



Secretary General's report

LAUSANNE / 15 July 2021

Introduction

When I reflect on all that has happened since the Congress in 's Hertogenbosch, it is clear that World Archery and our life in general has gone through enormous changes all due to a term that was as good as unknown to most of us, a corona virus. I should be reporting on successful Olympic Games in 2020 and a possible new spectator record. The fact is that the Games will be held after my report and there will be no spectators at the Olympic Games which is a real shame for our athletes. However, I hope to report in Yankton on record number tv broadcasts and it is clear that archery will have made a new step forward in terms of Olympic Broadcasting.

We all had to adapt to new ways of working and I will report on some of the new things we have done due to or should I say thanks to COVID-19. I will give concrete examples but for sure I am thinking of the Indoor World Series online, remote production, our summer seminars and many other things.

However, we will all agree that we need “real” competitions and the pleasure of seeing athletes on the field of play has kept us all motivated. The other major challenge that this has brought is the calendar even becoming denser in 2021 and 2022.

We have been frontrunners again in many areas, other federations have done a lot of catching up or copied us. Nevertheless, we must continue to innovate in many areas.

We have been working on a new strategy and we will discuss this in the Congress. It is important to know that this work had been started prior to the pandemic but has been accelerated since and some critical decisions will have to be made. An important factor will be the financial capacity to do new and maintain existing programs.

To begin with, I want to list the key events since the last Congress.

Key events of 2019 (after Congress)

- World Para-Archery Championships in 's Hertogenbosch (NED) in June
- Hyundai World Archery Championships in 's Hertogenbosch (NED) in June
- European Games in Minsk (BLR) in June
- Hyundai Archery World Cup Stage 4 in Berlin (GER) in July
- University Games Naples (ITA) in July
- Ready Steady Tokyo Test tournament in Tokyo (JPN) in July
- Pacific Games in Apia (Sam) in July
- Pan-American Games in Lima (PER) in August
- African Games in Rabat (MOR) in August
- World Archery Youth Championships in Madrid (ESP) in August
- World Archery 3D Championships in Lac La Biche (CAN) in September
- Hyundai Archery World Cup Final in Moscow (RUS) in September
- Indoor Archery World Series Stage 1 in Strassen (LUX) in November
- Indoor Archery World Series Stage 2 in Macau (CHN) in December
- Indoor Archery World Series Stage 3 in Rome (ITA) in December

Key events of 2020

- Indoor Archery World Series stage 4 in Sydney (AUS) in January
- Indoor Archery World Series stage 5 in Nimes (FRA) in January
- Indoor Archery World Series Final in Las Vegas, Nevada (USA) in February
- Athletes of the year in Las Vegas, Nevada (USA) in February
- Summer Summits (online) in May-August
- World Archery Coaches Seminar (online) in October and November
- Virtual Joined Committee meeting of all World Archery Permanent and Ad Hoc Committees
- A Virtual Executive Board Meeting
- Indoor World Series invitation events in Wohlen (SUI) in November and Lausanne (SUI) in Decemeber

Key events of 2021 (prior to Congress)

- Indoor World series invitational event in Papendaal (NED) in January
- 1000 Indoor World Series in Nimes (FRA) in January
- 1000 Indoor World Series in Yankton (USA) in February
- Indoor World Series Team Final virtual competition in February
- Pan-American Championships and CQT in Monterrey (MEX) in April
- Hyundai Archery World Cup stage 1 in Guatemala City (GUA) in April
- Hyundai Archery World Cup stage 2 in Lausanne (SUI) in May
- European Archery Championships and CQT in Antalya (TUR) in May
- Hyundai Archery World Cup Stage 3 and FQT in Paris (FRA) in June
- Final Qualifier Tokyo Paralympics Nove Mesto - July
- Olympic Games Tokyo 2020
- World Archery Youth Championships – Wroclaw (POL) in August
- Paralympic Games Tokyo 2020
- Qualifier Birmingham World Games Field during European Field Archery Championships in Porec (CRO)

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1. World Archery office

The World Archery office underwent a lot of changes in this period. We had the following departures:

- Chris Marsh to the IOC Sports department in August 2019
- Jae-Kyung Lee in February 2020
- Pascal Colmaire retirement in September 2020
- Juan-Carlos Holgado to FISU in September 2021

At the end of 2019 the Event department was combined with the Marketing department and was expanded with two new staff in 2020, Cécile and Gonzalo.

We also had a short stay of Melany Pifarre Postigo and Gonzalo Lasarte. Gonzalo brought a dynamic change to the marketing but was recruited by Valencia Football club.

In terms of arrival we have two important contact persons for our member associations:

- in events Cécile Tosetti (Events Coordinator)
- in member services Cecilia Viscarra (Membership Services Coordinator)

As part of the new strategic plan that will be presented during the Congress further major changes will be planned which will include the expansion of the membership services which will be headed by the deputy Secretary General Siret Luik. A part of my congress presentation will be on the future direction which will aim to also have a more integrated approach between World Archery and the Excellence Centre.

However, it is clear that prior to COVID we were 15 employees in the office and currently we are 11. In the period between March 2020 and April 2021 we were able to use a furlough system which allowed to reduce the financial fixed costs and keep the current staff. However, this has now come to an end. In average the working time of most staff was reduced to 50% but it was very dependent on the department and the type of responsibilities.

As we have less staff and also we have more and more working from home, the office space was reduced to 2/3 of the original space and we have been able to rent out the other part as of June this year which allows us to save substantial costs.

We also envisaged moving the office to the World Archery Excellence Centre, but the cost was too high and also created other complexities. However, this idea could be relooked at in the long-term future.

We had several consultants working for us in development: Sergio Font in the Americas, Khaled Sofiane Lamandé in Africa and Cushla Matheson who replaced Robert Turner in Oceania. However, their working time was reduced due to the decrease in activities.

We currently employ people in the office and the Centre from Great-Britain, Estonia, Spain, France, Switzerland, Korea, Italy, Bolivia, Senegal, Germany, and Belgium making ours a truly global organisation with staff from four continents.

2. IOC relations and the Olympic Movement

World Archery's relationships with the International Olympic Committee and the Olympic Family continue to be excellent. Our President continued to attend many meetings and, due to his role as IOC Vice President which ended in 2020, was unable to be present at all World Archery events.

The President is very much involved in the implementation of the IOC's Agenda 2020 and the new Agenda 2020+5, especially in the areas of clean sport and the Youth Olympic Games. He remains the chair of the IOC Medical Commission as well as sits on the Board of ITA and the Executive Committee of WADA.

Even though no athlete from archery nor our member association in Russia was mentioned in either of the McLaren Reports, a lot of time and resources is still being spent on the Russian anti-doping scandal. The CAS decision implementing the decision of the WADA Executive Committee will be in effect in the World Championships in 2021 and 2022. Therefore next week the member association concerned will compete under RAF and no other name can be used. Also they will have a special flag and anthem.

I continue to be Vice President of the Association of Paralympic Sports Organisations (the Paralympic equivalent of ASOIF) and continue to see better communication and cooperation with International Paralympic Committee. I was also recently added to the drafting group of the new Classification code which will be coming into effect in 2025. I also became chair in 2020 of the ASOIF working group on Para-sport of which I was a member before. This is to assist the IPC and Olympic Sports on the Paralympic Programme to enhance the Paralympic Games and with the work of all sports to become independent of IPC might play an important role in the future.

I continue to serve on the ASOIF Working Group on Olympic and Multisport Games, which works on the relationship between ASOIF, its members and organising committees of Olympic Games.

At the latest General Assembly of the International Master Games Association, I was asked to chair a working group on governance and after the decision by their board to implement all 50+ recommendations I am now also in the steering group to implement the recommendations.

Matteo Pisani is member of the Working Group on Technology and was a key person in the planning of data processing at Tokyo 2020.

I finish my current term on the standing WADA Committee on Compliance Review and will be proposed for a final term. I attended several meetings of this committee, which plays an essential role in the fight against doping and is in the process of finalising the international standard for compliance. The work done in this area could be transposed to other areas of our business such as good governance and development monitoring.

World Archery Executive Board Member Jörg Brokamp continues to serve on the IOC Sport and Active Society Commission.

In conclusion, it's clear that World Archery's relationship and position within the Olympic Movement remains strong and we keep on working to improve it in the future.

3. Development

As of the start of 2019, the number of ongoing development programmes continued to grow. Significant changes have taken place since the establishment of the World Archery Excellence Centre. However, 2020 and also 2021 due to Covid put a serious halt on development programmes and new initiatives had to be implemented online. The retirement of Pascal Colmaire also played a significant role and due to COVID no new appointment has been made.

The main areas of development activities are as follows.

- Improvement of the management and governance of member associations with assistance in their constitution and planning, and the continuing education of regional consultants in good governance and strategic planning. This project is managed by Siret Luik.
- Online/E-learning coach education with World Academy of Sports. This project is implemented and the first set of accredited level one coaches were trained at the World Archery Excellence Centre.
- Continuation of the internal adjustment of our operation with the World Archery Excellence Centre.
- Continuation of our partnership with the Global Sport Development Foundation in Oceania and Africa. GSD also financed a support package of 190.000 USD to 35 athletes.
- Evolution of the coach trainers programme management with the development of a special app to accredit and re-accredit them. This is managed by Cushla Matheson.
- An increase in the number of coaching courses conducted according to World Archery standards in 2019. However, it came to a brutal stop in 2020, due to COVID.
- In total four resident athletes in the World Archery Excellence Centre were supported by Olympic Solidarity of which three competed in Tokyo. One obtained a bronze medal at the last Hyundai World Archery Championships and the first ever quota place for Bangladesh.
- A total of 36 OS Scholarships for athletes for the Tokyo 2020 Games had been attributed by Olympic Solidarity from 23 countries of which 15 qualified for the Olympic Games and when writing this report we await their results.
- During the lockdown period a series of video training tips were developed by the World Archery Excellence centre which were translated in several languages.
- A summer summit program was conducted in 2020 to replace other activities. These were pre-registered conferences for the following four groups:
 - Archers: 31 May 2020
 - Tournaments: 28 June 2020
 - Judges: 26 July 2020
 - Coaches: 30 August 2020

This initiative led to continental associations doing similar programs in the Americas, Asia and Europe.

Member associations

The number of member associations is quite stable. The current membership is made of:

- 5 continental associations
- 166 national associations
 - 151 full members in good standing
 - 3 temporary national associations in good standing: BRN, VIN, YEM
 - 11 national association that is not in good standing: COD, LAO, LIB, MAD, MLI, PRK, RWA, SEN, SOM, SUR, TOG
 - 1 national association conditionally suspended: TGA
- 3 recognised associations: Guadeloupe, Martinique and New Caledonia, in cooperation with the respective continental association

The continental distribution of member associations:

- Europe: 50
- Asia: 38
- America: 33
- Africa: 33
- Oceania: 12

Active members and their governance

The policy approved by the Executive Board several years ago makes it clear that all of our members should have a minimal level of activity. This includes the obligation to have at least a national championship both for men and women in the Olympic discipline and have anti-doping rules in place that are in compliance with the World Archery clean sport rules.

The main challenges we have faced are issues with the Member Associations' constitution, election process, financial management and team selection procedures. Most of these issues still need more transparency and a better communication by the Member Association. It is regrettable to see that certain selection procedures have ended up in arbitration or court procedures. A mission has been given to the coaches committee to draft templates for selection that can be used as best practice models for the future.

Good governance is also a requirement and, as part of that, a strategic plan for each member association will be a mandatory requirement. Further information will be given during Congress.

In 2019, we started doing online calls for our Member Associations in order to provide information to our members and to allow member associations to ask questions directly to myself and our staff. We have continued doing these on a monthly basis and this has been beneficial especially during lockdown periods.

4. World Archery Excellence Centre and FIDTA

The World Archery Excellence Centre has now been operating for four full years.

The director of the Centre will give a final report during Congress since he will be leaving the team shortly after. I will concentrate on the liaison with the World Archery administration. The financial operations of the centre are running towards the budget and are closely monitored. The finance and audit board also visit the Centre once a year to check on the budget and review the accounts.

World Archery's contribution continues to exist in two parts. A first part that is related to support for the operating costs of the centre, mainly to pay for the salaries of the Centre staff, and a second as a contribution to the work done by the Centre towards development operations for World Archery. There is also the contribution from World Archery to the construction cost as sponsor of the Centre. Due to the postponement of the 2020 Olympics both contributions had to cut for the 1st one or postponed for the 2nd one. Also, in 2021 the contribution has been reduced.

The Centre continued to run independently from World Archery, but regular contact exists between its director and myself, focused mainly on financial and general management matters.

At the end of 2019, a study was conducted by an independent body called Sport Resolutions to look into human resources, business strategy and policies and procedures. The report was used to implement several changes which will lead to a new staff handbook as well as the integration of a new HR structure. With the departure of the director a new synergy for what concerns the finances and HR will be created and further information will be provided by me after the report of the Centre Director in Congress.

As of the 1 October I will take the role of acting director of the WAEC and other changes will be made to further improve the efficiency and use of the resources of the centre.

We were pleased to see an increased use by high level teams in preparation of the qualifiers and/or the Olympic Games.

For what concerns 2020 and 2021, the funding received from the IOC for international federation development programs continues to be fully transferred to the World Archery Excellence Centre.

The activities of the Centre will be covered in the report of FIDTA later in the agenda.

5. Information technology and the internet

For World Archery to remain current, we need to continue to invest in information technology. Our IT projects are managed by Matteo Pisani and he has an extensive team working with him at and outside of events.

- **WAREOS:** in WAREOS are included bookings, invoicing, visa applications and other activities necessary for the teams to prepare for an event. The continental associations are now also using the system to its full extent. The staging of the World Cup stage in Lausanne have made it possible to see some of the user issues for an LOC and some new improvements are planned for 2022. A meeting with the future and current LOCs is also planned to make sure to get their feedback.

We remind that each member association must administer its users and is expected to put the necessary procedures in place to prevent abuse.

- **Open WAREOS.** For the Indoor Archery World Series in 2019-2020 and the online Indoor World Series Open WAREOS was extensively used. We also implemented for the Indoor World Series a support system that ran during the four weekends 24 hours for one week for each stage.
- **RyngDyng.** Falco Eye was replaced by an optical system that has many advantages in comparison with Falco Eye. It is transportable, needs a lot less maintenance and is cheaper. It is used at the Olympics and Paralympics and was used in 2021 during the entire season.
- **Database.** Past results have been added including all the World Archery Championships and several other events. By Paris 2024 we should have entered all historical results that exist.
- **Results operation and accreditation.** The accreditation cards that are used for an entire season are now printed on an environmentally friendly support which makes the impact even lower. Reutilising accreditation cards over two seasons produced a 41% reduction in new plastic accreditations. During two seasons of World Cup and World Championships (2018-2019) World Archery would have had to produce 5,475 accreditations for athletes, officials and staff. By re-using the accreditation for the same person over the events the federation managed to avoid the production of 2,270 new accreditations. This has continued in 2021. In covid times it was even more important to have strict access control and a portable application continues to be used which enable to work both online and offline, for access control.
- **Results.** At the request of the judges a special judge app has been implemented working during both the pre-competition phases and during result collection
- **International licence.** Implementation is awaiting the finalisation of the insurance policy and I plan to give a first proposal during congress.
- **Extranet.** The world record claim procedure has been extended to continental records and high-level performance awards are now also requested through the extranet. Contact details and governance documents are also an integral part and further development is planned as soon as we can reduce the workload of our IT staff in other areas.
- **API.** A full set of endpoints for developers is available and can be accessed at <https://api.worldarchery.org/v4/API/> . Several API calls have been added and will continue to be added.
- **Classification.** The whole para-archery classification system has been integrated in the database. Judges now have access during able-body events when required by the judges.
- **Scoring application.** The scoring application is available to member associations. Several have started using it for their national competitions. The app is available free of charge, but minimal training is necessary. Several seminars are being hosted. There are independent results teams in all five continents.
- **Website.** The website continues to evolve. The website is mostly accessed from phone or tablet. We are quite pleased that since the change of the website to the new backbone, we have not been subject to successful attacks from outside sources. However, that doesn't mean there have been no attacks.

- **Dotsport.** World Archery has changed in 2019 to archery.sport and worldarchery.sport. This is our primary domain name, and we can offer national versions of this domain name, even in national languages. We could have for instance ffa.tiralarc.sport or china.archery.sport. Further communication will be given during Congress.

6. Communications

World Archery's communications strategy revolves around acting as a quality content generator. The content is distributed via its website, social and online media channels, and as media releases to television and news outlets.

This is supported by the following quality publications:

- 20 World Archery Info Newsletters

The annual reports and target magazines have been delayed due to higher priorities in other communication areas, especially related to television and social media. However they are still intended to be published. The 2018 report was published at the end of 2019.

We thank Mr Ugur Korkmaz for his work in printed materials and designs.

Chris Wells continued to enlist several different quality writers during and outside of events which has made it possible to have a lot of articles being generated. Gwenaël Massot has produced a lot of videos adapted to the needs of social and other media. We have hired a freelance editor who is Jeff Kirshman who some of you have met in Antalya during the European Archery Championships.

The video series have continue to be a successful marketing tool for manufacturers and several sponsored releases now exist. The income from Youtube has grown extensively in 2021.

Change of strategy away from full-event focused features to serialised outside of events is working. Series so far include:

- Archery News
- #ShootLikeMe
- ...In Slow Motion
- Behind the Bow
- #MyRange
- Archery 360
- #Coachme
- Archery Show
- Archery History
- #ArcheryatTokyo
- Olympic Star
- ArrowVersus

Social media and web

In terms of Social Media based on the research from an independent company called Red Torch in 2020 we were among International Federations ranked #19 overall.

World Archery went down 2 places in the ranking from 2019. Over half of IFs experienced a decline or stayed the same in 2020 compared to 2019.

- ranked #4 on YouTube – up 5 places which remains our strongest platform
- ranked #23 on Twitter – up 1 place
- ranked #24 on Instagram – down 3 places
- ranked #18 on Facebook– down 4 places

We were in 2020 ranked #4 of 10 similar-sized (in social media terms) International Federations.

IFs with 700k – 1 million social media fans

- ITF (12)
- ISU (14)
- FINA (15)
- World Archery (19)
- IIHF (22)
- World Taekwondo (23)
- ISSF (27)
- WBSC (30)
- IHF (31)
- World Triathlon (33)

Initial figures show that the impact of the Olympics will be huge and therefore we will present a full set of data at the Congress. We will also be able to show our first set of information on a social media campaign in China which is critical for the growth of our sport. The success of athletes from India and Bangladesh play a big role in the growth of our social media channels.

7. Television Production and Distribution

The agreement with Eurosport continues up until 2021 and we have signed a new rights deal with KBS Korea also until the end of 2021. We have added deals Sony in the Indian subcontinent, Match TV in Russia, Claro in Latin America, and Astro in Malaysia, among others.

World Archery continued its effort in TV production to ensure the widest possible coverage of the Hyundai Archery World Cup stages, the Hyundai World Cup Final and the World Archery Championships. However the pandemic allowed us to reflect on production methods and thanks to the implementation of remote production we were able to increase the production to include all world ranking events. World Archery produced for the first time images from the three major continental championships and all the Olympic Qualifiers which increased a lot the distribution.

The relations with the broadcasters have increased tremendously and we should see the result in Tokyo.

We are also pleased to share a Eurosport explainer that will be used during the Games and which shows archery in a simple way to new fans.

The focus on the production has also changed to a more emotions based production rather than showing a static target. This has increased the appeal of our sport.

We thank the work of QTV and also our set of commentators especially Karim Bashir and Nicky Hunt.

Here is the summary of the production per event:

- Live coverage of finals matches (two days, for a total of around 11 hours)
- Two 52-minute highlights, one each for the Recurve bow and the Compound Bow competition
- Multiple 3-4-minute video news releases supported by interviews and b-roll and made available for television stations
- Dedicated ENG or interview footage on request
- Feature catalogue
- Live clipping of matches and distribution via FTP

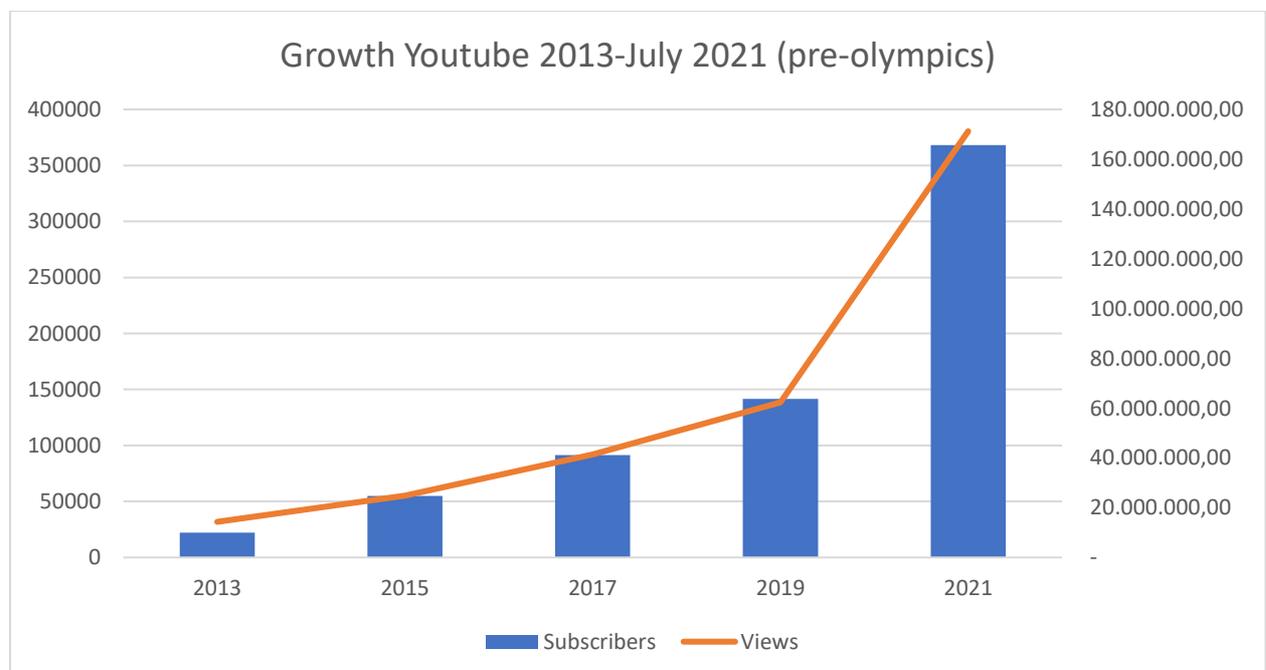
World Archery continued to use an in-house strategy for the TV distribution of events. The focus is still to maximise the distribution of television and to bring in rights fees in the key markets, achieving:

- Increased numbers of live or delayed-live broadcast takers
- Increased numbers of highlights or clipped-match takers
- Increased news coverage, particularly in the countries of event winners
- Increased viewers on web platform for live streaming and features

Thanks to all these efforts, the number of hours coverage of the Hyundai Archery World Cup broadcast in key markets increased in 2021 despite the 2020 season being cancelled. Furthermore, new initiatives such as the Lockdown knockout and the Online Indoor World Series helped to remain in contact with broadcasters.

Web TV

World Archery’s YouTube channel still acts as the primary online distribution channel for footage in territories where the rights to events are not owned by broadcast partners, and for the features and series made at and outside of events.



8. Sponsorship and Marketing

With the cancellation of the events in 2020, most of the value given to sponsors was significantly reduced. Thanks to a great collaboration with our sponsors, we found agreements for a solution in order to minimize the risk of financial losses around sponsorship. By either having new offers linked to the Lockdown knockout event, the Indoor World Series online, or extending contracts by one year for Hyundai and Erreà for instance.

Since the beginning of the World Cup, World Archery has launched a successful program for sponsorship. In 2021, the current World Archery sponsors and partners are:

- Hyundai
- Erreà
- SporToto
- Longines
- Turkish Airlines (returned in 2021)
- Easton, Hoyt, Fivics, PSE Archery as Diamond Equipment Sponsors
- Development Fund Partners and Associate Members
- Official providers are ArcheryAnalytics and NVLogistics

The relationship with archery equipment manufacturers and the industry has continued to develop, increasing revenue while offering a better service and more flexibility to find mutually beneficial partnerships. This approach has had the full cooperation of the Archery Trade Association.

The online shop has undergone many changes and had a successful 2019 but very slow 2020. 2021 is starting up again

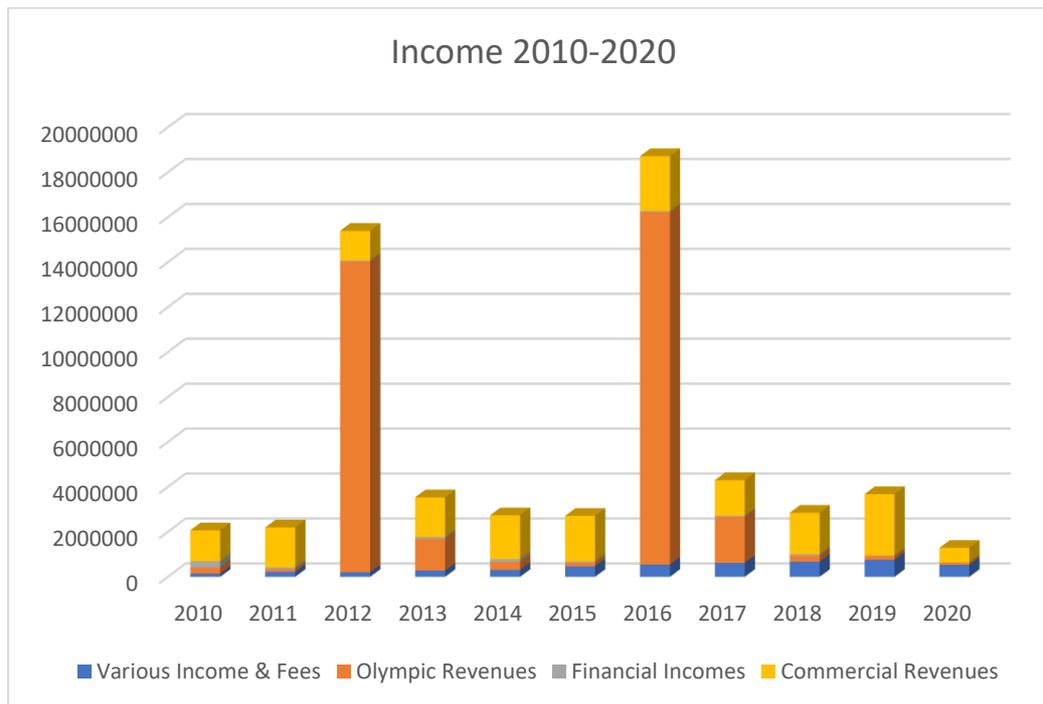
During Congress, we will update you on the target mat licensing program.

9. Finances

Based on our constitution, both I and the finance and audit board report on the finances. Details are given in the audited accounts, but I wanted to give some additional information.

The currency employed in this report is Swiss francs (CHF) because World Archery uses the franc as the currency reference for all matters and since we are required to do under Swiss Association law.

Income in CHF



Most of World Archery's income in 2019 were the commercial revenues which were the highest ever and were the main source of income. This is to be expected for a non-Olympic year. Commercial revenues combine cash income and value-in-kind revenue and were also due to the way the agreement was made with the LOC of the Hyundai World Archery Championships.

Then COVID-19 happened and instead of a great 2020 with Olympic revenues, revenues were reduced by 65%. Most of this was in the reduction of the commercial incomes which was due to the fact that we were not able to have events.

As was the case for the four preceding years, the exchange rates were monitored on a daily basis. Most incomes are in US dollar (USD) and the value of the dollar varied with respect to the Swiss Franc from 0.89 to 1.02. However, in 2020 and 2021 it has varied between 0.88 and 0.99

All USD/CHF conversions have happened below 1 CHF in the last year and COVID caused the CHF to gain strength, so we had to revise our budgeted rate to 0.92.

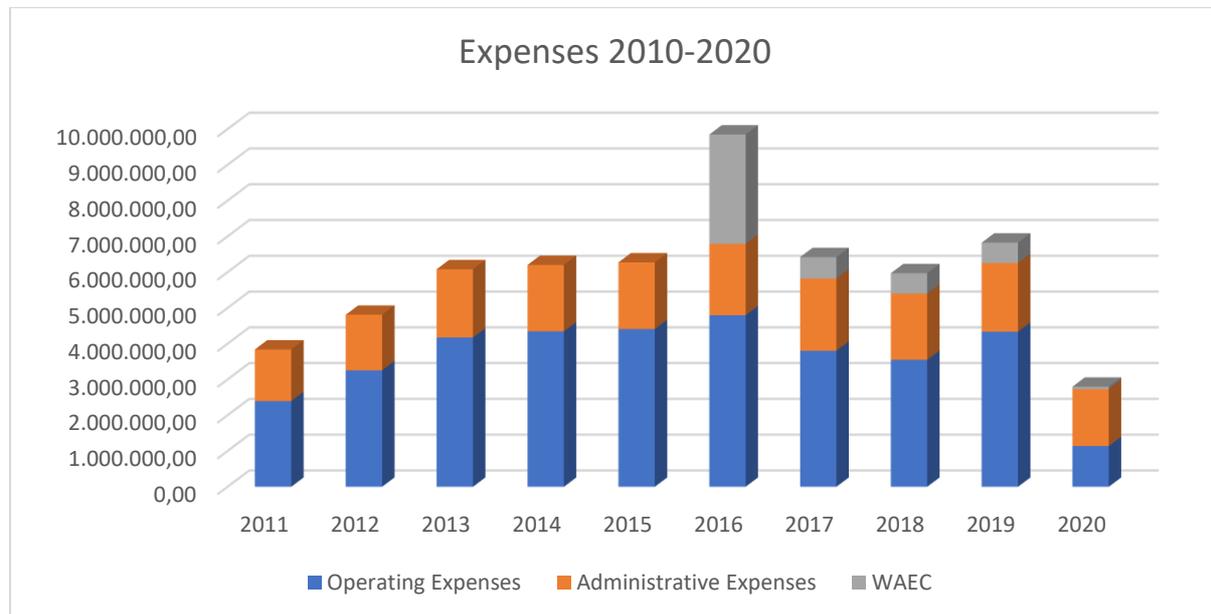
Following the spread of the new Coronavirus COVID-19 and the restrictions imposed by the Swiss Federal Council, the WAF has implemented several measures to ensure its continuity of operations.

Indeed, the teleworking tools put in place for its employees have made it possible to guarantee continuity in the services provided. To date, there have been no problems with its stakeholders. In view of the World Archery Federation activity and the current situation, management believes that the repercussions related to COVID-19, while important are under control. To limit the impact on our cash flow, we were able to obtain the following loans which will be reimbursed according to the agreement put in place:

- IOC Loan: USD 2.5M/CHF 2.35M (a further loan of USD 2.5M/CHF 2.35M in 2021)
- Swiss confederation support: credit COVID-19 CHF 366k

- Mortgage of 600.000 CHF on the office

Expenses in CHF



In 2019 the expenses were in line with the budget. However they had increased in line with the income as well. Between 2018 and 2019 the income increased by 29% where the expenses increased by 14%.

In 2020, operating expenses decreased by around 73,76% on the previous year, very much linked to the fact that there were no major outdoor events. The main issue is that the fixed costs which are the administrative expenses only decreased by 17,01%. The fact that the costs related to the centre also decreased by 88,22% was good but this was only possible by reducing the reserves of the FIDTA.

It is clear that the financial impact of COVID was huge and we do not know several key factors for the future which are our application to a Swiss Confederation subsidy to cover the losses of COVID and the income from the Olympics Games. This makes it very hard to make a correct budget for 2021 and beyond.

The fact that in 2021 we have reduced fixed costs by reducing staff expenses will help but also means less resources are available when the sport and especially events and develop programs resume.

It is critical that we monitor expenses and that the organisation generates more revenue. The priority goal remains to make major events more sustainable by increasing revenues.

The World Archery Excellence Centre will continue to be a major cost factor especially in the Olympic years knowing we still have to reimburse the mortgage. This is why a re-organisation of the mortgage is a key priority as soon as Olympic revenues are known.

I refer to the respective audit reports as well as the finance and audit board report for further details.

Contrary to previous congresses a financial plan will only be presented in the Congress. This will however be very much a draft and following discussions with Credit Suisse for the payment of the

mortgage of the centre, as well as the details on the Olympic funding a final version will be communicated to the member associations as soon as possible.

I would like to thank the members of the finance and audit board for their excellent cooperation and guidance and our Head of finance, Caroline Murat, for her tremendous work.

10. Events

The Event department in the last two years has been analysing the success of the different events and continued to see where improvements can be made. A first major change was made by the introduction of new criteria for World Ranking Events. Thomas Aubert is continuing to find new ways to empower organisers, encourage creativity to achieve high standards of event delivery that is both affordable and cost effective.

We will report in Congress more on events but of course there were a lot less events due to the Pandemic which saw the 2020 as good as completely cancelled.

General remarks

- The Organisers Manual is well used by the organisers and is being kept updated.
- A branding guideline is also available to our organisers.
- A new set of World Ranking Requirements have been implemented.
- Although many new people integrated the events team, there is at the same time a better risk management due to less being dependent on the same persons at each event.

2020 Olympic and Paralympic Games: Tokyo

While we write this report, we are a few days from the start of the Olympic Games. We will have 51 member associations competing in Tokyo which is lower than Rio and London but very much linked to the fact that we have seen a development in women's archery due to the introduction of the Mixed Team. 29 Mixed teams were able to qualify for Tokyo and for the first time ever all archers fully fulfilled the Minimum Qualification Scores including the tri-partite invitation places.

The Paralympic Games will see many new countries participate and with all 5 continents present. We see a strong development in the Americas which is necessary to keep our event in the Para-Pan American Games.

Other Future Games

Most Games have been moved to 2022. The World Games move to 2022 forced us to review the Qualification system since the World Field Championships could not be used anymore. However, the Hyundai World Archery Championships in Yankton will now be the main qualifier for the compound event. The cooperation with Paris 2024 is excellent and an Memorandum of Understanding has been signed by World Archery, FFTA and ASO (major event organiser) to bid to be the Event Delivery Entity for the Paris Games making full use of the flexibility offered by the IOC to organise future Games.

Lockdown Knockout and Indoor World Series Online

As we had no 2020 outdoor season something had to be done to keep Archery visible. The idea was to do a remote competition involving some of the top archers shooting against each other remotely.



The Lockdown knockout was born, and two editions took place. One for compound and then for recurve. It allowed to experiment with remote production and the use of phone cameras. The interest was high and even TV Channels were interested. The IOC President used it as an example in the 2020 IOC Session.



It also allowed to give visibility to our main sponsor Hyundai. It also allowed to have a mixed gender competition with a guaranteed final between a man and a woman. Even the winners had a gender balance with the compound event being won by Sara Lopez and the men's event by Crispin Duenas.

The Indoor World Series would quickly see the same fate as the Outdoor World Cup especially since the main goal is mass participation, so the idea of an online virtual competition was developed during a brainstorming exercise in the office.

It resulted in a four-weekend competition starting on Friday and finishing on Sunday with the following numbers:

- 7237 unique participants (15531 Participations)
- 13558 valid scores
- 99 Countries
- 60.000 emails sent
- Support request: 1466 request handled
- 3998 messages exchanged by support



A big thank you to Thomas, Matteo, Andrea and Chris and everyone else involved in this crazy project.

In the end a team final was organised where again new production techniques were successfully tested which allowed us to better prepare the 2021 Outdoor season.

This unique Business to Consumer experience has given us valuable insights and will lead to a new Indoor World Series project which we will explain during congress.

Event re-start and #BackToArchery

A temporary World Ranking sets of requirements was released in September 2020, adapted to the sanitary situation, allowing organiser being able to stage events to register for World ranking tournaments, it would also be used as a tester for a new set of World Ranking requirements. In April 2021, rules and requirements for World Ranking were updated, allowing organisers to better promote their event and World Archery producing more content around it.

In April 2021, World Archery events could restart with the stage 1 of Hyundai Archery World Cup staged in Guatemala City. Events ran with a lot of uncertainty around it, and the political decisions made due to the evolution of the sanitary restrictions. With changes being forced to the organisers in the weeks or days prior to events.

Along the 3 stages of the Hyundai Archery World Cup, more than 8'000 tests were performed with only 1 confirmed positive case, and two false positive.

Despite many challenges the 3 stages of the World Cup were hosted, and we were able to have all qualification events that were re-programmed. Therefore, all athletes for both Games were qualified through the Field of Play results which was a major success.

11. Clean sport

International Testing Agency (ITA) continues to deliver the clean sport management for World Archery. This includes many services. Even during the pandemic World Archery kept on testing.

Cooperation with National Anti-Doping Organisations (NADOs) continued on test planning and information sharing, thanks to an increase in usage of the Anti-Doping Administration and Management System (ADAMS) by NADOs.

World Archery undertook the following number of tests over the past two years.

Year	Tests in Competition	Tests out of competition
2019	162	72
2020	58	61
2021 (up until 15/7)	98	43

As attachment to this report you will be able to find the two ITA reports for 2019 and 2020, which we publish as received to show once more the independence of the program.

We also have faced some issues with a possible food contamination in Guatemala. We hope that ITA will finalise their investigation by the Congress and will report accordingly.

12. Good Governance at international and national level

Even before the major scandals in the last Olympic cycle, World Archery has always been conscious of improving its governance. The last Congress approved several major changes to our constitution which improved the governance.

The entire election process was reviewed and detailed role descriptions were developed for elected positions.

The Association of Summer Olympics International Federations (ASOIF) conducted a study on all 28 Olympic federations. With Agenda 2020 and also initiatives from ASOIF, we need to see where we could do even more.

We have now undergone a third iteration of the ASOIF questionnaire and as expected, World Archery remains ranked in the middle of the pack and feedback has been given to us where we can improve.

In the table below you can find the change between 2017, 2018 and 2019 in the assessment.

Section	2017		2018		2019	
	Self-assessed score	Moderated score	Self-assessed score	Moderated score	Self-assessed score	Moderated score
Transparency	28	26	32	32	38	38
Integrity	15	15	21	19	25	24
Democracy	21	20	22	22	30	27
Development / Solidarity	16	14	21	20	24	21
Checks and Balances / Control Mechanisms	19	16	20	18	24	24
Total (sections 2-6)	99	91	116	111	141	134
Mean	1.98	1.82	2.32	2.22	2.82	2.68

The ASOIF report concluded our strengths were:

Overall

- World Archery is in Group B
- The difference between the self-assessed and moderated scores of 7 is lower than the average markdown for 2019-20 of 13 across all IFs
- The improvement in the moderated score of 23 is in line with the average improvement of 24.5 across all IFs
- World Archery has comfortably exceeded the target of 120 set by the ASOIF Governance Taskforce
- Note that the assessment is based on measures which were already in place by mid-February 2020. Credit has not been given for reforms or activity to be implemented or

proposed at a later date. This is consistent with the approach adopted for other IFs and previous assessments

Positive

- A very good range of information is published
- Project to review governance of Continental Associations
- A number of initiatives are currently underway, such as the new Electoral Board, which are likely to boost the score in future

Siret Luik continues to monitor in parallel the governance of our member associations. This is following the previous congress decision that for a member to remain in World Archery they must be active – and one of the criteria of being active is having a good governance.

13. Strategic planning

A new strategic plan will be presented in the Congress. The Executive Board approved the Vision, Mission, Goals and structure for the office and now it will be up to the Congress to do the same and provide input for the implementation.

14. Report on match fixing, justice and ethics, and safeguarding

No match fixing cases were reported to World Archery.

World Archery has adopted the Olympic Movement Code on the Prevention of the Manipulation of Competition.

In the lead up to the Olympic Games four conference calls with athletes and coaches were organised to explain what match fixing is and what the dangers are. Items discussed were :

- who can bet?
 - on what sport can an accredited person bet?
 - what information can be published and when ?
- and many other types of information that is often misunderstood.

Board of Justice and Ethics report will be included with the committee reports.

15. Sustainability report

For the first time, World Archery measured its carbon footprint in 2020, summarising the year of 2019. Multiple solutions are implemented to be more sustainable in our ways of working, towards the environment and at our events.

2019 report is published and 2020 report will be published before the Congress.

16. Evolution of World Archery

As mentioned in the introduction, we live in a very complex world and Covid has made it even more complex and we cannot just keep on doing what we have been doing for the last 10 years. If not our sport and our structures will become obsolete. We constantly need to see how we can better work towards the future.

We should learn from other sport and non-sport entities that are successful and be ready to make more changes. If we don't manage change, change will manage us. The world is changing dramatically, and we need to get World Archery up to speed for this change.

Things like E-sport should be addressed as well as we need to see what we can learn from the Indoor World Series on line. We also need to see how we can assist our member associations getting out of this current crisis since membership numbers will be under challenge as will be government support.

Another matter of urgent attention is climate change and the need for all organisations to adapt. We are very much an outdoor sport and we are confronted more and more with weather issues. We need to continue implementing changes that help to safe our climate.

World Archery will commit to changes in cooperation with the IOC and the UN and this will lead to our small contribution in this critical matter.

But we need to do more, and we look forward working with our organisers and member associations to do what we can.

17. Ad-hoc commissions and working groups

Continental Games

Since we were in all five Continental Games this group has been disbanded and replaced by a regular conference call with the continental associations.

Good governance and strategic planning advisory group

Since this has moved to an operation phase the group has been disbanded and we thank the persons that made the initial work. Without them we would not have been able to get this far.

Gender equity

World Archery continues to work in this area but without imposing quotas. The candidature list for congress shows progress in most committees but still more must be done at national level to have more female candidatures.

Remuneration

Recommendations were made and implemented. The group is composed of the President, a member of the finance and audit committee and the First Vice President as well as the staff member

in charge of human resources and will meet when necessary. A special remuneration committee was created for the remuneration of the President which is composed of all vice-Presidents.

18. Future

Thanks to the World Archery Plan, which is the blueprint for all of our activities, the federation has a focus for the future. World Archery doesn't aim to be the biggest, but it does want to be the first and the best to do things.

The focus for World Archery, which we will continue to discuss in the workgroups during this Congress, is how we can even more empower our member associations to become stronger and more important on a national level.

I look forward to working with all of you to tackle new challenges to have archery be an important sport at a national level, worldwide.

19. Conclusion

In conclusion, I wish to thank the World Archery President, Prof Dr Ugur Erdener, who despite being even busier than before still finds the time and energy to do a fantastic job for our sport. I thank all the executive board members, committee members, and judges, classifiers and volunteers for their tireless efforts in enhancing our sport.

I would like to thank long-standing World Archery officers who have indicated they will retire at this Congress. They will be mentioned in the closing of Congress.

I thank the entire event team under the leadership of Thomas Aubert:

- Event manager Fernando Suarez and Andrea Gabardi
- Sport presentation under the leadership of Aimee Barnabe
- Results under the leadership of Matteo Pisani
- Media under the leadership of Chris Wells
- Television production from QTV Sports and Denis Harvey for his advice
- Marshals keeping our athletes under control
- ...and everyone else that has assisted during the events

And, of course, last but not least the World Archery staff. Many thanks in no particular order to Caroline, Ludivine, Matteo, Séverine, Jenny, Chris, Thomas, Cécile, Cécilia, Siret and Gwenaël, as well as the Centre staff Juan-Carlos, Junoh, Abdou, Karim, Charlotte, Jeoung, Raymond, Corinne, Lillianna and Daniel and Pascal, Fernando and Andrea.

I look forward seeing you all in Yankton and to give you a further update on our activities.



Tom Dielen,
Secretary General