and the growing expectation by participants that comfortable amenities must be provided. All these newer factors combine to make the organization of the Games extremely difficult, given that the human resource capacity of the Federation has not changed significantly over the last 20 years.

With sufficient resources, the CGF might establish a communications infrastructure to ensure ongoing linkages among member associations even in the most remote regions, develop a public relations capacity to raise the profile of the Games, the CGF and the Trust, and provide additional support for the strengthening of local Games associations.

## COMMONWEALTH GAMES FEDERATION

1. What has hindered (and helped) the CGF to fulfill its mandate and role?
2. What can be done through the Trust to assist the CGF to fulfill this role?
3. What additional activities might the Commonwealth Games Federation undertake in the near future if resources were made available through this initiative?
4. What new resources would be needed initially to strengthen the headquarter's management and organization of the CGF?
5. Should the CGF headquarters be relocated on either a permanent or rotational basis?

HOSTING ASSISTANCE



## HOSTING ASSISTANCE

With one exception, the Commonwealth Games have always been held in either the United Kingdom, Canada, Australia or New Zealand. The principal reason has been the cost of hosting.

In fact, in matters of hosting, the playing field is not level. Industrialized countries have built-in advantages, with highly developed sport programmes, major games facilities and government financing frequently in place even before a bid is launched internationally.

The problem facing many developing Commonwealth countries is how to break into the major games hosting circle. The establishment of sport development programmes brings with it facilities construction and then the hosting of local competitions. Hosting in turn fuels the growth of sport programmes and bigger and better competitions. Each sport activity supports and enriches the others. Developing Commonwealth countries are often at a disadvantage, with stunted sport infrastructures, few facilities, and infrequent opportunities to compete internationally and hold major games and sport events at home.

The circle must be broken if the Commonwealth Games are to embody the spirit and membership of the new Commonwealth.

Hosting can be an important aid to development. It can produce needed facilities and expertise in hosting-related disciplines as well as create a significant multiplier effect or legacy. Hosting can be used as the stimulus to get out of an undeveloped state (for example Rome, 1960; Tokyo, 1964; Mexico, 1968; and Seoul, 1988) and can be a focus for expenditures which may be made in any event, but could be accelerated to meet an "artificial" Games deadline. While the host country has to make some financial commitment, hosting can be used to create employment and attract foreign currency and increase trade and tourism.

Joe Clark argued forcefully in Canberra that it is imperative that something be done to encourage the developing nations to feel a stronger identification with the Games, and to "counter the notion that the Commonwealth Games are mainly for

the rich countries." For a start, he said, the 1998 Games should be held in a developing country. Hosting assistance will help make that possible.

Contributions in services can be as important as direct financing in making it possible for developing countries to host the Commonwealth Games. Countries which have hosted major Games successfully, might be willing to share their expertise with countries about to host. A hosting training programme could be established which involves allowing games organizers to gain hosting experience by participating in the organization of other Games. Other contributions might include assistance in host broadcasting and communications, protocol, accreditation, transportation, venue management and construction, the provision of computer software for data resources, accounting and project management and the provision of expertise in marketing and promotion.

There are many questions concerning hosting assistance which require further discussion. Is hosting assistance the critical factor in bringing the Games to developing countries? What kinds of assistance are most needed? What form should this assistance take? Should the amount of assistance be fixed at a certain level or should it be evaluated on a case-by-case basis? Advice and guidance on these and other aspects of the proposal are necessary before the final report is prepared.

As a basis for discussion, Canada proposes that the Commonwealth:

- (i) Make hosting assistance in the form of services and direct funding available to developing countries which are awarded the Commonwealth Games;
- (ii) Specifically commit itself to taking all reasonable steps to encourage the Commonwealth Games Federation to allocate the 1998 Games to a developing country;
- (iii) Recommend that the Commonwealth Games Federation consider means of encouraging developing countries to apply for the Commonwealth Games more often. This might be extended to include

advice from Commonwealth members on how to organize a bid and budget for the Games;

(iv) Establish a hosting training programme to allow games organizers to gain hosting experience by participating in the organization of other Games. We will specifically encourage the Victoria Games Council to undertake this activity in connection with the organization of the 1994 Commonwealth Games.

## HOSTING ASSISTANCE

### BACKGROUND NOTE

It is difficult to envisage a perfect formula through which every member of the Commonwealth can have a realistic chance of hosting the Commonwealth Games. The effort of hosting a whole Commonwealth Games--with or without assistance from the Commonwealth--might simply be too onerous a burden for some countries in the foreseeable future.

However, there must be ways of ensuring that there is more extensive hosting among member nations. What is needed are programmes that can be put in place at a Commonwealth level to assist countries which might otherwise not contemplate bidding to host the Games. For instance, the Commonwealth--bilaterally, via Trust funding, or through sponsors recruited by the Trust--might find it possible to subsidize most of the operating costs of a Games--i.e., administrative support systems, hardware and software, communications, ground transport, scoring/timing systems, uniforms, equipment for facilities, and sports equipment.

Training programmes for Games senior- and middle-level staff could be set up, both as apprenticeships at previous Games and with on-site consultants from previous Games. Marketing and promotion expertise could be provided through the Trust to the Organizing Committee in order to maximize Games revenues.

Broadcasting the Games is a major expense, yet broadcast rights might at some point in the future be a source of revenue. The Commonwealth, through the broadcasting systems of its developed members, might be able to extend assistance in fulfilling the host-broadcaster function. Indeed, the combined experience and facilities of Commonwealth networks could lead to the establishment of a Commonwealth Host Broadcast Committee to provide uniform host-broadcaster service to each Games in turn.

## HOSTING ASSISTANCE

1. Do developing countries want Hosting Assistance and, if so, in what form?
2. How comprehensive should Hosting Assistance be and what type of assistance should be offered?
3. What proportion of Trust disbursements should go to Hosting Assistance? Should these disbursements be passed on to the Organizing Committee for the Games on an annual basis, as they are accumulated by the Trust, or in the period immediately preceding the Games?
4. How should hosting-training programmes be organized, and by whom?

TRAVEL STABILIZATION FUND

## TRAVEL STABILIZATION FUND

The organizers of the Auckland Games have already been advised by one Commonwealth Games Association that it may not be able to send its seven-person team to the Games because a recent currency devaluation has made the cost prohibitive. In the past, there have been reports of countries voting in favour of one city over another simply because of cheaper airline fares. While all nations which felt compelled to boycott the Edinburgh Games were obviously driven by social concern, some have acknowledged privately that travel costs would have made sending a team problematic anyway. Transportation costs can be a difficulty even for industrialized countries; for developing countries they can be overwhelming, and difficult to justify given other social priorities.

Team travel expenses are currently reimbursed by the Organizing Committee of a Commonwealth Games according to the following sliding scale:

For teams numbering:	1 - 10	25%
	11 - 20	20%
	21 - 50	15%
	51 - 70	10%
	71 - 100	7%
	101+	5%

The subsidies are obviously weighted in favour of smaller countries, but size does not always reflect capacity to pay. Moreover, the upper limit of 25% is not likely to be of much use to a country suffering severe economic difficulties. At the other end of the scale, wealthier countries do not really need a travel subsidy. These funds should be reallocated to those in greatest need.

Canada recommends that a travel stabilization fund be established to provide additional travel subsidies to developing Commonwealth countries. The size of the subsidy would vary according to need. Developed Commonwealth partners should be considered ineligible for any subsidy. In some cases, the wealthier countries might be able to assist with services such as charter flights from accessible central locations in various regions.

## TRAVEL STABILIZATION FUND

1. Is the concept of a centralized travel stabilization fund feasible?
2. Who should administer the fund?
3. What elements should be included in such a scheme?
4. Should the fund take a direct hand in negotiating airline charters and discounts for each Games?
5. What eligibility criteria should be established for grants under the programme? What role will distance play in establishing eligibility for funding? (see chart on previous page)
6. Should travel assistance be linked directly to the hosting assistance package?



SPORT DEVELOPMENT ASSISTANCE

## SPORT DEVELOPMENT ASSISTANCE

Sport development assistance is the most basic and most important building block in helping developing Commonwealth countries to strengthen their sport infrastructures and their hosting capacity. It can take a variety of forms, including:

- the provision of sport equipment, coaching and technical aides and manuals;
- provision of communications, administration and office equipment;
- coaching clinics in the developing country;
- short to medium term coaching and training programmes abroad;
- long-term coaching certification programmes;
- provision of expertise in sport-related areas, such as promotion and marketing, communications, management and administration; and
- facilities construction and maintenance.

The cost of sport development projects and programmes can vary from the relatively small amount of money involved in the provision of equipment such as soccer balls, to the much greater expense involved in constructing the soccer stadium. In general, sport development assistance is extremely cost effective, with small investments producing widespread results.

Sport development assistance should operate outside of the North/South axis. Often developing countries have much to offer one another in a variety of sports and in sport-related fields. Countries which are highly developed in a particular sport or area might be willing to share their expertise with those less-advanced, particularly if they are in the same geographic region.

As a beginning, it would be helpful to establish which Commonwealth countries are willing to provide such assistance and in which areas. At the same time, it is necessary for developing countries to identify and prioritize their greatest needs.

## SPORT DEVELOPMENT ASSISTANCE

### BACKGROUND NOTE

A Commonwealth sport development assistance programme might have three guiding principles: the assistance should, where possible, be rendered within the country or region receiving it; the programme should lay a foundation for further autonomous development (e.g. a coaching training programme must be such as to allow the recipients both to build on it, and to pass on its benefits to another generation of coaches); and the assistance should be designed to meet the needs and level of sport development of the recipient.

A certain percentage of the Commonwealth Sport Trust's annual revenues would be devoted to sport development assistance as a part of the Trust's mandate. Specific types of sport development assistance might be left to bilateral administration by Governments or private institutions. The sport development assistance programme might be carried out by the Trust. Individual Governments might wish to operate bilateral sport development assistance projects under the umbrella of the Trust with responsibility shared between Trust and Government.

The provision of sport-related equipment could be on a responsive basis and tailored to the specific needs of the recipient country or region. For example, an equipment donation programme undertaken by the Victoria Games Council for the 1994 Commonwealth Games was based on a survey of equipment requirements within the selected regions.

Sport development assistance can take many forms, including the organization of seminars and clinics in different aspects of sport methodology. One area worthy of consideration is whether a programme of direct athlete assistance, such as now exists in various countries, including Canada, should be created on a Commonwealth-wide basis. Promising Commonwealth athletes from the developing countries could receive grants-in-aid, or a similar form of assistance that would allow them to train to Commonwealth standards while furthering their education.

## SPORT DEVELOPMENT ASSISTANCE

1. What is needed in terms of sport development assistance? What are the sport priorities of the developing countries?
2. What form should/can sport development assistance take?
3. Are other programmes being undertaken by Commonwealth members, other countries or agencies which would compliment this initiative?
4. Should the sport development assistance programme concentrate on one type of assistance in preference to any others; e.g., coaching assistance over equipment provisions? If not, should priorities be assigned as a proportion of the total programme funding, with specific allocations for coaching assistance, clinics and seminars, and equipment?
5. Should capital expenditures be included in the sport development assistance programme?
6. Do educational and training assistance programmes exist already within developed countries which could support some of these activities?
7. Should consideration be given to establishing a Commonwealth-wide athlete assistance programme?

OTHER PROPOSALS

## OTHER PROPOSALS

### Scholarships and Academic Exchanges

Scholarships and academic exchanges primarily in physical education and sport are the long-term tools to foster improvements in the sport infrastructure of developing countries of the Commonwealth. Often physical education and sport are overlooked or neglected in existing scholarship and academic exchange programmes. They need a special emphasis and a place of their own in the Commonwealth Sport Proposals.

Scholarships would be established to allow promising candidates to study subjects such as sport administration, kinesiology, sport psychology, sport history and exercise rehabilitation at Universities and Institutes of higher learning throughout the Commonwealth. The scope of the scholarships should be extended into the related and important fields of management, administration, communications, business, and accounting.

Similarly, academic exchanges in the same sport fields and disciplines should receive regular financial support. In this way, advances in the sport sciences will be shared and academic knowledge enhanced. The Commonwealth as a whole will be the beneficiary.

### Regional Commonwealth Competitions

The Commonwealth Games last for ten days every four years. Apart from this brief period, no opportunity now exists whereby the skills that are honed and the bonds of friendship that are forged can be fostered through competition. Athletes, coaches and other team members disperse -- often never to meet again.

Canada proposes that funds be allocated to establish and assist interim regional competitions. These competitions might be focused in one competitive area - such as athletics - or in broader areas which might include sports of regional origin that might some day be contested at the Games.

### Annual Fund-raising Challenges

As Government budgets have tightened around the world, sport organizations have turned increasingly to private and public fund raising to finance their programmes and operations. This approach has worked well in parts of Europe and North America. In other regions of the world it is almost unknown. The time has come when efforts should be made to tap this potential source of financial support.

Canada proposes that once the Commonwealth Sport Trust has been well established, each Government launch an annual Commonwealth sport fund-raising event. A "Commonwealth Sport Day" might prove successful in helping to raise funds for local Commonwealth Games associations. The event could be mounted in cooperation with the Commonwealth Games Association and might be linked to a local sport event. Celebrities from sport, government, business and other prominent persons could take part, and the event might well raise the profile of Commonwealth sport and the Commonwealth in general.

## REGIONAL COMMONWEALTH COMPETITIONS

### BACKGROUND NOTE

It may be desirable to organize regional events for Commonwealth members. Such events might fall in the year immediately following or preceding the Olympic year. The events need not be multi-sport, nor need they be confined to Commonwealth Games sports. They could be organized in each region in sports that the region agrees need strengthening through competition. Such regional events could also strengthen the pool of trained event administrators in each region in preparation for a Commonwealth Games. Indeed, they could be organized as part of the preparation for a Games in the area and funded at least in part through the Commonwealth Sport Trust.



## REGIONAL COMMONWEALTH COMPETITIONS

1. Should Commonwealth regional sport events be built on existing regional games?
2. Should funding be allocated on a regional basis for this purpose?

FINANCING AND SERVICES

## FINANCING AND SERVICES

There are pronounced economic disparities within the Commonwealth. Commonwealth sport is divided into "have" and "have not" countries with regard to hosting, facilities, equipment, training, coaching and administration. There is much to be done with the funds and services that will be made available through this initiative. Set out below are estimates of the potential expenditures which will be incurred in implementing each component of the proposal.

### The Commonwealth Sport Trust

The costs associated with the Trust will stem primarily from its responsibilities for financing, corporate marketing, programme management and promotion of the Commonwealth Games. Staffing and facilities will also require financial support. The Trust will also be responsible for allocating funds to the Commonwealth Games Federation on an annual basis.

Approximate cost: \$500,000-\$1 million per annum

### The Commonwealth Games Federation

The Commonwealth Games Federation would be provided with funds by the Commonwealth Sport Trust sufficient to strengthen its personnel complement with the addition of full time professional employees. This buttressing of the Federation's headquarters staff will permit it to undertake activities including the development of an "outreach" programme, public relations, and communications. Additional funding will also allow the Federation to upgrade its facilities and equipment.

Approximate cost: \$200, 000 per annum

## Hosting Assistance

Hosting assistance is the most expensive aspect of the proposal to strengthen the Commonwealth Games. It may also be the highest priority in terms of making the Games "everybody's Games".

The cost of hosting major games varies roughly according to the capital expenditures. Cities with sport facilities and a good transportation and accommodation infrastructure will require much less assistance to hold major games than a city with few of these basics in place.

Contributing countries may prefer to offer assistance in the form of services. The complexity of hosting major Games means that there are opportunities in a variety of fields: venue management and construction, protocol, accreditation, administration, personnel management, transportation; and expertise in hosting, marketing, broadcasting, communications, promotion and marketing.

More of the cost of hosting could be offset by corporate sponsorship, promotion and broadcasting rights. For this to become feasible, however, the Games must establish a track record of stability and success.

When developed Commonwealth countries host the Games, the monies which have been put aside for hosting assistance should either be passed on to the next developing country to host or should be spent on other aspects of Commonwealth sport.

Approximate cost: \$16 million for the 1998 Games

### Travel Stabilization Fund

A travel fund of \$1 million, built up over the four-year period preceding the Games, will provide the additional financial support necessary to ensure that all Commonwealth Games Associations are in a position to send their full team to the Games. Donor countries might wish to provide support in the form of airline charters or reduced fares on national airlines.

Approximate cost: \$1 million over games quadrennial

### Sport Development Assistance

Individual sport development projects are relatively inexpensive. A great many projects can be carried out for the proposed amount of \$2.5 million per annum. To begin with, it is necessary to establish the kinds of assistance donor countries are willing to contribute. It is also essential that developing countries identify and prioritize their greatest needs. In this area, it is desirable to have activities which will produce the greatest multiplier effect in the recipient country.

Costs will often be tied to transportation costs and can range from the provision of equipment at \$1,000, to a coaching clinic at approximately \$2,500, and a three-year coaching certification programme at \$45,000. At the highest end of the scale, the cost of construction of a facility could fall anywhere between \$5 million and \$50 million.

Corporate sponsors will be encouraged to play a much greater role in the funding of these projects.

Approximate cost: \$2.5 million per annum

## Other Proposals

The costs associated with scholarships and academic exchanges will vary with the location of the university or college and the period of the exchange. For example, to bring a student into Canada for a three-year university scholarship programme costs approximately \$45,000, while a one-year academic exchange involving the same university is \$18,000.

Regional Commonwealth competitions will vary in cost according to their size, location and the existence of facilities. A regional competition might be scheduled to take place each year between the Commonwealth Games; ie Africa, 1991; the Americas, 1992; and Asia/Pacific, 1993. The event would be tailored to the amount of financial assistance available (\$ 0.6 million), the preferred sports and the location. It might be desirable on occasion to merge the regional Commonwealth competition with an existing sport event.

Commonwealth Sport Challenges should be initiated once the Commonwealth Games Federation is on a firm basis, should be self-supporting and, indeed, should make a profit. Initially, however, "seed" money of approximately \$100,000 per year may be required to promote the events and get them established.

Approximate cost: \$1 million per annum

## Conclusions

- The Commonwealth Games are worth supporting and preserving.
- The initial impetus has to come from Government.
- Steps should be taken to enable developing Commonwealth countries to participate more fully in Commonwealth sport activities and in hosting the Commonwealth Games.
- With proper organization and level of financial support, the Commonwealth Games can go a long way to becoming self-sufficient, at least in the operation of the Games.
- The Commonwealth itself has to send the right signal.
- These proposed suggestions are merely ideas for discussion to be made concrete at the forthcoming meeting in London and at the subsequent CHOGM in October.
- We urge that internal discussion take place within each country and that ideas be developed in preparation for these meetings.

APPENDICES



## THE CONSTITUTION OF THE COMMONWEALTH GAMES

The first general principle in the constitution states that the direction of the Commonwealth Games is vested in the Commonwealth Games Federation. Other articles include the following principles:

The Games shall be held every fourth year;

They shall be open to amateur competitors of the Commonwealth Games Associations of the founding entities which still remain in the Commonwealth, and of all Commonwealth countries, colonies, and dependent or associated territories of a Commonwealth country affiliated to the Federation;

The Games shall include in the programme 10 sports, of which two -- athletics and swimming -- are compulsory, and eight are selected from the list of optional sports (see page 10). No sports conducted solely on a team basis can be added to the list of optional sports;

No discrimination against any country or person shall be permitted on grounds of race, colour, religion or politics;

The Games are contests between individuals and between competitors in team events, and not contests between countries;

The official language of the Commonwealth Games is English;

A code of conduct is contained within the constitution which requires adherence to the Gleneagles Declaration; and

Changes to the constitution can only be made by the Federation's General Assembly.

NATIONAL ASSOCIATIONS AFFILIATED TO  
THE COMMONWEALTH GAMES FEDERATION

ANTIGUA Olympic and Commonwealth Games Association  
AUSTRALIAN Commonwealth Games Association  
BAHAMAS Olympic Association  
BANGLADESH Olympic Association  
BARBADOS Olympic Association  
BELIZE Olympic Association  
BERMUDA Olympic Association  
BOTSWANA Olympic Association  
BRITISH VIRGIN ISLAND Olympic Association  
BRUNEI National Olympic Council  
The Commonwealth Games Association of CANADA Inc.  
CAYMAN ISLANDS Olympic Committee  
COOK ISLANDS Amateur Sports Association  
CYPRUS Commonwealth Games Association  
DOMINICA Amateur Athletic Association  
The Commonwealth Games Council for ENGLAND  
FALKLANDS ISLANDS FIDE Rifle Association  
\*FIJI Commonwealth Games Association  
THE GAMBIA National Olympic Committee and Commonwealth Games  
Association  
GHANA Olympic and Overseas Games Committee  
Commonwealth Games Association of GIBRALTAR  
GRENADA Olympic Association  
GUERNSEY Commonwealth Games Association  
GUYANA Olympic Committee  
Amateur Sports Federation and Olympic Committee of HONG KONG  
INDIAN Olympic Association  
Commonwealth Games Association of the ISLE OF MAN  
JAMAICA Olympic Association  
The Commonwealth Games Association of JERSEY  
KENYA Olympic Association  
LESOTHO Olympic Committee  
Olympic and Commonwealth Games Association of MALAWI  
Olympic council of MALAYSIA  
MALDIVES Olympic Committee  
MALTA Olympic Committee  
MAURITIUS National Olympic Committee  
MONTSERRAT Amateur Athletic Association  
The NEW ZEALAND Olympic and Commonwealth Games Association Inc.  
NIGERIA Olympic Association  
NORFOLK ISLAND Amateur Sports Council  
Commonwealth Games Council for NORTHERN IRELAND  
PAPUA NEW GUINEA Olympic Committee and Commonwealth Games  
Association  
The Commonwealth Games Council for SCOTLAND

SEYCHELLES Olympic Committee  
SIERRA LEONE Olympic and Overseas Games Committee  
SINGAPORE National Olympic Committee  
SOLOMON ISLANDS National Olympic Committee  
SRI LANKA Olympic Committee and Commonwealth Games Association  
Commonwealth Games Association of ST. HELENA  
ST. KITTS Commonwealth Games Association  
ST. LUCIA Olympic Committee  
ST. VINCENT AND THE GRENADINES Olympic Association  
SWAZILAND Olympic and Commonwealth Games Association  
TANZANIA Olympic Committee  
TONGA Amateur Sports Association  
TRINIDAD & TOBAGO Olympic Association  
TURKS & CAICOS Amateur Athletic Association  
TUVALO Amateur Sports Association  
UGANDA Olympic Committee  
VANUATU Olympic Committee  
Commonwealth Games Council for WALES  
WESTERN SAMOA Amateur Sports Federation  
ZAMBIA Olympic, Commonwealth and Africa Games Association  
Commonwealth Games Association of ZIMBABWE

\*Affiliation in suspension

Details of the Commonwealth Games

			<u>Countries</u>	<u>Competitors</u>	<u>Officials</u>	<u>Total</u>
I	British Empire Games	1930 Hamilton, Canada	11	400	50	450
II	British Empire Games	1934 London, England	16	500	50	550
III	British Empire Games	1938 Sydney, Australia	15	464	43	507
IV	British Empire Games	1950 Auckland, New Zealand	12	590	73	633
V	British Empire and Commonwealth Games	1954 Vancouver, Canada	24	662	127	789
VI	British Empire and Commonwealth Games	1958 Cardiff, Wales	35	1130	228	1358
VII	British Empire and Commonwealth Games	1962 Perth, Australia	35	863	178	1041
VIII	British Empire and Commonwealth Games	1966 Kingston, Jamaica	34	1050	266	1316
IX	British Commonwealth Games	1970 Edinburgh, Scotland	42	1383	361	1744
X	British Commonwealth Games	1974 Christchurch, New Zealand	38	1276	372	1648
XI	Commonwealth Games	1978 Edmonton, Canada	46	1475	504	1979
XII	Commonwealth Games	1982 Brisbane, Australia	46	1583	571	2154
XIII	Commonwealth Games	1986 Edinburgh, Scotland	26	1662	461	2123
XIV	Commonwealth Games	1990 Auckland, New Zealand				

Participation of Countries in the Games

Country	Hamilton 1930	London 1934	Sydney 1938	Auckland 1950	Vancouver 1954	Cardiff 1958	Perth 1962	Kingston 1966	Edinburgh 1970	Christchurch 1974	Edmonton 1978	Brisbane 1982	Edinburgh 1986
Antigua	-	-	-	-	-	-	-	+	+	-	+	-	-
Australia	+	+	+	+	+	+	+	+	+	+	+	+	+
Bahamas	-	-	-	-	-	+	+	+	+	-	+	+	-
Bangladesh	-	-	-	-	-	-	+	+	-	-	+	-	-
Barbados	-	-	-	-	+	+	+	+	+	+	+	+	-
Belize	-	-	-	-	-	-	+	+	-	-	+	-	-
Bermuda	+	+	+	+	-	+	-	-	+	+	+	+	-
Botswana	-	-	-	-	-	-	-	-	-	+	-	+	+
Canada	+	+	+	+	+	+	+	+	+	+	+	+	+
Cayman Islands	-	-	-	-	-	-	-	-	-	+	+	-	+
Cook Islands	-	-	-	-	-	-	-	-	-	+	+	+	-
Cyprus	-	-	-	-	-	-	-	-	-	-	+	+	-
Dominica	-	-	-	-	-	+	+	-	+	-	-	-	-
England	+	+	+	+	+	+	+	+	+	+	+	+	+
Falkland Islands	-	-	-	-	-	-	-	-	-	-	-	+	+
Fiji	-	-	+	+	+	+	+	+	+	+	+	+	+
The Gambia	-	-	-	-	-	-	-	-	+	-	+	+	-
Ghana	-	-	-	-	+	+	+	+	+	+	+	+	-
Gibraltar	-	-	-	-	-	+	+	-	+	+	+	+	+
Grenada	-	-	-	-	-	-	-	-	+	+	+	+	-

Country	Hamilton 1930	London 1934	Sydney 1938	Auckland 1950	Vancouver 1954	Cardiff 1958	Perth 1962	Kingston 1966	Edinburgh 1970	Christchurch 1974	Edmonton 1978	Brisbane 1982	Edinburgh 1986
Guernsey	-	-	-	-	-	-	-	-	+	+	+	+	+
Guyana	+	+	+	-	+	+	+	+	+	+	+	+	-
India	-	+	+	-	+	+	-	+	+	+	+	+	-
Isle of Man	-	-	-	-	-	+	+	+	+	+	+	+	+
Jamaica	-	+	-	-	+	+	+	+	+	+	+	+	-
Jersey	-	-	-	-	-	-	+	+	+	+	+	+	+
Kenya	-	-	-	-	+	+	+	+	+	+	+	+	-
Lesotho	-	-	-	-	-	-	-	-	-	+	+	-	+
Malaya	-	-	-	+	-	+	+	X	X	X	X	X	X
Malaysia	-	-	-	-	-	-	-	+	+	+	+	+	-
Malawi	-	-	-	-	-	-	-	-	+	+	+	+	+
Maldives	-	-	-	-	-	-	-	-	-	-	-	-	+
Malta	-	-	-	-	-	+	+	-	+	-	-	+	+
Mauritius	-	-	-	-	-	+	+	+	+	+	+	+	-
Montserrat	-	-	-	-	-	-	-	-	-	-	-	-	-
Newfoundland	+	+	-	X	X	X	X	X	X	X	X	X	X
New Zealand	+	+	+	+	+	+	+	+	+	+	+	+	+
Nigeria	-	-	-	+	+	+	-	+	+	+	-	+	-

Country	Hamilton 1930	London 1934	Sydney 1938	Auckland 1950	Vancouver 1954	Cardiff 1958	Perth 1962	Kingston 1966	Edinburgh 1970	Christchurch 1974	Edmonton 1978	Brisbane 1982	Edinburgh 1986
Norfolk Islands	-	-	-	-	-	-	-	-	-	-	-	-	+
North Ireland	+	+	+	-	+	+	+	+	+	+	+	+	+
Pakistan	-	-	-	-	+	+	+	+	+	x	x	x	x
Papua New Guinea	-	-	-	-	-	-	+	+	+	+	+	+	-
St. Helena	-	-	-	-	-	-	-	-	-	-	-	+	-
St. Kitts	-	-	-	-	-	-	-	-	-	-	+	-	-
St. Lucia	-	-	-	-	-	-	+	-	+	-	+	-	-
St. Vincent	-	-	-	-	-	+	-	+	+	+	+	-	-
Sabah (N. Borneo)	-	-	-	-	-	+	+	x	x	x	x	x	x
Sarawak	-	-	-	-	-	+	+	x	x	x	x	x	x
Scotland	+	+	+	+	+	+	+	+	+	+	+	+	+
Seychelles	-	-	-	-	-	-	-	-	-	-	-	-	-
Sierra Leone	-	-	-	-	-	+	-	+	+	-	+	-	-
Singapore	-	-	-	+	-	+	+	+	+	+	+	+	+
Solomon Islands	-	-	-	-	-	-	-	-	-	-	-	+	-
South Africa	+	+	+	+	+	+	x	x	x	x	x	x	x
South Arabia (Aden)	-	-	-	-	-	-	+	+	x	x	x	x	x
Sri Lanka	-	-	+	+	-	+	+	+	+	-	+	+	-
Swaziland	-	-	-	-	-	-	-	-	+	+	+	+	+

Country	Hamilton 1930	London 1934	Sydney 1938	Auckland 1950	Vancouver 1954	Cardiff 1958	Perth 1962	Kingston 1966	Edinburgh 1970	Christchurch 1974	Edmonton 1978	Brisbane 1982	Edinburgh 1986
Tanzania	-	-	-	-	-	-	+	+	+	+	+	+	-
Tonga	-	-	-	-	-	-	-	-	-	+	-	+	-
Trinidad & Tobago	-	+	+	-	+	+	+	+	+	+	+	+	-
Turks & Caicos Islands	-	-	-	-	-	-	-	-	-	-	+	-	-
Uganda	-	-	-	-	+	+	+	+	+	+	-	+	-
Vanuatu	-	-	-	-	-	-	-	-	-	-	-	+	+
Virgin Islands	-	-	-	-	-	-	-	-	-	-	-	-	-
Wales	+	+	+	+	+	+	+	+	+	+	+	+	+
Western Samoa	-	-	-	-	-	-	-	-	-	+	+	+	+
Zambia	-	-	-	-	+	-	-	-	+	+	+	+	-
Zimbabwe (Rhodesia)	-	+	+	+	+	+	+	-	x	x	x	+	-
TOTALS	11	16	15	12	24	35	35	34	42	38	46	46	26

x Country no longer exists separately, or is outside the Commonwealth



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