



Secretary General's report

LAUSANNE / 13 MARCH 2019

Introduction

World Archery has had a very successful period since Congress in Mexico even if it seems only a very few months ago. We have, again, done our best to enhance the impact of archery in the Olympic and Paralympic Family and our own community. The world of sport is changing every day and we cannot continue to work as we did in the past. The digital transformation is upon us and we need to adapt.

“There are misunderstandings around the concept of digital transformation. The big mistake is this: digital transformation is not about embracing digital tools. We all have laptops and smartphones, we use 4G and data services, but this has nothing to do with digital transformation.”

“Digital transformation, at an organisational level, is about velocity, about early decision making, about empowering people to test things and learning from mistakes. This is how the major digital technology disruptors of our world operate, and these are the principles which are very difficult for the sports administration community. But digital transformation is really understanding the importance of embracing disruption, before being disrupted, through empowering people, especially younger people, to take ownership of things.”

“This goes against the way most of our sports are structured. And I think that sometimes it will be easier to see meaningful and effective change in smaller IFs where is less cultural resistance. Nevertheless, I can already see some International Federations, including what we might call traditional even elitist sports, transforming by embracing the opportunities of technology. I think this example needs to be followed by all Federations. Even the strongest and more traditional sports need to understand the realities very, very well.”

Yiannis Exarchos – Olympic Broadcasting Services CEO

This is very important and although we have been frontrunners in many areas, other federations have done a lot of catching up or copied us. Nevertheless, we must continue to innovate in many areas.

Over the past two years, we focused on increasing the strategic planning of our member associations, working on good governance at all levels, assisting our members in adopting national coaching programs and a strategy, improving our media presence especially in social media and television, and on the finalisation of our World Archery Excellence Centre.

To begin with, I want to list the key events since the last Congress. The idea of this list is not to be complete as this would be impossible, and we have already listed most in the 2017 and soon to be released 2018 annual reports. Therefore, the purpose is not to fall into repetition of what has already been stated in these reports and this report should be read in conjunction with the annual reports.

Key events of 2017 (after Congress)

- World Archery Championships in Mexico City (MEX) in October
- Indoor Archery World Cup stage 1 in Marrakesh (MAR) in November
- Indoor Archery World Cup stage 2 in Bangkok (THA) in December
- OS level 2 Coach in Chile in October
- Coaches Course Level 1 at the World Archery Excellence Centre in October
- OS Development of the National Sport System in Madagascar since October (still in process)

- OS Coaches Course Level 1 in Kosovo in November
- Coaches Course Level 1 in Sri Lanka in November
- Level 2 Coaches course in the World Archery Excellence Centre in December

Key events of 2018

- Indoor Archery World Cup stage in Nimes (FRA) in January
- 8th World Archery coaches Seminar at the World Archery Excellence Centre in January
- Indoor Archery World Cup Final in Las Vegas, Nevada (USA) in February
- Athletes of the year in Las Vegas, Nevada (USA) in February
- World Archery Indoor Championships in Yankton SD (USA) in February
- IOC Session in Pyeongchang (KOR)
- Joined Committee meeting of all World Archery Permanent and Ad Hoc Committees in Lausanne (SUI) in March
- Hyundai Archery World Cup stage 1 in Shanghai (CHN) in April
- Hyundai Archery World Cup stage 2 in Antalya (TUR) in May
- Gymnasiade in Marrakesh (MOR) in May
- Hyundai Archery World Cup stage 3 in Salt Lake City (USA) in June
- Hyundai Archery World Cup stage 4 in Berlin (GER) in July
- Executive Board Meeting in Berlin in July
- World Archery Master Championships in Lausanne (SUI) in August
- World Archery Field Championships in Cortina (ITA) in September
- Hyundai Archery World Cup Final in Samsun (TUR) in September
- IOC Sport in Action Conference Buenos Aires (ARG) in September
- IOC Session in Buenos Aires (ARG) in October
- Youth Olympic Games in Buenos Aires (ARG) in October
- 250 Indoor World Series in Luxembourg (LUX) in November
- 250 Indoor World Series in Macao, China (MAC) in November
- Level 3 Coaches Coaches Course in Lausanne (SUI) in November
- 250 Indoor World Series in Rome (ITA) in December
- OS level 1 coaches' course in Lebanon in January, in Puerto Rico in February/March. in Estonia in August, in Chad and Pakistan in December
- OS level 2 coaches' course in Egypt and Mongolia in March, in Turkmenistan in April, Bangladesh in May, in New Caledonia in July
- OS Level 1 coach Trainer course in Austria in June
- OS Development of the National Sport System in Bhutan from July (still under process), In Kyrgyzstan since September (still under process)
- Level 1 coaches' course in Namibia in May, Latvia in September
- Level 1 Coach Trainer Course in Argentina in November
- OS training camps in Algeria, Mexico, New Caledonia
- OS YOG 2018 Preparation Program in Sri Lanka in January

Key events of 2019 (prior to Congress)

- 1000 Indoor World Series in Nimes (FRA) in January
- Level 1 coach Trainer course in China in January
- Level 1 coaching course in Mauritius in January
- 1000 Indoor World Cup Series and Final in Las Vegas, Nevada (USA) in February
- OS level 1 Coach Trainer course in Morocco in February

- Athlete of the year Awards in Las Vegas, Nevada (USA)
- Level 2 coaches' course in the United Arab Emirates in March
- Level 2 coaches' course in Iran in April
- Hyundai Archery World Cup stage 1 in Medellin (COL) in April
- OS training camps in Colombia in April/May
- Hyundai Archery World Cup stage 2 in Shanghai (CHN) in May
- Hyundai Archery World Cup Stage 3 in Antalya (TUR) in May

Agenda

Introduction

Key events of 2017 (after Congress)

Key events of 2018

Key events of 2019 (prior to Congress)

Agenda

1. World Archery office

2. IOC relations and the Olympic Movement

3. Development

Member associations

Good governance

4. World Archery Excellence Centre and FIDTA

5. Information technology and the internet

6. Communications

Social media and web

7. Television Production and Distribution

Web TV

8. Sponsorship and Marketing

9. Finances

Income in CHF

Expenses in CHF

10. Events

General remarks

2018 Youth Olympic Games: Buenos Aires

2020 Olympic and Paralympic Games: Tokyo

Other Future Games

11. Clean sport

12. Good Governance at international and national level

13. Strategic planning

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

15. Evolution of World Archery

16. Ad-hoc commissions and working groups

Continental Games

Good governance and strategic planning advisory group

Gender equity

Remuneration

In creation

17. Future

18. Conclusion

1. World Archery office

The World Archery office underwent few changes in this period. The major change was the arrival of Siret Luik from Estonia as part of the team. There was a substantial change of the staffing at the World Archery Excellence Centre. The office is split into four departments:

- General administration and member services
- Events
- Marketing, television and communication
- Development and education

The development department will continue to undergo changes in the coming months as we prepare for the departure of Pascal Colmaire. At this moment, I would like to thank Pascal for the 19 years of service he has already given to World Archery. The Congress in 's-Hertogenbosch will be his last as a staff member.

However, we do not expect him to completely disappear and his retirement will be effective only after Tokyo 2020. Pascal has played a significant role in the development of our sport and the training programs we currently use were all developed under his initiative. Pascal loves to teach coaches, and he has a tremendous experience. It is the right time for him to dedicate more of his energy to his passions, coaching archery and kyudo – and especially to his grandson and family. This is not a goodbye but a see you soon.

We also have several consultants working for us in development: Sergio Font in the Americas, Khaled Sofiane Lamandé in Africa and Robert Turner in Oceania. We currently employ people in the office and the Centre from Great-Britain, Estonia, Spain, Canada, France, Switzerland, Korea, Italy, South Africa, Guatemala and Belgium making ours a truly global organisation with staff from four continents.

During Congress, I will present during the up-to-date structure of the World Archery office and World Archery Excellence Centre.

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, 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, especially in the areas of clean sport and the Youth Olympic Games. He was a key person in the handling of the 2022 candidature process for the YOG which will be held in Dakar, Senegal.

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 are still being spent on the Russian anti-doping scandal.

World Archery is pleased to see WADA's and IPC's decisions in relation to Russia in 2018 and 2019 and continues to work with WADA, IOC, ITA and IPC in this matter. The World Archery President will also provide further information on this matter during the Congress.

I was elected as Vice President of the Association of Paralympic Sports Organisations (the Paralympic equivalent of ASOIF) and we are already seeing better communication and cooperation with International Paralympic Committee. I would like to thank Carole Hicks for the extensive work she has done around the creation of the constitution of this new organisation.

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. World Archery Excellence Centre Director Juan Carlos Holgado sits on the ASOIF Working Group on Sport Development and Education, and Matteo Pisani has been added to the Working Group on Technology and is a key person in the planning of data processing at Tokyo 2020. The working group on Multisport Games has been asked to work on the implementation of Agenda 2020 and the role of International Federations at the Olympic Games.

I am also a member of ASOIF's Paralympic Sports working group, formed to assist the IPC and Olympic Sports on the Paralympic Programme to enhance the Paralympic Games.

I was re-appointed on the standing WADA Committee on Compliance Review and 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.

In 2018, I finished my mandate as Executive Committee Member of the International World Games Associations. 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 is strong and continues to improve.

3. Development

As of the start of 2019, the number of ongoing development programmes continues to grow. Significant changes have taken place since the establishment of the World Archery Excellence Centre. The main areas of development activities are now 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 transferred to Siret Luik.
- Online/E-learning coach education with World Academy of Sports. This project was announced at the previous congress and is now under development. We expect to show a live demonstration during the meeting.
- Continuation of the internal adjustment of our operation with the World Archery Excellence Centre. Melany Postigo was hired to replace Christine Jennings who is now working for the US Olympic Committee. Melany is an active archer.

- Extension of our partnership with the Global Sport Development Foundation in Oceania with a contracted part-time development agent in Robert Turner. In 2018, the project moved focus from the Americas to Africa. It now operates in both Africa and Oceania.
- Evolution of the coach trainers programme, which has received significant take-up from member associations.
- An increase in the number of coaching courses conducted according to World Archery standards, due to:
 - - An increased course quality and focus on practical training and appropriate contents at three levels of coaching.
 - An increased number of certified coach trainers. It is now difficult to keep track of how many coaching courses are organised under the umbrella of World Archery, but this should be rectified with the World Academy of Sport project.
- Future development of the equipment assistance programme. We appreciate the support given by World Archery Europe, World Archery Asia and World Archery America (through their agreement with Easton) to countries in their regions.
- Improvement of our agreement with Olympafrica – a foundation working for African youth through sport – which will allow us to open an archery activity in some of their centres each year. World Archery will provide some kits of level one archery equipment.
- Benefits from Olympic Solidarity have reached the highest level ever in archery over the two last years, due to years of continuous promotion. We still can improve their use, particularly in regard to coach scholarships. There are currently three resident athletes in the World Archery Excellence Centre that are supported by Olympic Solidarity; a fourth also benefited from the programme in 2018.
- Identification of potential members of a working group on traditional archery. The next step is to form a working group with clear objectives. Having archery among the world heritage could be among them. Further information will be given after the next Executive Board meeting.
- In 2017 and 2018, special attention was given to the Youth Olympic Games. This included organising Olympic Solidarity training camps in Africa, America and Oceania prior to each continent's selection tournament.

Global Sports Development financed a pre-Games training camp for the athletes that obtained the places in the African Youth Games. All of the participants at this last camp competed with success in Buenos Aires and the girl from Namibia obtained a medal in the team event. The score of the African participants increased significantly in comparison with the two previous editions.

In Buenos Aires, athletes 45 National Olympic Committees competed in the archery event, which is an increase from 43 in Nanjing and 41 in Singapore. However, with 64 places this is close to the maximum possible of NOCs seeing that 19 countries had a girl and a boy. With more than 160 member associations this means that only 28% of the members were represented, which is much lower than the 35% we achieve at the Olympic Games. For this reason, we have asked the IOC to see if additional spots can be added.

Member associations

The number of member associations is quite stable and around 160. The current membership is made of:

- 5 continental associations
- 155 regular national associations
- 5 temporary national associations: BUR, JOR, MAD, PLW and SYR
- 1 national association that is not in good standing: Kiribati
- 3 recognised associations: Guadeloupe, Martinique and New Caledonia, in cooperation with the respective continental association.

The total number of regular member associations and temporary member associations and the one that is not in good standing is 161. The continental distribution of them is as follows:

- Europe: 50
- Asia: 36
- America: 32
- Africa: 31
- Oceania: 12

Among the three national associations that have been recently put up for expulsion (not included above), there is Senegal, the host of the 2022 Youth Olympic Games. Consultation with the International Olympic Committee and the National Olympic Committee of Senegal has already been introduced to ensure a successful archery event in 2022.

Good 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 need more transparency and a better communication by the Member Association.

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

As part of a good structure there also must be a clear link between athletes and a member association. I refer to article 2.1.1 of the World Archery rules which clearly mentions the affiliation of athletes to member associations. This is obvious in a club structure model practised mainly in Europe, but we have come across some of our members where this link is not clear at all. This has led to issues like participation in the Indoor Archery World Series and other open tournaments.

For disciplinary, clean sport and eligibility reasons, our rules clearly state that their needs to be an affiliation for each athlete as condition of eligibility. We will assist our members to become compliant with this condition if necessary.

In 2019 we have also started doing webinars 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 scheduled doing these at regular intervals and we will report during congress on future initiatives.

4. World Archery Excellence Centre and FIDTA

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

The director of the Centre will give a full report during Congress and therefore 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.

In 2018, the sponsor contribution from SporToto was also transferred to the Centre but the finance and audit board was of the opinion that this should be seen as a long-term loan from World Archery to the Centre rather than a one-way transfer.

The Centre continues to run independently from World Archery, but regular contact exists between its director and myself, focused mainly on financial and general management matters. Development activities are coordinated with the development and education director.

For what concerns 2018 and 2019, the funding received from the IOC for international federation development programs is being 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. We were also pleased that Matteo has been integrated in a working group from the Olympic Channel and has been added to the IT working group of ASOIF.

- **WAREOS extended.** The objective was to include in WAREOS 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 more.

A change was made to become GDPR compliant and individual user access is now a must: each member association administers its users and is expected to put the necessary procedures in place to prevent abuse.

- **Open WAREOS.** For the Indoor World Cup in 2017 and the Indoor Archery World Series in 2018-2019 we needed an entry system, and this is up and running and has been implemented with no major issues for all of the events. It was also used for the World Archery Masters Championships in 2018

- **TV graphics.** The graphics were enhanced in 2018 and the grouping as well as the tie break output. The system is open source and can and is already used by some member associations.
- **Database.** The World Archery database has been made more consistent and revamped to be in line with GDPR. Past results have been added, with the Olympic history complete and the World Archery Championships in progress.
- **Results operation and accreditation.** A gate access system was introduced in 2017, giving real access control, and activation and deactivation of accreditation cards. Moreover, contact information is used to share information on daily basis (info and notices, results) during events itself.

A portable application has been created able to work both online and offline, for access control and accessory service checks (access to practice field or storage areas). If requested, the World Archery gate app can be made available to member associations

- **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
- **Sport presentation.** After consultation with announcers, the commentator information system interface has been improved. Most sport presentation scripts can be hosted on the same platform, so the announcer has live access to information, live results and statistical information, reducing printing and paper consumption.
- **International licence.** Implementation is awaiting the finalisation of the insurance policy.
- **Extranet.** Privileges are under ongoing review, and new functions related to judge accreditation and appointment being introduced. The world record claim procedure is now fully operational.
- **API.** A full set of endpoints for developers is available and can be accessed at <https://api.worldarchery.org/v3/API/>
- **Classification.** The whole para archery classification system has been integrated in the database. Judges now have access during able-body events when required.
- **Scoring application.** The scoring application is now very stable and 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 four and soon 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.
- **World Archery application.** A new version of the application is planned before the next Olympic Games.
- **Dotsport.** World Archery has acquired archery.sport and worldarchery.sport. This will become our primary domain name in the coming months and we also will be in future be able to offer national versions of this domain name, even in national languages. We could have for instance ffta.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:

- 2 annual reports (only online. At the time of writing 17 is being published and 18 is in design)
- 2 issues of the Target Magazine, now a yearbook (2017 is available online and 18 in production)
- 20 World Archery Info Newsletters

All these efforts would not have been possible without the help of Mr Bob Smith and Mr Ugur Korkmaz.

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.

The video series have also become a successful marketing tool for manufacturers and several sponsored releases now exist.

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

Social media and web

- **Facebook.** The number of Facebook fans has increased by over 10% since last congress despite that Facebook is constantly changing the algorithm. We expect to hit 300k by the end of 2019 and have reached upwards of 120 million people during the year.
- **Instagram.** Revived, grown from 47k to around 90k and overtaken Twitter in terms of community. It is the most engaged audience we possess.
- **YouTube** growth is stable, and we should end 2019 with 160-170K subscribers. We had 13 million views in 2018. For 2019 we have already 3 million views in two months. All of this is despite geo-blocking of regions due to new TV deals
- **Website.** Since launch ahead of Copenhagen has received 3.7 million visitors, with a huge spike during the 2016 Olympic Games.

It is a content-focused platform:

- 20% of all page views are competition results
- 20% of all page views are news items. The most-read articles are those that explain the sport to a wider audience.
- 10% of all page views are athlete bios, of that total:
 - 2.8% – Brady Ellison
 - 2.5% – Kim Woojin
 - 2.1% – Chang Hye Jin, Mike Schloesser
 - 4% of all page views are the world rankings
- **Demographics**
 - India remains the largest community across platforms, however there has been significant growth in Mexico, Brazil, Malaysia and Indonesia.
 - English largest language (approximately 50% across all channels), Spanish second-largest at 18%

The online space is getting more challenging as certain platforms hold a monopoly over audiences. It is difficult for new platforms to emerge, meaning we are constantly finding ways to maximise those that we have – rather than finding new and easy ways to gain exposure. This is a challenge for every one of us, and moving forward localisation, relevance and quality of content will become ever more important.

We also have continued monitoring the social media platforms of our Member Associations and we will enclose as an appendix our second social media ranking.

In this section I would like to thank the Archery Trade Association and, in particular, CEO Matt Kormann, for their cooperation and support. Several projects were financed by the ATA and we hope to have more and more of our member associations working with them.

7. Television Production and Distribution

The agreement with Eurosport continues up until 2020 and we have signed a new rights deal with KBS Korea also until the end of 2020. We have added deals Sony in the Indian subcontinent, Match TV in Russia, Claro in Latin America, and Astro in Malaysia, among others. We also continue to have a rights deal with the number one Olympic television channel, NBC.

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.

All these events were produced and distributed live! World Archery also delivered a high number of interviews of medallists of key competitors.

Video was produced in high-definition 16:9 format, with TV graphics and an English audio commentary from a professional lead and an expert consultant in archery.

Here is the summary of the production per event:

- Live coverage of finals matches (two days, for a total of around 11 hours)
- Two 26-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:

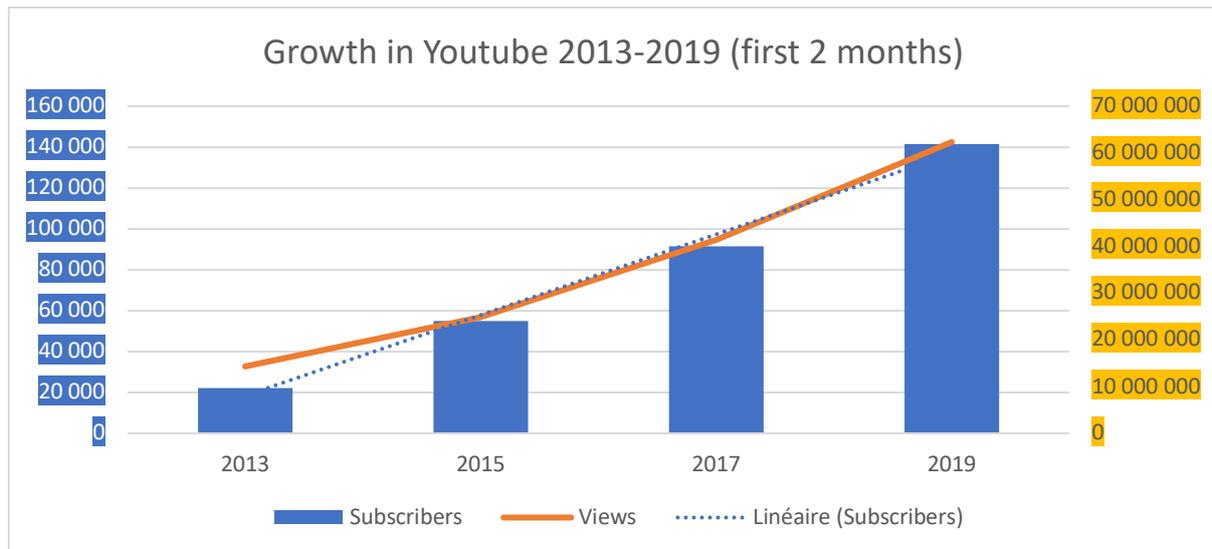
- Increased numbers of live or delayed-live broadcast takers
- Increased numbers of highlights or clipped-match takers
- Increased news coverage, particularly in the countries of event winners
- Increased viewers on web platform for live streaming and features

Thanks to all these efforts, the number of hours coverage of the Hyundai Archery World Cup broadcast in key markets doubled in 2018 when compared to 2017. We believe the audience and media value to our sponsors has increased and will continue to do so in 2019.

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.

Deals with NBC and Sony have introduced restrictions for viewers in some countries, but all matches are available online after just a week.



8. Sponsorship and Marketing

Since the beginning of the World Cup, World Archery has launched a successful program for sponsorship. In 2019, the current World Archery sponsors and partners are:

- Hyundai
- Errea
- SporToto
- Longines
- Easton, Hoyt, Fivics as Diamond Equipment Sponsors
- Development Fund Partners and Associate Members

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.

For the first time ever, we have an exclusive producer for one country, which is Korea for target faces. This was only possible under very strict conditions, including World Archery's first 10-year sponsorship deal, and thanks to a substantial investment from FIVICS.

The online shop has undergone many changes and had a successful 2018. We hope to show some new products during the upcoming World Archery Championships in cooperation with Erreà.

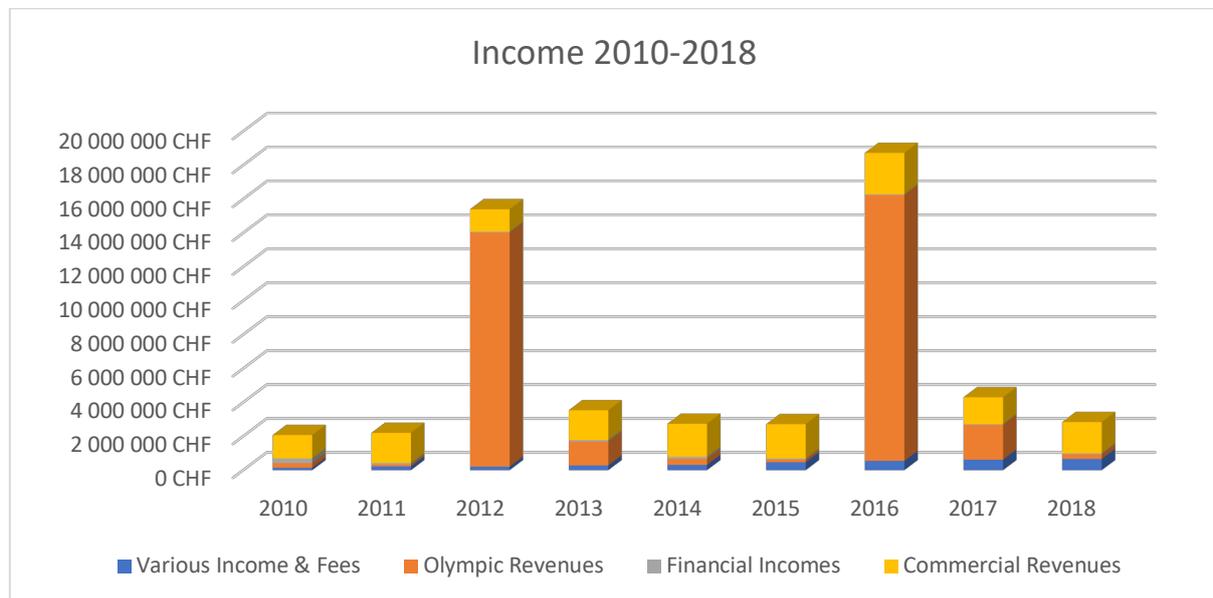
The target face license programme has seen some changes and now includes eight licensees. This licensing programme gives World Archery quality certification and a business practice framework to work with the manufacturers, benefiting the entire industry. During Congress, we will update you on the target 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 2017 was balanced between Olympic and non-Olympic revenues but for 2018 the commercial revenues 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.

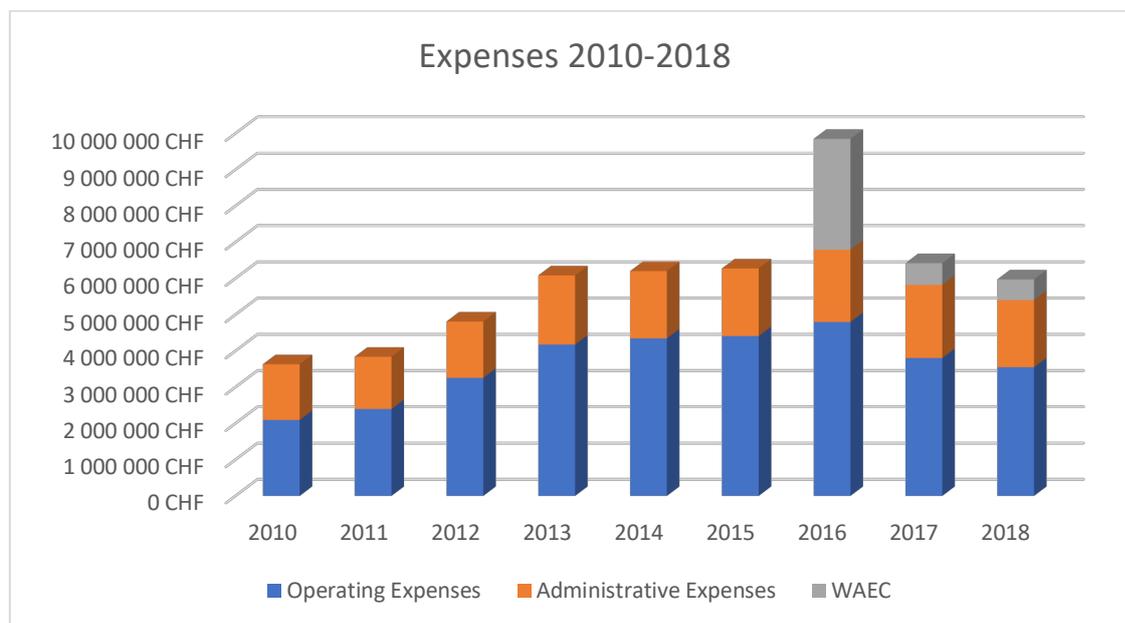
As was the case for the four preceding years, the exchange rates were monitored on a daily basis. Most incomes are in US dollar (USD) and the value of the dollar varied with respect to the Swiss Franc from 0.92 to 1.01.

All USD/CHF conversions have happened above 1 CHF in the last year, allowing us to gain on the exchange rates. Our budgeted rate was 0.95 which was very conservative.

Since most of our finances are managed very conservatively and mainly in cash or cash equivalent, very few financial gains were reported. World Archery also received a third and final payment from the International Olympic Committee in 2017 for the Rio 2016 Olympic Games.

As was the case in 2016, World Archery will acquire a short-term mortgage for cash flow reasons in 2020.

Expenses in CHF



In all three expense categories were reduced across 2017 and 2018.

In 2018, operating expenses decreased by around 8.28% on the previous year, bringing them below the 2016 level. World Archery had significant expenses in consulting, joint committee meetings and event services. In 2018, World Archery hosted three world championships and the Youth Olympic Games, which generates a certain level of expense.

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.

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

Contained in the Congress documentation is a financial plan. This is very much a draft and a final one will be presented at Congress following discussions with Credit Suisse for the payment of the mortgage of the centre, as well as the details on the Olympic funding which will be communicated to us at the ASOIF General Assembly in early May.

I would like to thank the members of the finance and audit board for their excellent cooperation and guidance and our finance director, 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. Chris Marsh 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. There will be a focus towards future event bidding with strategic development to include new organisers and recruit new

countries, while at the same time, integrate the IOC's Agenda 2020 and New Norm initiatives.

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.
- Co-operating with our organisers more closely has enabled the finals field of play to be delivered earlier and to a higher standard. This has continued the habit in staging live shooting rehearsals the day before finals at all world cups and world championships in 2017 and 2018, improving our operations during finals and victory ceremonies to be smoother and more professional.
- 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.
- The new version of the scoring tablets has increased the reliability and successful delivery of the events.
- In 2017 a new accreditation was introduced which allows for better access control and assist the LOC and Judges to keep the field clean.
- Revamp indoor events with the launch of the Indoor World Series to encourage wide participation, organisers of varying sizes and abilities.
- Several new items were delivered since the Mexico Congress such as the fully integrated Falco Eye automatic scoring, the in-venue screen graphics, the new set of TV graphics based on open source and available for member associations upon request.

2018 Youth Olympic Games: Buenos Aires

Participation Numbers

- 45 countries participated, with 13 NOCs competing in Youth Olympic Games Archery for the first time.
- 64 athletes competed (breakdown of 32 Men and 32 Women). The average age was 16.7 which is 9.4 years younger than at the Olympic Games.
- 13 International Technical Officials (ITO). The judges were in gender balance and the jury had two women and one man

Observations

- The coordination between ATOS, Omega, OCOG and IF needs to be better to prevent issues that are recurrent in exchange of data. YORIS doesn't seem to be a big help. Scoreboard layout needs serious improvement for future YOG

Positives

- The mixed international team once again has proven its value allowing athletes from different cultures and regions to compete together. A true friendship bond was created, and it was great to see the athletes cheering on their "team-mates" in later stages of the competition or acting as athlete agent.
- The athlete role model was a great success with the presentations of Aida Roman and Sjef van den Berg sharing their archery career experiences with our athletes of the future. A big thank you to Aida and Sjef for their efforts.
- BAYOCOG conducted the finest public fan zone where the general public and visiting schools tried all the sports of the Games. It was an absolute pleasure to see the try archery range constantly active with visiting public and school children trying our beautiful sport. Both

World Archery and the IOC have given this fan activity experience as an example to Tokyo 2020 and other future organisers.

- The production quality with OBS was excellent despite a minimal setup. We strongly feel that this is a good model for future events where budget is a major issue.

Learnings

- To assist the organising committee in their planning and delivery to the needs of the sport, more input/supervision and decision making is required from the IF
- Temporary venue-built layout was over scoped and at time a health and safety issue. More consultation is necessary.

2020 Olympic and Paralympic Games: Tokyo

The construction of the Archery venue on Dream Island will be completed by Congress and Mrs. Yuko OKURA will give a progress report during the Congress.

The qualification system has started with the Asian Games in Jakarta, and in a few days we will have a lot of places being awarded in the Netherlands as well as in Minsk, Lima, Morocco and Apia.

Tokyo 2020 will be the first set of Olympic Games under Agenda 2020 which will mean certain changes related to the involvement of the IF. This will have an impact on for instance the test event and also Games Operations. The test event will not feature the Team event for cost reasons. It will however be held at the Olympic venue but with a minimal setup. We also closely monitor the temperature which will have an impact on spectators, staff and volunteers. The impact for athletes will be limited but is also being monitored in close cooperation with the IOC and IPC. I thank the All Japan Archery Federation for their excellent cooperation.

We also look forward for the official opening of the Archery venue at the end of April which will be attended by the World Archery President.

Other Future Games

Several discussions have already taken place for future important games such as the World Games in Birmingham, Alabama in 2021; the Universiads in Naples a few days after our Congress; the Olympic Games in Paris and LA; the Gymnasiade in Jinjiang (CHN) in 2020; the YOG in Dakar, Senegal in 2022

11. Clean sport

For several years, World Archery has outsourced clean sport and anti-doping work to the Doping Free Sports Unit, a department of SportAccord that was setup in cooperation with the IOC and WADA. DFSU has now become the nucleus of the Independent Testing Authority that was created by the IOC.

World Archery now delegate all its clean sport activities to ITA. Discussions are taking place with CAS regarding a change of our anti-doping panel and it is expected that by Congress I can give a final outcome of these discussions.

In 2019, World Archery also delivered a service through ITA for the testing of the Vegas Shoot since this was more practical than the 2018 solution with USADA.

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.

Since the last Congress, World Archery had no international doping cases. The case that caused most impact last year was the adverse result at the Las Vegas Indoor event with R Eyler, who won the professional open event being positive on both beta-blockers and cannabinoids. This case has been very widely discussed and World Archery is very supportive of the wish of the NFAAF to continue fighting doping at their events.

However, this case has led to a huge expense for the NFAAF. This is a matter that all our members should be aware of as better education can prevent huge expenses. A doping case can cost 15,000-20,000 USD for a member association.

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

Year	Tests in Competition	Tests out-of Competition
2017	190	56
2018	161	72

As attachment to this report you will be able to find the first ITA report, which we publish as received to show once more the independence of the program.

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. Many things were put in place, such as the annual report, the publication on the website of all Congress documents, the streaming of the Congress, the election process and many other things.

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 second iteration of the ASOIF questionnaire and as expected, World Archery is ranked in the middle of the pack and feedback has been given to us where we can improve. Based on the feedback, certain motions have been prepared for Congress which will be described in detail. These include matters such as independence of certain members in committees, the voting rights, term limitation and other items.

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

Summary scores, ASOIF Questionnaire

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

The ASOIF report concluded our strengths were:

- A good range of information is published, including audited accounts and the Congress archive

The report concluded the areas for improvement were:

- Continuing to increase the level of transparency, for example by publishing more information about the development programmes. This matter was discussed with ASOIF and it is a question of making the available information more visible; something we are working on with Chris Wells and Pascal Colmaire.
- Introduction of term limits for elected officials. This is a matter we will decide on at Congress.
- Increased independence for the board of justice and ethics and the finance and audit board. This matter will also be addressed at Congress and is combined with a clear definition of what is independence.
- Increased promotion of environmental responsibility in relation to events. This is a matter that we need to continue to progress on. Items such as the permanent accreditation and the water control during events are excellent examples of this. The fact that we are shipping less equipment is also a good contribution to this.

We were also pleased that we were cited as potential best practice examples in four areas:

- Organisational chart and description of structure: <https://worldarchery.org/Governance>
- Archive of Congress documents: <https://worldarchery.org/Congress>
- Outsourcing of anti-doping activities
- Right of appeal to the Court for Arbitration in Sport (CAS)

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.

Since time was quite short between the two congresses a new questionnaire was not put in place. However, we have had several matters of governance that have caused us to investigate and in certain cases take decisions.

The countries that were concerned are:

- Poland. Was suspended from July 2018 until February 2018 for matters related to the election process. The suspension has been lifted based on certain conditions to make sure that the agreed roadmap was fully complied with. World Archery sent an observer from PwC to the General Assembly in December.
- India. The matter of the constitution and the election is in front of the Supreme Court of India. I visited India and met with all parties involved. The outcome of the court decision will be discussed at the next Executive Board meeting prior to Congress
- IR Iran. the former president has challenged the Executive Board decision to ratify the elections in front of CAS. A mediation has been planned but postponed for visa reasons. We hope to report on the matter at Congress.
- Algeria. The general assembly has not accepted the financial and other reports and currently there is no one in charge of the federation. The matter will be discussed at the next executive board meeting.
- Morocco. The government dismissed the executive of the federation for malfunctioning, and charged a temporary board to organise elections; these latest were held in February 2018.

Other countries are under investigation and an update will be provided during Congress.

As part of good governance, the Executive Board also decided that we will, as of this Congress, publish a log of all decisions taken by the Executive Board and Executive Committee for reasons of transparency. That list is annexed to this report.

13. Strategic planning

Our current plan is based on the five Ps – Product, Partner, Promotion, Process and Priorities. We will provide a full presentation during Congress. We will provide an update on how much progress is happening at national level.

During the Congress we will open also the envelopes that you put in a box in the last congress with the actions you committed to doing since last Congress.

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

No match fixing cases were reported to World Archery. In two instances following incidents in competition, a preliminary investigation took place but was closed since no information could be found through IBIS or other means. World Archery continues to work with IOC on this and an update will be given during Congress.

World Archery has adopted the Olympic Movement Code on the Prevention of the Manipulation of Competition. World Archery participated in the conference organised in London by the International Partnership Against Corruption in Sport (IPACS) as well as the workshop by the Global Lottery Monitoring System at the Olympic Museum.

The board of justice and ethics dealt with one case in relation to Poland that led to suspension. No other cases of breaking of rules, ethical violations or corruption were referred to the board and they will report to Congress independently. The chair passed away during this Congress and the deputy chair took his responsibilities until this Congress.

A procedure and a policy were adopted on safeguarding in the July meeting of the Executive Board. A special workshop will be run related to this matter during Congress.

One case took place in the World Youth Championships in Rosario and is still pending in India, currently resulting in a provisional suspension. This matter was discussed with the Indian federation during a recent visit. We are glad to announce that our former athlete chair and board member, Alison Williamson has accepted to participate in the body that will investigate cases. World Archery is complying with the safeguarding policies proposed by the IOC and is in coordination with other international federations.

15. Evolution of World Archery

As mentioned in the introduction, we live in a very complex world 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.

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. The IOC and the UNFCCC are developing action plans that international federations can implement to contribute to the urgent changes.

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. We already have several initiatives such as the permanent accreditation to reduce plastic waste, a better use of water during our events. We will look with our organisers to see how we can reduce further the carbon impact of our events. We have also started doing more on-line meetings rather than physical meetings. We were the first international federation in the Maison du Sport to have an electrically powered car.

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

16. Ad-hoc commissions and working groups

Continental Games

A meeting took place in 2018 and a plan was put in place to have archery included in all continental games. We are pleased to report that this goal will be achieved in 2019 with archery being present at the African and Pacific Games. We are also pleased to report that the Pan-American and European Games will include compound for the first time.

Since these Games have been also integrated in the Olympic qualification system, we are convinced that this will be great contribution to the development of the sport. Together with Archery GB and Archery England, a bid has been put forward to include archery in the Commonwealth Games in Birmingham in 2022. We will be able to report at Congress if we have been successful.

Good governance and strategic planning advisory group

The two committees have merged into one committee since they were very much linked. To encourage certain activities, we have done a study on voting power of the member associations and

the governance motion includes the final outcome of this study. We also will come with a mandatory strategic plan for our member associations as part of the good governance requirement.

Gender equity

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

Remuneration

Recommendations were made and implemented. The group is now 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.

In creation

Traditional Archery

A committee to look at all kinds of traditional archery has been created. The main purpose is how we can assist our member associations and the federations that are in existence to make sure that these forms of archery are safe and contribute to the positive evolution of the sport, as well as have traditional archery included in World Heritage.

Masters development

World Archery hosted its first open World Archery Masters Championships at the World Archery Excellence Centre in 2018, complementary to the IWGA World and Continental Master Games. This was for indoor, outdoor and field disciplines. An extensive questionnaire was conducted and gave directions on the future of master's sport. It is the intention to form a masters committee after Congress.

17. 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.

18. 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 the following long-standing World Archery officers who have indicated they will retire at this Congress.

Philippe Bouclet from France, who has been vice president for many years; Morten Wilmann, the chair of the judges committee and also a former target committee member; Carole Hicks, a member of the constitution and rules committee and continental president, but very much known for her work as chair of the para archery committee. Many thanks to the three of you.

I cannot finish this report without mentioning the great loss we all suffered at the beginning of this year with the disappearance of my friend, mentor and predecessor, Beppe Cinnirella. World Archery has the privilege of having him as secretary general for many years.

I thank the entire event team under the leadership of Chris Marsh:

- Event manager Fernando Suarez
- 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: Andreas, John and Nathalie
- ...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 Pascal, Caroline, Ludivine, Matteo, Juan-Carlos, Séverine, Jenny, Chris Marsh, Chris Wells, Thomas, JK Lee, Siret and Gwenaël, as well as the Centre staff, Junoh, Fermin, Charlotte, Jeoung, Raymond, Corinne, Alexane and Melany.

I look forward seeing you all in 's-Hertogenbosch and to give you a further update on our activities.



Tom Dielen

Secretary General