

# **World Dodgeball Association**

## **Broadening access to sport across Qatar and Middle East region**

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## **Abstract**

The World Dodgeball Association case study provides evidence-based insight into how Dodgeball is able to broaden access to sport across Qatar and the MENA region. The paper combines academic theory with practical examples of changing the way in which sport is delivered and how this is applied to a multitude of environments, cultures and age groups. Creating long lasting legacy following a major sport event requires boundaries to be pushed and therefore the World Dodgeball Association Case Study defines what is required prior to, during and following the FIFA World Cup Qatar 2022.

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## 1.0 Introduction

The World Dodgeball Association has undertaken a strategic delivery journey that has broadened accessibility to sport across the world. Therefore the case study will provide a detailed insight into how the broadening of accessibility to sport was achievable and how this could be applied to Qatar and the MENA region.

The primary purpose for broadening access to sport is to continuously inspire new generations of people to participate. Testing new boundaries is crucial to the wider role sport undertakes within society.

**The vision is to reverse the common Olympic Legacy by delivering the FIFA World Cup Qatar 2022 with a multi-sport legacy which produces growth, sustainability and excellence across Qatar and the MENA region.**

The aim is to demonstrate how sport brings together people from different cultures, taking sport to new environments and changing perceptions of how sport is viewed across Qatar and the MENA Region.

The learning outcomes are as follows:

- Provide academic, sports industry and associated professionals with evidence-based insight into how Dodgeball has broadened access to participation across the world

- Provide evidence-based context as to how the model can be applied to Qatar and the MENA region
- Provide current sports industry examples of how an international sports organisation is strategically managed from an operational perspective
- Provide an understanding of the end-to-end business of a “not for profit” international sports federation.

## 2.0 Governance framework

The World Dodgeball Association is undertaking a governance restructure - from a centralised to a broader framework that provides even greater democratic decision-making powers to stakeholders across the world, which in turn broadens accessibility to Dodgeball. In *Beyond Governance: The need to improve the regulation of international sport*, Jean-Loup Chappelet makes the argument for “the need for a new approach to sports governance that combines aspects of both corporate and democratic governance.”

“It also shows that combating problems such as doping, match-fixing, hooliganism and sport corruption requires a wider international legal framework, developed through cooperation between government authorities and the sports sector. Only international regulation will ensure sport gains the improved governance it needs in order to preserve its integrity and value in the eyes of the public.”<sup>1</sup>

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<sup>1</sup> Jean-Loup Chappelet, *Beyond governance: the need to improve the regulation of international sport*, sport in Society, (2018) 724.

Establishing a wider legal framework incorporating cooperation with government authorities exists within the World Dodgeball Association’s current governance structure. However, there is a requirement to expand as the organisation progresses towards the new structure.

Figure 1, below, illustrates the current governance framework and Figure 2 illustrates the governance framework that the World Dodgeball Association is working towards completing by the first quarter of 2021. The current governance framework will support the initial implementation building of the Dodgeball infrastructure across the Qatar and the MENA region, as the existing framework can be applied to the establishment of a new Qatar Dodgeball Federation.

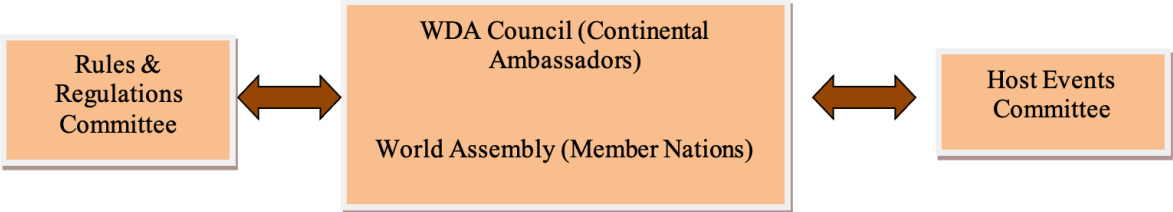


Figure 1: WDA’s current governance structure  
*Source: Author*

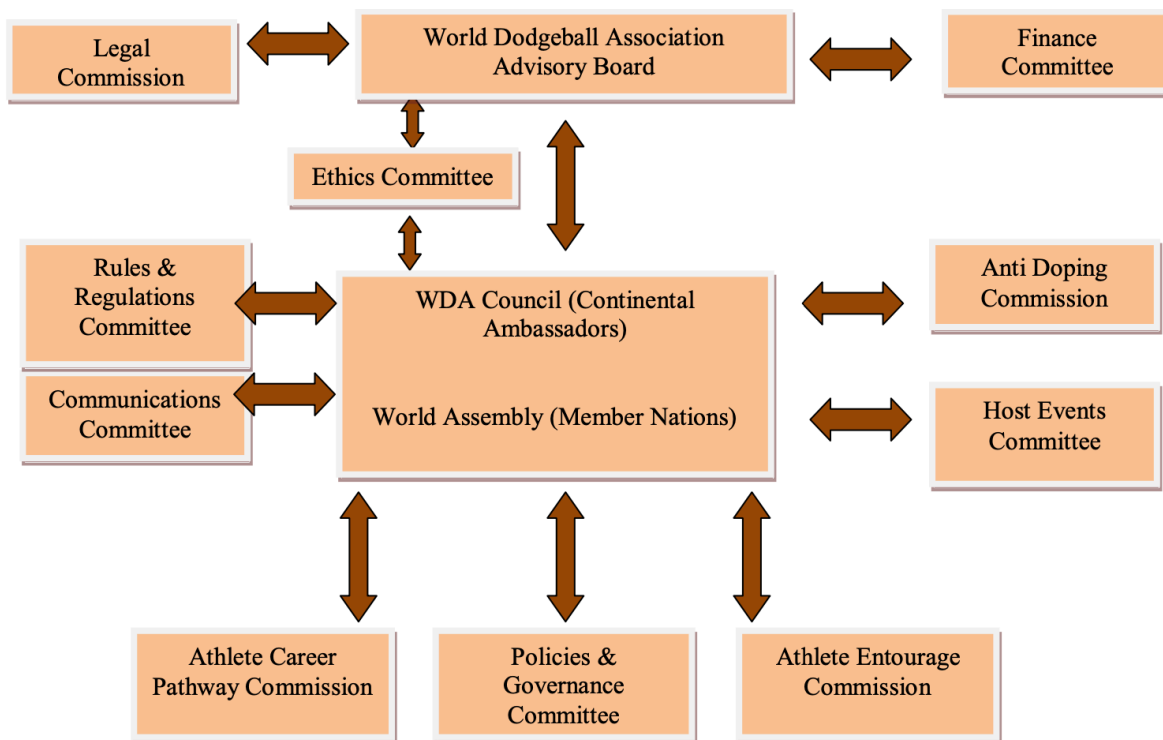


Figure 2: WDA's future governance structure  
 Source: Author

The hierarchical structure outlines the planned communication channels and representation from all official continental governing bodies across each board and committee will be evident.

**2.1 New governance framework overview**

Each level of the organisation has a different organisational function and purpose linking together the core business of the World Dodgeball Association. In *Beyond Governance: The need to improve the regulation of international sport*, Jean-Loup Chappelet makes the argument that “There is now a general consensus that sports governance should combine elements of corporate governance, as applied in the business world (Mallin 2011), and democratic governance, as advocated for the public sector, most notably by the World Bank (Bevir 2010). In fact, sport organizations blend certain characteristics of commercial organizations (especially when they sell broadcasting or marketing rights for their events) with those of public organizations (when they draw up rules for their sports and their events).”<sup>2</sup>

This argument supports the World Dodgeball Association’s change in Governance Structure to incorporate a blend of corporate and democratic governance which will improve the operational system of the organisation.

The table below provides the details of each functional committee/commission.

<b>Name of Committee/Commission</b>	<b>Description of Committee/Commission</b>
General Assembly	This group represents the coming together of National Federation Leaders, Continental Federation Leaders and World Dodgeball Association leaders to shape the future of the sport,

<sup>2</sup> Jean-Loup Chappelet, *Beyond governance: the need to improve the regulation of international sport*, sport in Society, (2018) 725



	<p>beginning with local community grassroots Dodgeball. General Assemblies will typically gather once per annum and only on more than one occasion should any extraordinary circumstances arise. The priorities that emerge will be reported to the World Dodgeball Association Council. The General Assembly carries significant importance within a sporting governance structure as this is where the membership of the structure is able to support future strategic direction of travel. Furthermore, in most cases the General Assembly also provides the forum for a democratic election process of future leaders within a sporting governance infrastructure by enabling the membership to enter into the voting process. The voting process commonly represents an individual and/or the leading representative of an organisation that is a member.</p>
<p>World Dodgeball Association Council</p>	<p>The role of the World Dodgeball Association Council is to make final decisions and formalise the priorities from the General Assembly and recommended by the World Dodgeball Association Board. To have a Council and Board is less common within a sporting governance infrastructure. However in this particular case the concept is designed to ensure that the membership is regularly consulted and informed through World Council Continental Ambassador Representation which enables</p>

	<p>the Board to focus on the high-level strategic direction. There are various member duplication scenarios whereby members may or may not hold positions on more than one functional group. Below are the two key scenarios for members.</p> <p>A non-executive member of the World Dodgeball Association Council may also be a member of the General Assembly. A World Dodgeball Association Executive Member (employee of the World Dodgeball Association) is not able to be a member of the World Dodgeball Association Council or World Dodgeball Association Board. The President of the World Dodgeball Association is the only Executive Member that holds a position on the World Dodgeball Association Board and Council.</p>
World Dodgeball Association Board	<p>The World Dodgeball Association Board will make recommendations on the organisation’s strategic priorities that will be presented to the World Dodgeball Association Council following consultations with members of the General Assembly and proposals submitted by the Executive to the Board. The sub-committees of Overview &amp; Scrutiny, Finance, Legal and Ethics will provide reports that feed directly into the Board. All remaining sub-committees will report to the World Council and Executive.</p> <p>The sub-committees will also provide reports to the General Assembly when necessary.</p>

	<p>Identical and similar structures are reflected within other sports governing bodies, particularly national, continental and international sports federations which are incorporated as a not-for-profit. The structure demonstrates the democratic processes that are embedded within the statutes of such organisations and therefore symbolises devolution of decision-making powers within an organisation.</p>
World Dodgeball Association Executive	<p>The World Dodgeball Association Executive represents the employees of the organisation and is the operational delivery group of the strategic priorities generated by the Board. The Executive will also play a management and coordination role of the World Dodgeball Association Staff Team and Sub-Committees.</p>
World Dodgeball Association Staff Team	<p>The World Dodgeball Association Staff Team will deliver all core functions of the organisation and sport that have transcended from each of the functional groups above.</p>
Overview & Scrutiny Committee	<p>The role of this commission is to examine and scrutinise all functions that represent the World Dodgeball Association and report back to the World Dodgeball Association Board on the</p>

	findings and recommendations to progress the organisation's effectiveness of efficiencies.
Legal Committee	Providing legal advice to any necessary decision-making processes via the World Dodgeball Association Board. Legal matters may crosscut into other committees/commissions via the World Dodgeball Association Board.
Finance Committee	Ensuring the World Dodgeball Association is able to operate in a financially sustainable manner. To monitor the month-to-month and annual financial business of the World Dodgeball Association, and internally audit the financial potential of the organisation.
Ethics Commission	To manage the World Dodgeball Association Code of Ethics Policy and to ensure that National Federations abide by the code. In addition to ensure that National Federations adopt the Code of Ethics Policy and carry out Code of Ethics workshops with relevant participants and groups.
Rules & Regulations Committee	Ensuring the National and Continental Federations are educated on the technicalities of the World Dodgeball Association International Rules and Regulations Guide. The committee will

	<p>also make recommendations to the Council for technical changes to improve the overall performance of the sport.</p>
<p>Communications Committee</p>	<p>To assess the quality and quantity of the communications pathway from participant, athletes, staff and volunteers to local community, city, state and regional clubs, to national and continental federations and finally to the World Dodgeball Association staff team, committees/commissions, executive, the council, the board and general assembly.</p>
<p>Competitions Committee</p>	<p>Supporting National Organising Committees in delivering World Dodgeball Association Major Events. In addition, make recommendations on new concept events that could be developed following Council and Board approval.</p>
<p>Anti-Doping Commission</p>	<p>The Anti-Doping Commission will carry out the following functions.</p> <p>Maintaining the compliance of the World Dodgeball Association Anti-Doping Policy with the World Anti-Doping Agency (WADA) Code.</p> <p>Managing the WADA signatory process on behalf of the World Dodgeball Association.</p>

	<p>Leading the World Dodgeball Association Anti-Doping Distribution Plan Delivery.</p> <p>Delivering the World Dodgeball Association Anti-Doping Risk Assessment Framework.</p> <p>Managing the in and out of competition anti-doping testing program in partnership with local anti-doping agencies.</p> <p>Provide formal testing reports to the World Dodgeball Association Council.</p>
<p>Athletes Entourage Commission</p>	<p>Manage the Athletes Entourage Policy and ensure that National and Continental Federations are educating athletes on the principles of the policy.</p>
<p>Policies &amp; Governance Commission</p>	<p>To ensure that all policies and procedures (excluding the Anti-Doping Policy) are regularly updated to meet any legal requirements. Provide reports to the Council on policy updates and any new legislation that could affect the governance structure of the World Dodgeball Association.</p>
<p>Athletes Career Pathway Commission</p>	<p>The World Dodgeball Association recognises that high performance athletes who compete within international competition make huge sacrifices to become a world-class competitors. Therefore the Athlete Career Pathway Commission will provide consistent career and educational advice and guidance for high-performance athletes that compete at an</p>

	<p>international level. This is not a common commission within the sports industry. However in this case the commission has been created to provide athletes with the career support that is required to lead a healthy lifestyle whilst performing at the highest levels within sport. Many small-to-medium enterprise sports organisations that are not-for-profit registered do not have large revenue streams that are able to support all high-performance athletes, therefore this commission is a leading example of how an organisation is committing resources to support athletes.</p>
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Table 1: Governance structures  
*Source: Author*

**2.2 Legal entity** – The World Dodgeball Association is a constituted body that is currently incorporated as a voluntary sector, not-for-profit, Company Limited by Guarantee; following the undertaking of a governance options appraisal.

**2.3 Policies and procedures** – We are in the process of adopting the policies below which protect and safeguard all that are a part of the world Dodgeball family.

- Volunteer management policy
- Recruitment policy
- Safeguarding children and adults policy

- Equity in dodgeball policy
- Anti-doping policy
- Athletes entourage
- Code of ethics
- Dispute resolution policy
- Eligibility policy
- The Prevention of manipulation of competition policy
- Data Protection& GDPR policy
- Environmental policy
- Lone Workers policy
- Reserves policy

### **3.0 Fundamentals of Dodgeball delivery**

The World Dodgeball Association, Continental Federations and National Governing Bodies deliver a plethora of grassroots and high-performance programs and competitions. Ultimately the aim of Dodgeball delivery is to get more people involved within our sport; this could be as a participant, volunteer, coach, spectator or official etc. The pathway is a common sports development model that is adapted to reflect the core participants within a sport. For example, sports such as gymnastics that undertake the talent identification process at an early age of the athlete profile may choose not to incorporate colleges and universities within the participation pathway. By comparison sports such as target shooting ,that require an older population from the early grassroots engagement stage, may choose not to



incorporate schools within the participation pathway. Figure 3 show the participation pathway diagram:

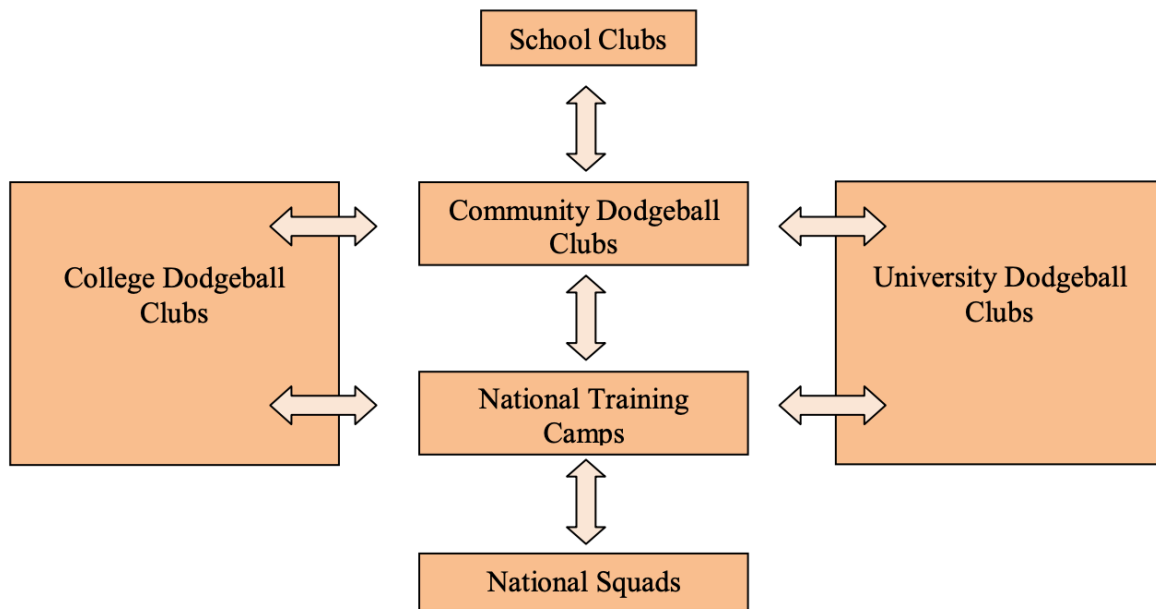


Figure 3: Participation pathway  
Source: Author

### 3.1 Schools

Delivery begins in local schools and community settings through an employed Dodgeball Coordinator and a team of qualified coaching staff. Schools are offered the opportunity to undertake curricular and extracurricular Dodgeball sessions. The aim of each session is to attract more children and young people into sustained participation. By comparison this is a common model that is implemented universally. However sports organisations also focus on teacher training which enables education teachers to lead the delivery. Within a school setting should a sport not be selected on to the curricular activities, that sport is reliant upon existing participants to promote to local schools.

### 3.2 Community Dodgeball clubs

The first exit strategy within each local community is to develop a Community Dodgeball Club where young people from each school within the local area can attend. The second exit strategy is to sustain participation through creating competition structures during education and community settings and therefore have a clear link to events. Delivering national and international events within a nation/city has resulted in an increased number of community sports clubs. According to Hoskyn, Dickson and Sotiriadou (2017), “the event (i.e. a resource) generates a spirit of community, or *communitas* (i.e. an opportunity) which can be used to create social change in host communities (i.e. an objective) (O’Brien and Chalip, 2008). In parallel, the event media (an opportunity) can target a social issue (an objective) by showcasing the issue using the event media (means). Economic and social leverage can be both symbiotic and potentially integrative (O’Brien and Chalip, 2008). O’Brien (2007) extended Chalip’s (2004) model highlighting the central role of a sport’s subculture to both short and long-term event-leveraging initiatives.”<sup>3</sup>

Community Dodgeball Clubs are the lifeblood of participation not only for children and young people but also adults. Our biggest participating audience ranges from ten years old through to 25 years old, although children under the age of ten and adults over the age of 25 do take part within our sport. Within the macro catchment of 10-25-year-olds there is a large micro catchment of 16-21-year-old participants and this is due to the popularity of delivery within colleges and universities across world. However, at some point our 67.5 million participants will attend or will have attended a

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<sup>3</sup>Katharine Hoskyn, Geoff Dickson and Popi Sotiriadou, Leveraging medium-sized sport events to attract club participants. 36:2, (2017): 200.

Community Dodgeball Club, which means that the continuation of community sport is vital to the continued increase of overall participation in sport

### **3.3 Domestic competition**

This is the next stage in committing time to any sport such as football, basketball and netball to perform against fellow clubs, schools, colleges and universities. Dodgeball competition is no different in the fact that players, coaches and spectators want their team to win. However, the enjoyment and fun factors remain at the forefront for all that are involved within our sport.

Each of our 48 nations that have organised Dodgeball is working towards a league competition framework that has been endorsed by the World Dodgeball Association. The framework represents the journey from grassroots performance to high performance beginning with local community regional leagues across each nation, which all Community Dodgeball Clubs, Universities and Colleges are able to enter and access. Winners of each regional league qualify to compete in a National Dodgeball League Division 1 which is the feeder league to a nation's top league, which is known as the Premier League. Qualification to the Premier League is made by winning or finishing runner up in the National Dodgeball League Division 1. As teams are promoted for winning regional and national leagues, unfortunately teams will also be relegated as a result of finishing bottom or second from bottom during a league season. Although this competition framework has been endorsed by the World Dodgeball Association, we recognise that it is not possible to implement within every single nation. Therefore alternative frameworks will be supported in nations that have extremely large geographical areas or large urban and rural areas for example. In

addition to the league competition, open tournaments are also encouraged particularly to provide greater opportunities for smaller clubs that are not able to effectively compete within the regional leagues.

### **3.4 High performance**

High performance also begins within a local club no matter whether this is within a community or education setting. Players who are representing clubs that are competing at National Dodgeball League Division 1 or at Premier League standard are, at a minimum, demonstrating the fundamentals of high performance. The onwards progression is to be invited to a National Training Camp where the top athletes from an individual country will undertake a series of ability and team-building training sessions. At this point the National Coaching Team will select the best performing athletes to have the honour of representing their country in international competition, which by comparison is the same structure as many other sports.

### **3.5 International events**

The international sports event industry plays a key role in promoting sport across the world. International sports events provide a global platform to promote a particular sport and/or group of sports. Nations/cities across the world bid to host events to boost economic, social, cultural and community impacts. Economically, an international event attracts international tourism through spectators attending hosted events and/or the global broadcast of events within the host city/nation. Socially and culturally, sport naturally brings people together to participate, spectate, share views and to ultimately enjoy. Bringing people together helps to remove social and cultural barriers that very few other social activities are capable of achieving, which is why

international sports events can be used as a very powerful tool to promote a positive civil society. As a result, communities unite, expand and cross borders to engage with one another through sport.

Under the World Dodgeball Association's Major Events Portfolio there are existing sub-continental and continental tournaments that take place across the world. Sub-continental competitions are generally utilised for practicing purposes in preparation for a continental tournament. In 2019 the continental competitions were the qualifying events for the 2021 World Cup. Host cities of major international events undertake a tendering process that incorporates expression of interest, full application and final presentation phases. Within the international events marketplace the World Dodgeball Association is working towards the delivery of major international dodgeball event opportunities, as many nation/cities across the world are unaware of the economic and social *benefits of hosting such events*. In *The Four 'Knowns' of sports Mega-Events*, Leisure Studies John Horne states "The arguments for hosting sports mega-events are usually articulated in terms of sportive as well as economic and social benefits for the hosting nation. The general academic consensus regarding the impacts of mega-events is that there are both positive and negative outcomes."<sup>4</sup> The statement above supports the resource commitment from the World Dodgeball Association to deliver a marketing strategy that will enable nations/cities to understand the high level benefits of hosting an international Dodgeball event.

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<sup>4</sup> John Horne. "The Four 'Knowns' of sports Mega-Events, Leisure Studies", 26:1, (2007): 85.

### **3.6 Coaching**

Professionalism within sport begins with teachers who are able to successfully teach sport to existing and future generations. A prime example of this is a coach, who should symbolise the key characteristics of professionalism within sport, such as respect, honour and fair play etc. A qualified coach or teacher is crucial to participation in Dodgeball. The people that carry out these roles provide in most cases the first Dodgeball experience for a child, young person or adult. The first experience must be fun, simple and educational to ensure that a person decides to take part in Dodgeball again and again. As a result, the World Dodgeball Association is committed to developing and supporting world class coach education through the delivery of robust coach education systems, coaching courses, seminars and conferences. There are many different national coach education systems that are in place which support our focus of providing world class content for our coaches and teachers.

### **3.7 Officials**

Our officials represent people that chair a community club through to referees that officiate international competition, like our coaches, teachers and volunteers etc, Dodgeball would not exist without officials. To support any official within the Dodgeball family we will continue to provide good guidance, governance in the form of workshop delivery, qualification courses and a library of supporting documentation for all to access.

### **3.8 Volunteers**

Our volunteers are the reason why Dodgeball is growing enormously across the world. This is because our volunteers have the passion, enthusiasm and energy to

make Dodgeball a greater sport. Volunteers across world cover every role to help people to take part and enjoy our sport. Roles include administrators, treasurers, chair, coaches, officials, event managers and governing body officials etc. Volunteers also undertake a key role delivering local, national and international events under coordinated volunteer programs. A successful event-based volunteer program could incentivise volunteers to volunteer for local regular opportunities.

Marijke Taks' *Social sustainability of non-mega sport events in a global world* (European Journal for sport and Society) supports this theory from an example provided at the London 2012 Olympic and Paralympic Games by stating "the city of London itself created its own volunteer programme called London Ambassadors. These volunteers assisted the public around London. These people are more likely to continue to volunteer for local events in London. This is a prime example of a sustainable outcome for the local community. It should also be noted that the potential lack for personal growth does not prevent local volunteers from gaining positive experiences through social interactions."<sup>5</sup>

Recognising and understanding the value of positive experiences and social interactions for volunteers is critical to recruiting repeat volunteers for more frequent requirements. This, and actions of promoting local opportunities, are key components to the World Dodgeball Association's major event portfolio.

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<sup>5</sup> Marijke Taks. "Social sustainability of non-mega sport events in a global world", *European Journal for sport and Society*, 10:2 (2013): 132

### **3.9 Spectators**

The base of spectators is growing enormously across the world, mainly due to social media and other web-based promotions and broadcasts. However, there is a need to attract more spectators to live events and more spectators through media broadcasting to experience a dynamic and fun sport. The 2018 World Cup and 2019 America's Cup attracted record audiences for Dodgeball via the ESPN Network live and highlights broadcasts and therefore established a legacy and platform for more people to view events across the world.

The World Dodgeball Association aims to develop and strive to improve every aspect of Dodgeball delivery to make sure that our sport is the best sport that it can be. Therefore the core values of Excellence, Friendship and Respect that represent the Olympic symbols remain at the heart of everyone involved within the delivery of Dodgeball and this will continue as we grow and sustain our sport.

### **4.0 Purpose and principles of broadening access to sport**

The purpose and principles of broadening access to sport requires pushing a sport's own limits to accommodate people and this is what the World Dodgeball Association has places at the nucleus of all delivery.

- Change the environment
- Make the environment comfortable for the person rather than the sport
- Accept and recognise all cultures
- Know the audience.



Figure 4 below demonstrates how the principles are applied to Dodgeball participation.



Figure 4: The principles of Dodgeball participation  
*Source: Author*

As Figure 4 demonstrates, each of the four principles are of equal importance to sustain Dodgeball participation.

#### **4.1 Case study example – 2018 Qatar National Sports Day**

To test the hypothesis above, the World Dodgeball Association carried out a field test in Doha at the 2018 National Sports Day in partnership with the Ministry of Culture and Sport, and Aspire. The aim of the field test was to test the need and demand for regular Dodgeball activity in Qatar. Should the need/demand for regular Dodgeball activity be high, the results would form the basis of developing a business case to support the establishment of a new Qatar Dodgeball Federation. The 2018 National Sports Day was taking place in February which provided an extremely challenging timescale as the opportunity was initially presented and accepted just three months earlier.

During the planning phase of the project, the World Dodgeball Association immediately understood that only the following three of the four key principles above were achievable:

- Make the environment comfortable for the person rather than the sport
- Accept and recognise all cultures
- Know the audience.

The principle of changing the environment was not possible as the venue for National Sports Day was Aspire Zone; therefore a key focus of the action plan was to ensure that all Dodgeball related activities were to be welcoming and fun for all

people, regardless of age or culture which would enable the remaining three principles to be achieved.

In December 2017 the World Dodgeball Association took the decision to assume that no person knew or had heard of what Dodgeball is. The assumption ensured that resources were allocated to creating and delivering an immediate marketing plan which focused on establishing partnerships to raise awareness, identifying key participating markets and utilising existing National Sports Day marketing resources. Partnerships were established with the Ministry of Culture and Sport and Aspire to ensure that the wider strategic vision from the World Dodgeball Association was fully understood by all parties, to ensure Dodgeball marketing promotions incorporated basic introductions and benefits of Dodgeball as a sport and to guarantee that activities were prominently positioned.

The identification of participating markets centrally focused on family integration and schools participation. As a result, the World Dodgeball Association focused on partnerships with identified international schools and sports clubs.

To support the raising of awareness, World Dodgeball Association created a media action plan to ensure that media coverage of Dodgeball activity was prevalent prior to, during and following National Sports Day. The action plan targeted key media houses based in Doha by sharing the story of the World Dodgeball Association and the sport itself, along with plans to create a new Qatar Dodgeball Association should the National Sports Day delivery be successful.

The overall action plan was delivered successfully as partnerships were established, the marketing plan created significant awareness, the target markets engaged, and the media coverage created significant national reach. The World Dodgeball Association Coaching Team delivered a plethora of National Sports Day activities which attracted the identified target audiences. Below are target objectives and results.

## **Targets**

- To engage a minimum of 120 people for a minimum of 30 minutes of Dodgeball activity
- Engage with a demographic age group range of 8-18 years old
- To work in partnership with a minimum of two International Schools
- To work in partnership with a minimum one sports Club/Academy

## **Results**

- Engaged with 273 people for a minimum 30 minutes of Dodgeball activity.
- Engaged with a demographic age range of 8-42 years old.
- Worked in partnership with three International Schools.
- Worked in partnership with three sports clubs.

The media coverage provided three major articles which delivered significant national reach.

As a result of the World Dodgeball Association's delivery, Dodgeball participation has significantly increased during the last two years particularly within educational settings. However, the next key milestone is to establish Dodgeball within sports Clubs/Academies, followed by making the connection between education and community Dodgeball. The established connection will provide greater sustained participation and will lead to the establishment of competition frameworks which provides the additional need for the leadership and guidance of a new Qatar Dodgeball Federation.

A new Qatar Dodgeball Federation could be a significant contribution towards the legacy of the 2022 FIFA World Cup based on the evidence gathered since the 2018 National Sports Day, the media exposure of Dodgeball and the partnerships that were established by the World Dodgeball Association.

#### **4.2 Case study example –Dodgeball Quetta Project (Peace and Sport)**

The World Dodgeball Association in partnership with the Pakistan Dodgeball Federation founded the Dodgeball Quetta project, which works with Afghan civilians crossing the border into Pakistan. These people are often desperately seeking refuge away from continuous atrocities by relocating to Surkhab and Surnan Refugee Camps, which are situated near to the North West City of Quetta in Pakistan. The project provides Dodgeball delivery to support social interaction, skill and education development and civil society re-engagement in accordance with our objectives below:

- To provide a self-referral pathway for all people and families
- To deliver open-access, free community Dodgeball within each target refugee camp
- To enabling individual people and families to have the time to share their experiences and feelings about what they have encountered.

The project aims to scale up Dodgeball delivery by increasing sustained participation among new male and female adults and young people who live within the Surkhab and Surnan Refugee Camps, by delivering the following actions:

- Establishing new Dodgeball clubs based within the Surkhab and Surnan Refugee Camps
- Deliver accredited World Dodgeball Association Coach, Official & Tutor Education Courses to young people and adults
- Provide employment opportunities through coaching
- Provide new social Dodgeball competitions.

The main outcome of the project is to utilise the power of Dodgeball to support the transition and integration of Afghanistan refugees into Pakistan civil society. The project does this by providing opportunities for communities to unite through sport, enabling opportunities to secure new immigration status leading to employment opportunities and therefore creating the chance to secure permanent accommodation to begin a new life. This project provides clear evidence to demonstrate that sport undertakes a crucial role in joining communities from different cultures and backgrounds together.

### **4.3 Case study example - South Africa employment project**

The South Africa Employment Project was established in June 2018. It works with children and young people aged 14-20 years-old who are in unsecured accommodation or are homeless and on the streets across the Western Cape region of South Africa. It combines Dodgeball delivery with employment engagement workshops to provide the skills and experience to change lives by securing employment.

The people who benefit from the project are children and young people from across the geographical locations Guguletho, Mitchells Plain, Macassar, Soweto, Gauteng, Cape Town and Fisantekraal across the Western Cape, who have severely unsafe, unsecured and unsettled lives.

The children and young people in most cases have had to raise themselves and each other throughout their lives. Survival in life is the main aim of the children and young people that we will be working with during the project. Within our target communities of the Western Cape, survival in life has consequences, which mainly surrounds the joining of gangs for protection. However, joining a gang within the Western Cape leads to regular criminal activity and therefore there is little chance of a positive end to the life that the children and young are now forced to lead. Many children and young people have lost all hope in life, with no one to turn to help them to lead a better life. Below are the key problems that the children and young people face in their lives on a daily basis.

**High unemployment** - Due to the lack of education and the demographic circumstances detailed below, the children and young people are based within communities where there are extremely high levels of unemployment. Reducing high levels of unemployment is one of the main objectives of this project, since secured employment will significantly help to tackle the remaining problems that the children and young people face on a daily basis. Securing safe, secured and settled employment is the first outcome of the project.

**Homeless and unsecured accommodation** – Each of the children and young people have no place to live or are in temporary accommodation to avoid having to survive on the streets amongst violent gangs. In many cases all secured accommodation options within certain communities of the Western Cape are at full capacity. Securing permanent accommodation is the second outcome following secured employment.

**Extreme poverty** – The children, young people and their families have no income to meet any basic living needs such as food, drink and clothing. Any food or drink that the children and young person can access are from rubbish bins and are therefore contaminated with diseases. Immediate reduction in poverty is the third outcome from secured employment.

**Unsafe environment** – Many young people live within communities that include high numbers of violent gangs, where the children and young people's lives are at risk every day and every night. Many of the communities are viewed as slums with no support or aid from others to help to build better communities. Building better



communities and relocating the children, young people and their families into a safe, settled and secured environment is the fourth outcome of the project.

**High levels of early mortality** – This particular problem is the most severe that the children and young people face on a daily basis. No child or young person should be facing the terrifying prospect of early death, therefore the project will ensure the lives of children and young people are long-lasting and therefore we will significantly reduce early mortality within the targeted communities which is the fifth and final outcome.

The table below illustrates the impact that the project is having:

<b>Outcome Abstract</b>	<b>Outcome Description</b>
Children and young people in safe, settled and secured employment-related work experience	The project provides workshop training to build each person’s skill base, education and knowledge, combined with Dodgeball that will bring about specific communication skills, interpersonal skills and team-building skills, all of which will lead to mock applications including mock interviews and presentations with current employers that are recruiting. In addition, we also experience a huge improvement within each person’s mental and physical health and wellbeing.
Children and young people in safe, settled and secured employment	We actively work with a variety of different employers across the Western Cape and the

	<p>remainder of the nation from the beginning of the project to ensure that employment is secured. This process starts at the beginning of the project to ensure that employers are able to build relationships with the communities and therefore live and breathe the lives that the children and young people live. They also experience the employment engagement workshop and Dodgeball delivery training that the children and young people participate within.</p>
<p>Children and young people and their families based within long term safe, settled and secured accommodation</p>	<p>By working with housing providers, we link the secured employment process of the project with securing reputable accommodation that is able to provide long term residential security and safety.</p>
<p>Children and young people and their families based within safe, settled and secured communities</p>	<p>Making the transition to enable the children and young people to live within communities where there is a high level of employment and access to sporting activities is essential to the long-term survival of each person and to the sustainability of project.</p>

## **Overview**

The project significantly reduces child poverty across the Western Cape by making a cultural change for children and young people who currently are homeless and on the streets. In addition, there is a high increase in the level of basic skills and work experience of children and young people across the Western Cape, as the targeted children and young people on the streets continue to benefit through the project's existence. Therefore, the project is changing generations of children and young people in the short, medium and long-term future.

Overall the project provides life-changing opportunities that will enable children and young people who are living on the streets with no secured accommodation to have access to secured employment opportunities which will lead to a safe, settled and secured life. The project inspires generations of children and young people that are born into a homeless and/or unsecured accommodation lifestyle to change their lives thus creating a legacy for the long-term future

### **5.0 The delivery model**

The World Dodgeball Association delivery plan uses a logic model theory of change approach which is designed analyse and evaluate a project process at every stage to determine the level of resource and/or financial investment required in conjunction with the organisation's strategic objectives. The logic model includes the following structure; aim, objectives, actions, allocated partners, key target indicators,

strategic and resource links, outcomes and outputs. Each of these will be monitored and updated on a weekly basis. There will be ongoing sharing of partnership resources such as marketing, staff support, facilities and equipment to ensure the target markets are incentivised and attracted to joining the project through appropriate methods of marketing.

The project will become self-sustainable by the creation of voluntary workforce teams within each of the five wards. The voluntary workforce teams will be created from successful local young people who have become employed as a result of this project. Each member of the workforce teams will play an active role in providing peer-to-peer mentoring support and sharing experiences of the challenges they faced prior to being involved with the project.

## **6.0 Operations**

**6.1 Grassroots delivery** is at the forefront of all operations, thereby providing open access opportunities to participate in Dodgeball at a local community level. The World Dodgeball Association's grassroots program across Manchester and Greater Manchester is the leading example of how grassroots Dodgeball supports the cross-cutting agendas of reducing health inequalities and increasing employment opportunities for local people based within socially deprived communities.

**6.2 The major events portfolio** of the World Dodgeball Association consists of U21's and Senior Mixed, Women's and Men's International Events. As a minority sport it is extremely important to deliver regular events on the international stage to

promote the sport to existing and new audiences. Promoting the sport to existing and new audiences supports the growth in participation, resources, viewers and overall greater local impact and global reach. Greater global reach can lead to new secured resources such as financial sponsorship and/or investment, broadcast opportunities and access to new partnership opportunities. Greater local impact is based on the ability to build 1-2-1 relationships with members of the local community where events are hosted. In the view of the World Dodgeball Association, both greater global reach and greater local impact are of equal importance.

The participating national teams, athletes, staff and viewers regard all World Dodgeball Association international events as the pinnacle events of Dodgeball which is extremely important when competing with major sports events. The World Dodgeball Association international events are perceived by many people as important as major international events that are globally recognised.

According to Marijke Taks', "A similar feeling of pride can be present for NMSEs, be it more at a local or national level. For example, when key stakeholders involved in the 2005 Pan American Junior Athletic Championships... were interviewed five years after the event was hosted, they still compared the event with the Olympic Games on several occasions. Reflecting on "the grandeur" of the event, one member of the local organizing committee literally stated: "[the] community came out and supported the event, ... it was their Olympics" (LOC member, personal communication, November 18, 2010)." <sup>6</sup>

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<sup>6</sup> Marijke Taks. "Social sustainability of non-mega sport events in a global world1, European Journal for sport and Society," 10:2, (2013) 129,

The 2016 Dodgeball World Cup Manchester was the inaugural World Cup that took place from the 14<sup>th</sup>-17<sup>th</sup> April 2016 in Manchester, England. A total of five competitions took place, which were the Men's and Women's World Cup competitions containing the top eight nations who qualified via their respective 2015 continental championships. The Mixed World Cup Competition was an open invitational event and has since become part of the main World Cup Program. Finally alongside each World Cup the host city delivers a World Invitational Event which is an open event attached to the World Cup for all nations who have not qualified for the World Cup. The impact of a World Invitational Event could be as significant as the World Cup because the event symbolises equality on the global stage and therefore enhances the coverage of a national federation regardless of how successful their high-performance program and national team performance is perceived.

A World Cup will take place every two years; qualification is secured through continental championships. The World Dodgeball Association's Major Events Portfolio attracts a range of actors who are athletes, staff, national/continental federation leaders and spectators from diverse communities, a small number of whom experience a change in their personal circumstances following a major event. Athletes are a primary example of this, especially those who are unheard of prior to successfully performing at the highest level to a global broadcast audience. In *The geopolitics of sport beyond soft power: Event ethnography and the 2016 cycling world championships in Qatar, sport in Society*, Natalie Koch supports this theory by stating

“Hosting sporting events can also draw certain actors, along with their diverse identity narratives about themselves and others, into new contexts. This was abundantly clear during the Worlds in Qatar, which event organizers continually boasted was the first time a Cycling World Championship had taken place in the Middle East.”<sup>7</sup>

The World Dodgeball Association has evidence of this theory which first materialised during the transition between the 2016 and 2018 World Cup programs. Here, for the first time in the sport’s history, athletes returned to their homelands as local celebrities following the 2016 World Cup, something which the World Dodgeball Association promoted on the approach to the 2018 World Cup. During the transition phase supporting the athlete and the athlete’s family/supporting actors is critical, which is why the World Dodgeball Association started to develop the Athletes Entourage Program.

The inaugural World Cup incorporated a Community Dodgeball Program that engaged with over 2,400 children and young people aged 9-19 ,which was co-funded by the World Dodgeball Association and Sport England (the Sports Council of England within the United Kingdom) and supported by Manchester City Council (a Local Government Authority who represents the city of Manchester, United Kingdom). A key part of the World Dodgeball Association’s Major Events Portfolio is having the ability to provide access to Dodgeball to local members of the community who do not have access to sport. As a part of the Community Dodgeball Program in Manchester, the

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<sup>7</sup> Natalie Koch. “The geopolitics of sport beyond soft power: event ethnography and the 2016 cycling world championships in Qatar, *sport in Society*”, 21:12, (2018): 2014.

World Dodgeball Association created the World Junior Finals which started as Community Dodgeball Competition consisting of local community teams from the Greater Manchester area. The two finalists were provided with the opportunity to undertake the final match on the World Cup Show-court prior to the World Cup Semi-Finals, demonstrating the value of high social capital with a strong community legacy. High social capital and strong community legacy are key components to delivering International Dodgeball Events. This statement is supported by the *Theorising the Relationship between Major sport Events and Social Sustainability* (Journal of Sport & Tourism) by Andrew Smith who argues that “Evidence suggests that areas already exhibiting high social capital and a strong sense of community are more likely to benefit from major events.”<sup>8</sup>

The argument is further supported by international Dodgeball events that have taken place since the 2016 World Cup - in Cairo, Cape Town, Hong, Kong, Kuala Lumpur, New York City and Niagara - where significant high social capital and a strong sense of community resulted in successful event delivery. It was evident all events had greater volunteer support programs due to local community integration and the spectator audiences exceeded forecasts as there was significant community buy-in. As a result, the World Dodgeball Association has continued to embed community integration and legacy as key criteria within the major event tendering process.

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<sup>8</sup> Andrew Smith. “Theorising the Relationship between Major sport Events and Social Sustainability, Journal of sport & Tourism”, 14:2-3, (2010): 113.



### **6.3 Developing existing Continental Federations to a self-sustaining level**

The World Dodgeball Association will be appointing continental managers to represent Africa, Asia, the America's and Europe to enable the workforce growth of Continental Federations. This will lead to National Federation and worldwide participation growth within the sport. The purpose of appointing continental managers is to provide a direct level of resource support to enable the National and Continental Federations to become self-sustainable - especially new National Federations. Each Continental Manager will provide National and Continental Federations with a direct point of contact to the World Dodgeball Association. Continental Managers representing the global footprint of the World Dodgeball Association are due to be appointed by December 2021.

**6.4 Establishing new and national (and developing existing) Continental Governing Bodies** to increase and sustain participation which will enable Dodgeball to expand its presence across a range of local communities. The World Dodgeball Association provides specific tailored support in the form of advice and guidance to each national federation within the following areas:

- Business planning
- Governance structures
- Financial forecasting and planning
- Policies and procedures

- Grassroots and competition frameworks
- High performance programs including planning for major events
- Recognition processes with government, national sports councils and Olympic committees.

## 6.6 Coach and official education program

The table below describes the education programs that the World Dodgeball Association deliver.

<u>Name of Course</u>	<u>Course Description</u>
Young Leader Award	The Young Leaders Award is for young people aged 14-16 years old to gain an introductory insight into coach education and referee education.
Teachers Award	The Teachers Award is aimed at educational professionals within schools, colleges and universities that wish to undertake the accredited qualification to teach curricular, extracurricular and education-based club activity.
Assistant Coach Course	The Assistant Coach Course is designed to provide new coaches with an insight into coaching the sport. This qualification will enable an Assistant Coach to lead specific exercises at any level under the supervision of a Head Coach or Master Coach.

Head Coach Course	<p>The Head Coach Course is for existing coaching staff or teachers who have a minimum of two years Dodgeball coaching experience.</p> <p>This qualification will enable a Head Coach to lead sessions within grassroots and competitive environments up to junior international level.</p>
Master Coach Course	<p>The Master Coach Course is designed for Senior Adult International Coaching Staff who are leading high performance programs for national federations. This qualification is the highest recognised coaching qualification within the sport.</p>
Tutor Award (Coach)	<p>The Tutor Course is for coaching staff that have experience in managing and advising assistant and/or young leaders for a minimum of two years to gain a qualification that will enable the delivery of Young Leader, Teachers Award, Assistant Coach Course and Head Coach Course qualifications.</p>
Assistant Referee Course	<p>The Assistant Referee Course is designed for new referees who would like to officiate within competitive Dodgeball for the first time.</p> <p>This qualification enables an assistant referee to line judge during competitive Dodgeball.</p>
Head Referee	<p>The Head Referee Course is for experienced referees who have the potential to Head Referee at competitive and international high-</p>

	performance levels. The qualification enables a Head Referee to officiate matches up to World Cup international standard Dodgeball.
Tutor Award (Referee)	The Tutor Course is for referees that have experience in managing and advising assistant and/or fellow Head Referees for a minimum of two years to gain a qualification that will enable the delivery of the Assistant Referee Course and Head Referee Course qualifications.

## 7.0 Global reach

The global reach of Dodgeball incorporates participants, national/continental federation members, coaching staff, officials, volunteers and spectators who dedicate time to developing Dodgeball across the world. Below is the overview of the two largest audiences within world Dodgeball - the participants and the spectators.

Over 67.5 million people participate in Dodgeball across the world in schools, community centres, clubs and youth centres etc. The participation figure is based on national government and national federation data which quantifies a participant as one person who takes part in an average of 30 minutes organised Dodgeball activity per week. Many participants across the world perform with the support of spectators who enjoy watching Dodgeball at local, national and international levels.

The Dodgeball World Cup 2018 (DWC18) was a unique moment in the evolution of Dodgeball, offering a showcase of the best of the sport to the world from one of the world's most iconic sporting venues, Madison Square Garden. DWC18 was broadcast live across the USA via ESPN. The full 2-hour ESPN Dodgeball World Cup programme was the feature of 2018s 'The Ocho' day. ESPN's "The Ocho" 2018 experienced a significant increase in viewership with a jump in average total audience of 150% compared with the 2017 programme. The most viewed sporting event on the slate of alternative sports programming was the 2018 Dodgeball World Cup with 247,000 average viewers —up 226% over last year's most viewed event. Targeted as a cross-platform initiative, overall social media sentiment for "The Ocho" skewed positive at 89%. There were nearly 15,000 social mentions over the 24-hour period.

In August 2019 the America's Cup featured on the Ocho day which had 3.2 million viewers. Since the 2018 Dodgeball World Cup, WDA has received significant interest from a host of major international broadcasters. We are working hard to agree a host of new international broadcast partnerships covering the 2020 Dodgeball World Cup.

Figure 5, below, illustrates the key elements that contribute towards continuous global reach growth:

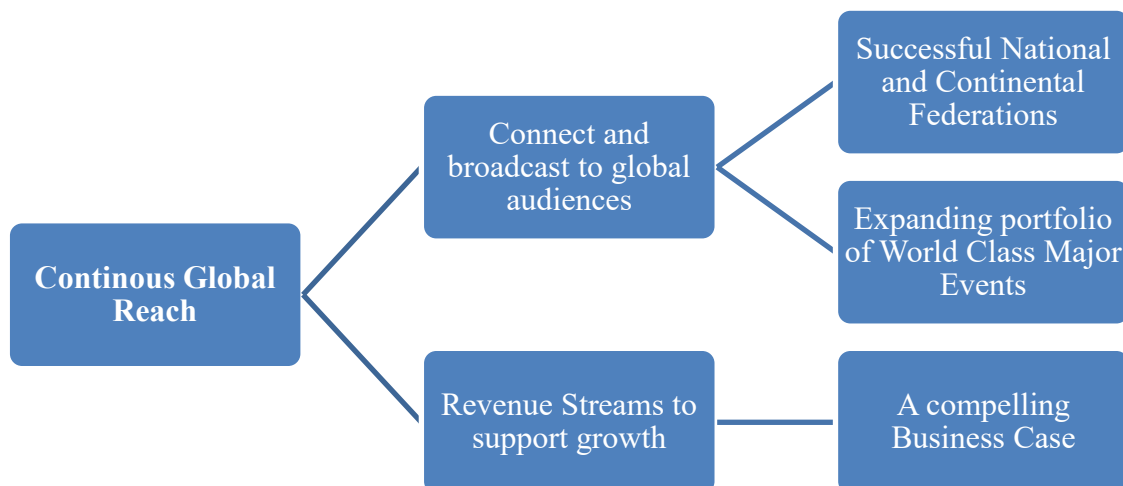


Figure 5: Factors contributing to global growth  
*Source: Author*

The diagram above demonstrates the importance each element having a cause and effect to achieving continuous global reach.

## 8.0 Partnerships and collaborations

The World Dodgeball Association works in partnership and in collaboration with a select number of strategic stakeholder partners that complement the progression of core business growth. Examples core business growth include; growth in participation of the sport, new national federation developments and major events etc.

National and Continental Federations work in partnership with the World Dodgeball Association on all aspects of Dodgeball development from grassroots and competitive elements to high performance delivery. Within high performance activity

one of the key accolades is to maintain a clean sport, therefore the World Dodgeball Association is working towards World Anti-Doping Agency signatory status. As a signatory, working with the World Anti-Doping Agency will ensure that the World Dodgeball Association Anti-Doping Policy is compliant with World Anti-Doping Agency regulations. Maintaining a clean sport is essential, especially when a sport is aiming to become part of the Olympic & Paralympic Games. This is an aspiration held by many sports across the world. To achieve this, the first major milestone is to become a member of an organisation who is known as GAISF.

GAISF is the Global Association of International Sports Federations, a membership body that supports the infrastructure of the World Dodgeball Association on the approach to securing official International Olympic Committee recognition. The World Dodgeball Association secured Observer Status in September 2017 which was renewed in November 2019 to enable National Federations to secure National Olympic Committee and/or National Sports Association recognition. Observer Status is the first major step towards becoming recognised by the International Olympic Committee.

The International Olympic Committee support the growth of the sport across the world through the Olympic Movement, through the entry points into Olympic recognition and the pathway to becoming a Summer Olympic sport. In 2017 the World Dodgeball Association was welcomed into the Olympic Family by the International Olympic Committee following a commitment to enter into the sport Accord/GAISF Membership process.

The Court of Arbitration for Sport is the official dispute resolution partner to govern individual athlete-related cases that become a legal matter. An example of this would be if an athlete is found guilty of taking illegal substances prior to a major competition. Major competitions promote the best talent of what a sport has to offer and therefore it is important to protect the sport's reputation. Delivering world class events is a good example of how this is achieved. However it is not possible to deliver world class events without significant revenue streams and broadcast coverage.

Sponsorship is prime example of a revenue stream that supports the staging of major events. At the 2018 World Cup NeedleSmart became an official Global Partner of the World Dodgeball Association and headline sponsor of the Dodgeball World Cup 2018 that took place at Madison Square Garden. NeedleSmart are supporting the World Dodgeball Association with developing the organisation's commercial opportunities and expanding our business networks. One of the key hallmarks to securing sponsors and global partners is guaranteeing significant broadcast coverage. Many sports who do not have direct relationships with media broadcast organisations will establish a partnership with a media rights third party organisation. Protocol Sports Marketing are the official media rights partner to the World Dodgeball Association, therefore leading on ensuring that our major events gain global broadcast exposure and viewing audiences.

## **9.0 Conclusions and recommendations for Qatar**

The case study demonstrates how sports federations are able to support the broadening of access to sport across Qatar. To succeed in broadening access to



sport, developing the robust governance structure, operational framework and delivery model must be placed at the forefront of designing the strategy to engage an increased number of people across Qatar. New sports activities will need to be delivered within both traditional and non-traditional sporting environments to gauge how and when new participation could take place. This is why key ingredients to broadening access to sport include providing a variety of sports activities within environments that are familiar and comfortable with the target audience. To broaden access to sport in Qatar applying the approach and key ingredients above are essential to succeeding.

Understanding how broadening access to sport across Qatar has a positive impact upon other crossing agendas is just as crucial. The correlation between sport and public health is the most common example, particularly with reducing childhood and adult obesity by delivering bespoke sports programs for children and adults who are inactive. Furthermore, broadening access to sport also increases employment opportunities as increased sports programs will require a greater workforce to deliver. Broadening access to sport also supports growth within the local economy as there is a requirement for increased usage of facilities and increased retail trade for sports apparel and equipment.

A key recommendation for Qatar is to deliver a feasibility study to assess how broadening access to sport could address specific national demographic and geographic challenges using the logic model approach and previous work undertaken that is detailed within section 4.1. Figure 6, below, demonstrates the pathway.

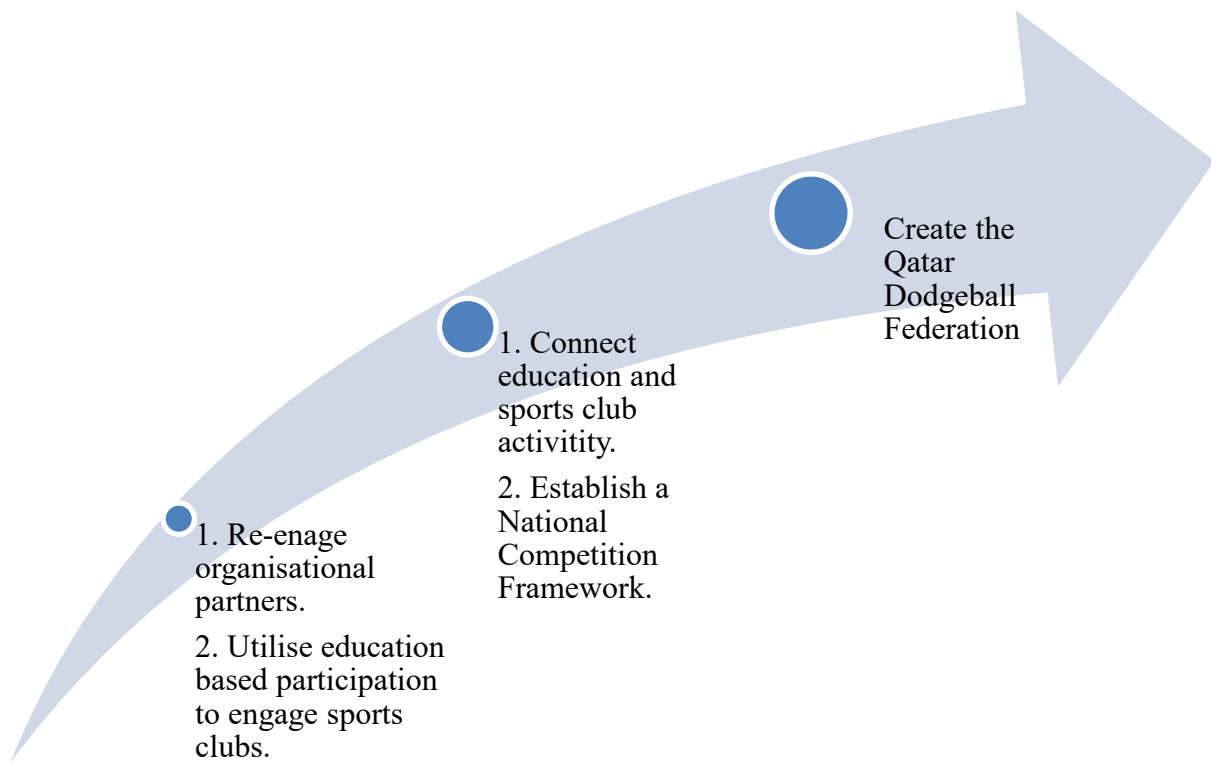


Figure 6: Pathway to a new federation  
*Source: Author*

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## Notes

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# Teaching Notes

## Questions & Answers

1. How can niche sports like Dodgeball broaden access to participation across Qatar and the MENA Region? **Example Answer: Dodgeball is an open access sport that can be played on any surface, indoor/outdoor with any number of people. Therefore Dodgeball has an extensive reach capability which many other sports do not have.**
2. How could an International sports federation support the establishment of a new National Sports Federation in Qatar as a legacy to the FIFA World Cup Qatar 2022? **Example Answer: An International Sports Federation could work in partnership with the FIFA World Cup Qatar 2022 Supreme Committee to develop a National Federation that could be launched during the World Cup and therefore deliver demonstration and/or open access delivery for members of the public to participate and view the sport.**
3. Is the state of sports governance vulnerable when blending democratic and corporate models? Or does this strengthen organisational capabilities particularly when entering into the Qatar & MENA sports marketplace? **Example Answer: A good balance between democratic and corporate governance could strengthen organisational capabilities particularly from a sustainability perspective. Democratic governance enables the membership of an organisation to maintain voting rights on wider organisational decisions and corporate governance supports the stability of the organisation during a decision-making process.**

4. Could a national and/or international sports federation based in the MENA Region ever have enough organisational partnerships? **Example Answer 1: No if the organisation has the capacity to expand operations as partnerships develop and require joint delivery. Example Answer 2: Yes if the organisation is unable to acquire additional resources to support new partnership delivery.**

### **Activities**

Theme: The theme of each activity is maximising the opportunity to broaden access to sport in Qatar and the MENA Region.

#### **Activity 1**

If the World Dodgeball Association was interested in establishing new National Federations within the MENA Region, should the launch of the new federations take place prior to, during or following the FIFA World Cup Qatar 2022?

**Example Answer; The launch should take place during FIFA World Cup Qatar 2022 to maximise the levels of exposure to national and international spectators, broadcasters and potential organisational partners.**

#### **Activity 2**

How could the FIFA World Cup Qatar 2022 inspire increased participation in sports other than football?

**Example Answer: FIFA World Cup Qatar 2022 could enable a selected number of demonstration sports to deliver various activities within fan zones, outside of stadiums, within shopping malls and other relevant public places.**

## **Appendix**

1. Background to the World Dodgeball Association
2. Primary Data

### **1. Background to the World Dodgeball Association**

The World Dodgeball Association (WDA) is the Official World Governing Body that regulates and develops the sport of Dodgeball.

On Tuesday 22<sup>nd</sup> October 2013 the World Dodgeball Association was established through the amalgamation of three continental bodies under one World Council. Since 2013 the Africa Dodgeball Federation has emerged and therefore the continental bodies represent Africa, The America's, Asia and Oceania and Europe regions which comprise of 48 national federations and 67.5 million participants.

The World Council comprises of six members. Each of the roles are as follows; President, Chairman of the Board, African Ambassador, the America's Ambassador, Asia Pacific Ambassador, European Ambassador.

Our long-term aim is to become an Olympic & Paralympic sport by developing Dodgeball into a world leading sport, and we are two years into a 13-15 year Olympic & Paralympic strategy. Therefore at the heart of what we deliver are the Olympic values of Excellence, Friendship & Respect.



At the World Dodgeball Association our immediate focus is to raise the profile of our great sport and further increase participation at grassroots level. Together in partnership with key stakeholders we are creating a vibrant and dynamic sport that is accessible for all. We are taking Dodgeball to a diverse range of different local communities including the most rurally isolated and socially deprived. The sport can also help to tackle other agendas such as Gender Equality, Health Inequalities, Civic Engagement, Poverty, Unemployment, Crime and advocating Peace through Dodgeball activity.

As President of the World Dodgeball Association I am committed to developing our sport across the world regardless of the challenges that we will face.

My mission is to take our sport to the 31<sup>st</sup> Olympiad Summer Games where over 90 nations representing 100 million participants that are regularly playing Dodgeball, which will incorporate Qatar and the MENA region, by broadening access to Dodgeball.

Tom Hickson

President

World Dodgeball Association

## 2. Primary Data

The World Dodgeball Association delivered a consultation to local people who live in Qatar to collect primary data about broadening access to sport in Qatar. Local people undertook the consultation via video-based interviews and online written questionnaires via e-mail and platforms such as Survey Monkey.

**Please see below the sample results of the consultation from a survey sample size of 20 people:**

Question 2: 100% of participants answered – Yes Question 3: Key word answers included; fun sport, something different, new activity for people to try.

Question 4: 69% Yes – 31% No

Question 5: 85% Yes – 15% No

Question 6: 85% Yes – 15% No

The primary data provides evidence to demonstrate that there is a need expand the number of new sports available in Qatar to broaden access to participation.

Furthermore the evidence illustrates a need to provide sports activities within existing and new environments to broaden access to sport in Qatar.

**Please see below a sample recorded video interview.**



WDA Case Study Interview Ramy Ramzy.mov